

A stylized illustration of a forest landscape. In the upper left, a large orange sun rises behind a cluster of green pine trees. Two bald eagles are depicted: one is perched on a tall, green tree on the left, and another is in flight in the upper right. In the lower right, a mallard duck swims on stylized blue and orange waves. In the lower left, a salmon is shown swimming upwards through the waves. The background features a gradient from orange to teal, with a grey rock formation in the middle ground.

2024 - 2025

Year in Review



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**Building self-reliance for member communities
of the Independent First Nations Alliance**

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Department Reports

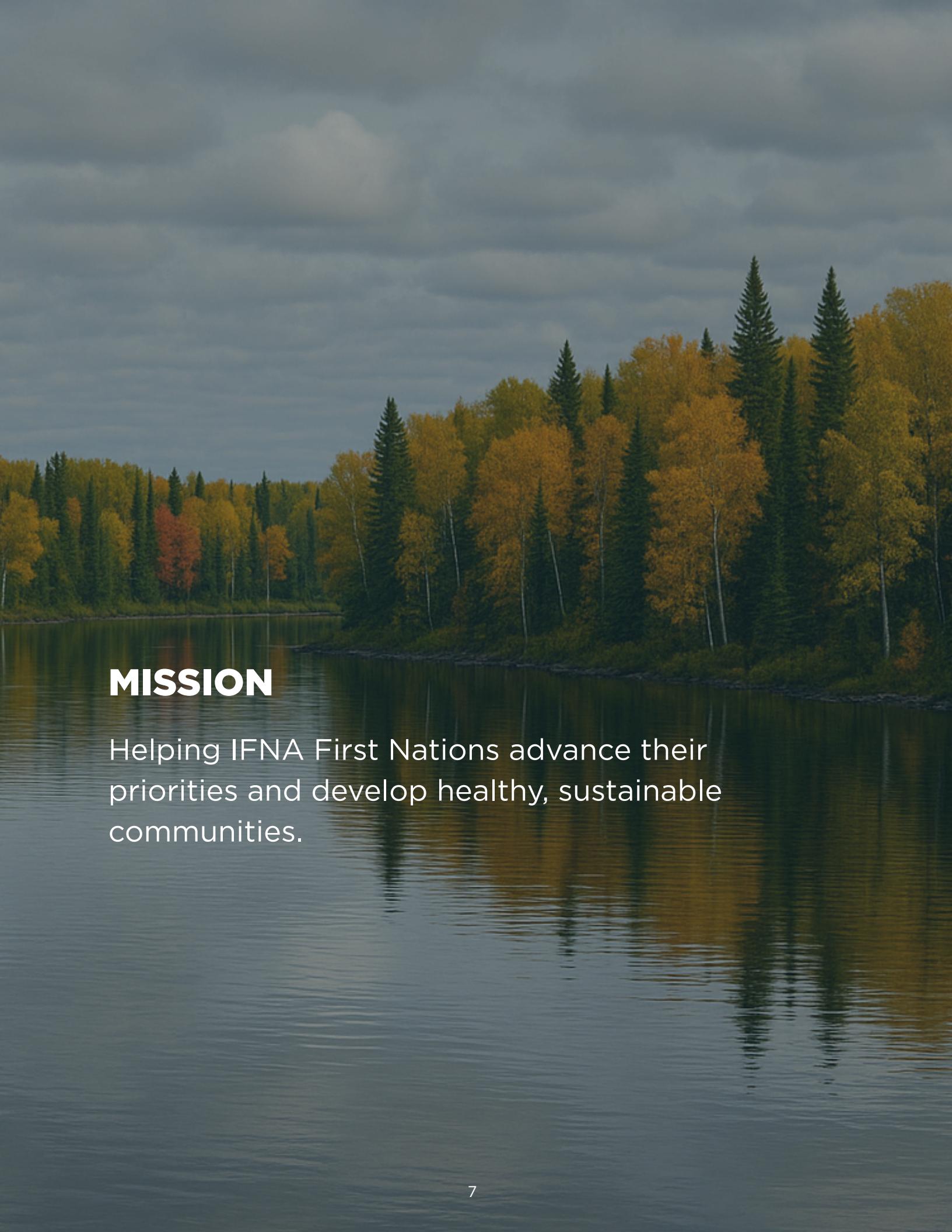
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VISION

Sustainability and autonomy for IFNA First Nations communities.



MISSION

Helping IFNA First Nations advance their priorities and develop healthy, sustainable communities.

Guiding Principles

Our work is guided by the voices, values, and visions of the communities we serve.

Everything we do is rooted in four foundational principles: **Community**, **Capacity**, **Compassion**, and **Courage**.

IFNA's Role in the **COMMUNITY**

We honour the autonomy and identity of each of the five independent First Nations within our alliance, recognizing that every community brings its own strengths, knowledge, and priorities. By building strong relationships and listening deeply, we ensure our work reflects the unique direction and needs of each Nation. While we come together as an alliance to share resources and expertise, we never lose sight of the importance of local leadership and self-determination.

Our commitment is to walk alongside communities, not ahead of them, and never without them.

Building CAPACITY

We build capacity with the goal of community-driven strength and self-reliance. Our role is to support and strengthen local systems and knowledge. We exist to help communities build on what they already know, do, and envision for themselves. Through collaboration, training, and tailored services, we work to increase each community's ability to operate independently and sustainably.

We are continuously evolving to meet emerging needs and to offer diverse, high quality services, ensuring that the tools and support we provide are as dynamic as the communities we serve.





Leading with COMPASSION

The challenges our communities face are not the same as those in urban centres. IFNA understands that each Nation has its own unique circumstances, shaped by systemic barriers and demographic realities.

These challenges impact housing, education, health care, and the path to self-reliance. We lead with compassion and work alongside communities to create long term, practical solutions that reflect their needs.

COURAGE to Think and Act Differently

At IFNA, we lead by providing First Nations-led solutions that reflect the priorities and visions of our member communities. Every initiative we undertake is developed in close partnership with the Nations we serve, ensuring alignment with their goals and aspirations.

Our strength comes from walking alongside communities, respecting their leadership, and delivering approaches that work for them, now and into the future.

Chiefs and Council



Chief Donny Morris
Kitchenuhmaykoosib Inninuwug



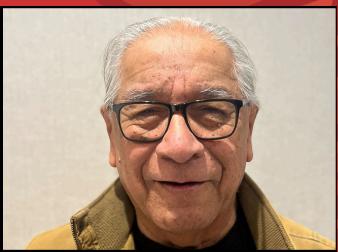
Chief Clifford Bull
Lac Seul First Nation



Chief Carla Duncan
Muskrat Dam First Nation



Chief Paddy Peters
Pikangikum First Nation



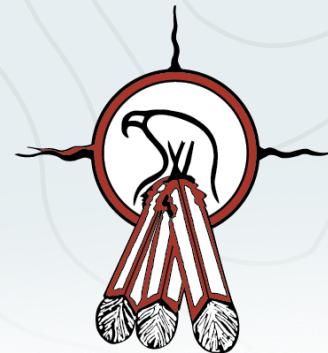
Chief Lawrence Wanakamik
Whitesand First Nation



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LAC SEUL FIRST NATION





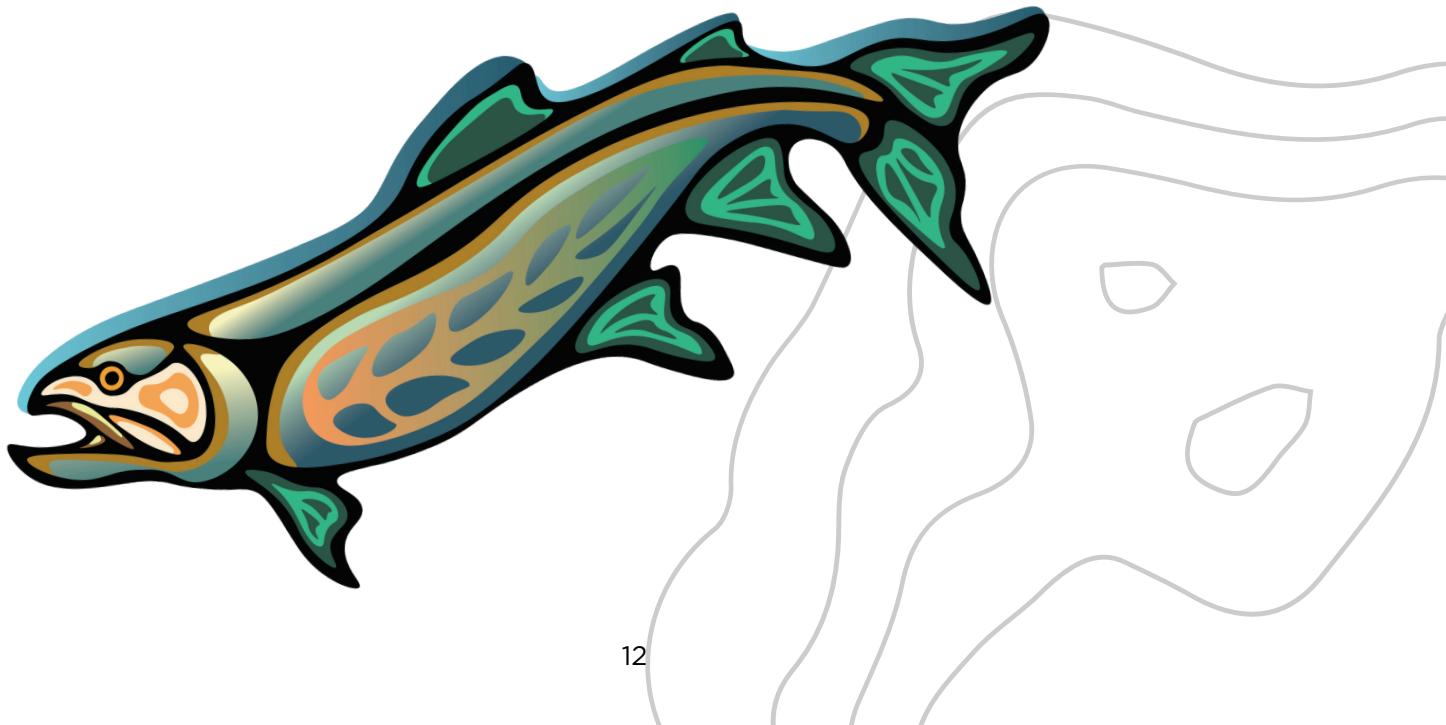
KITCHENUHMAYKOOSIB INNINUWUG

Located approximately 400 kilometers northeast of Sioux Lookout, Kitchenuhmaykoosib Inninuwug, also known as Big Trout Lake First Nation, is home to nearly 1,000 members. Surrounded by the beauty of the northern boreal landscape, the community remains strong in language, tradition, and self-determination.

Ojibway is the primary language spoken in the community, with Cree and English also commonly used. Kitchenuhmaykoosib Inninuwug is a fly-in First Nation, with scheduled air service through the Big Trout Lake Airport. In the winter, residents can travel via winter road to Pickle Lake, which connects to Ontario's northernmost highway.

The community is equipped with infrastructure including electricity, water pumping stations, underground sewer and water lines, and a lagoon based waste disposal system.

In 1991, Kitchenuhmaykoosib Inninuwug declared its independence from broader First Nation organizations to pursue its own vision for the future, guided by community priorities, sovereignty, and the right to make decisions for its people, by its people.





Aglace Chapman Education Centre, 2024.



IFNA Health Staff School BBQ, 2024.



Chief Donny Morris, A/CEO Jonathan Gregg, & Integrated Emergency Services Director, Nicholas Rhone.

LAC SEUL FIRST NATION

Located approximately 40 to 60 kilometers from Sioux Lookout, Lac Seul First Nation is home to nearly 1,000 members across three communities: Kejick Bay, Whitefish Bay, and Frenchman's Head.



Lac Seul First Nation is rooted in Anishinaabe culture, with Ojibway as the mother tongue, though English is also widely spoken. The community is engaged, resilient, and actively involved in economic development and long-term planning.

With over 140 full-time staff and seasonal workers, Lac Seul's workforce supports a range of community services and infrastructure. Each of the three communities has its own school, Waninitawingaang Memorial School, Morris Thomas Memorial School, and Obishikokaang Elementary School, demonstrating the Nation's commitment to accessible education close to home.

Community life is supported by recreation spaces including an arena, community hall, gymnasium, beaches, and Pow Wow grounds. Recent infrastructure improvements include completed upgrades to water treatment plants in Kejick Bay and Whitefish Bay, new housing lots, road development, and a heavy equipment garage operated by Public Works.

Lac Seul First Nation continues to move forward, guided by their values and the strength of their people.



Lac Seul First Nation's Flooding Settlement Celebration 2024 - Chief Clifford Bull and Council Members.



Elder's Complex Grand Opening, 2025



IFNA & Lac Seul First Nation Chief Clifford Bull and Council Members Luncheon, 2025



IFNA Camp Molly in Lac Seul, Frenchmen's Head, 2025



MUSKRAT DAM FIRST NATION

Located 370 kilometers north of Sioux Lookout, Muskrat Dam First Nation is home to just over 400 residents. Nestled along a narrow stretch of land above the Severn River, the community is deeply connected to its land and traditions. Though remote and accessible only by air or winter road, Muskrat Dam remains strong in culture and community spirit.

Muskrat Dam First Nation spans 4,850 acres along Muskrat Dam Lake in the Kenora District. The community maintains a strong connection to the land through hunting, trapping, and fishing. They also operate infrastructure including a water treatment plant, diesel-generated power system, and the local airport.

Education in the community is rooted in local support. Samson Beardy Memorial School offers classes from junior kindergarten to grade 8, while Wahsa Distance Education Centre and the Northern Nishnawbe Education Council provide continued learning opportunities for high school and post-secondary students in urban centres.

With a dedicated radio station, volunteer firefighters, youth centre, gymnasium, and community hall, Muskrat Dam First Nation continues to prioritize well-being, connection, and cultural resilience.





Reverend Tommy Beardy Memorial Family Treatment Centre in Muskrat Dam, 2025.



Hand crafted Muskrat Dam tapestry in main office, 2024.



IFNA Senior Management welcome meeting for Chief and Council, Chief Carla Duncan, first female Chief of Muskrat Dam & Council Members in MRD, 2024.



PIKANGIKUM

Located on Pikangikum Lake, approximately 100 kilometers northwest of Red Lake, Pikangikum First Nation is home to more than 3,500 members, making it the largest First Nation community in Northern Ontario.

Pikangikum is a fly-in community, accessible year-round by air. From January to March, it can also be reached by winter road, and during warmer months, by boat. Construction is underway on a controlled access, all weather emergency road to improve safety and access in the future.

Deeply rooted in Ojibway language and culture, Pikangikum continues to honour traditional ways while adapting to the evolving needs of its people. The community maintains essential infrastructure, including diesel generated power, a water treatment facility, and waste disposal services. Health care is supported by 6-7 nurses and a visiting doctor.

Education and youth development are central to community life. Eenchokay Birchstick School offers K-12 programming with 67 staff members, and the NNEC supports students pursuing secondary and post-secondary studies in other communities.

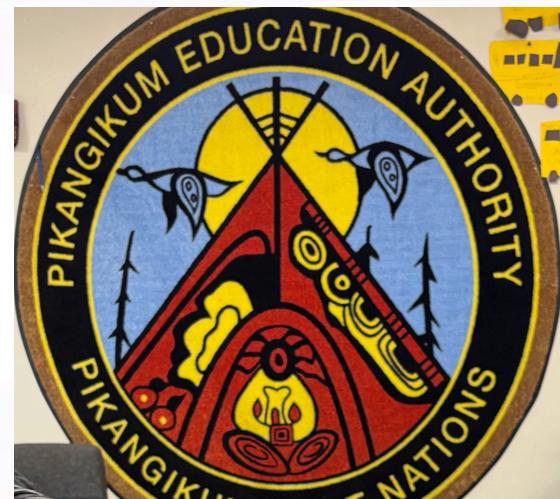
With recreational trails, a beach, arena, boat launches, internet access, and local radio, Pikangikum continues to grow while remaining grounded in its values. As the community shares,

- ***“Our strength is our Ojibway way of life... enabling us to approach our challenges with determination and confidence.”***





Knowledge Keepers Complex Opening Ceremony,
Pikangikum, October 2024.



Pikangikum Education Authority tapestry,
2024.



Pikangikum, Eenchokay Birchstick School, Chief Shirley Lynne Keeper and Parastou Ziadlou, 2024.



WHITESAND FIRST NATION

Located about 245 kilometers northeast of Thunder Bay, just north of Armstrong, Whitesand First Nation is home to over 1,000 registered members, with around 300 living in the community. Originally near the Whitesand River and along the northwest shore of Lake Nipigon, the community relocated north of Armstrong following shoreline erosion and flooding in the 1940s.

Recognizing economic opportunity on their traditional lands, Whitesand First Nation established Sagatay Economic Development LP in 2010, fostering workforce development and future growth **“with our People, for our People.”**

Education is a priority for Whitesand. While primary school students attend Armstrong Public School, secondary students travel to Thunder Bay with support from the Boarding Home Program, ensuring safe accommodation and travel. Since 1995, the community has operated its own post-secondary program to support lifelong learning.

The recently completed 10,000 sq. ft. community centre exemplifies Whitesand’s investment in its people, featuring community kitchens, health services, career training facilities, offices, and a gymnasium to support well-being and development.



IFNA would like to recognize and extend our heartfelt gratitude to Whitesand First Nation member and Board Director, Craig Toset.

Craig has been a dedicated member of the Board, serving alongside Chief Lawrence Wanakamik, and has contributed greatly through his presence at meetings and community gatherings.

Chii-Miigwech.



Chief and Council, alongside community members during WISER Demonstration from IES Director Nicholas Rhone.



Christmas Holiday Parade, Whitesand First Nation, December 2024.



Chief Lawrence Wanakamik and Council alongside IFNA Staff, May 2024.

About IFNA

Prior to the establishment of the Independent First Nation Alliance in September 1987, the five First Nations communities of Whitesand First Nation, Lac Seul First Nation, Kitchenuhmaykoosib Inninuwug, Pikangikum and Muskrat Dam First Nation were independent from any existing Tribal Council.

While each community is recognized as an autonomous entity with individual needs and aspirations, their association with IFNA allows them to be interconnected and to build strength and unity with one another.

SERVING THE COMMUNITIES OF

KITCHENUHMAKOOSIB INNINUWUG
LAC SEUL FIRST NATION
MUSKRAT DAM FIRST NATION
PIKANGIKUM FIRST NATION
WHITESAND FIRST NATION

IFNA SERVICES



Technical Services



Finances



Strategic Initiatives



Education Services



Advocacy & Governance



Strategic Communications



Health Services



Human Resources



Integrated Emergency Services



CEO Message



THEME FOR 2025-2026

IFNA remains committed to walking alongside each of its member Nations—strengthening relationships, supporting local solutions, and building on the strong foundations already in place.

This past year has been one of continued commitment, collaboration, and progress across IFNA's departments and services. I am proud of the dedication shown by our teams and the meaningful support extended to our member Nations.

I recognize the ongoing challenges that communities face—realities that are carried each day by leadership, staff, and families. I remain committed to ensuring IFNA continues to walk alongside each Nation, with work grounded in respect, relationships, and community direction.

The values of **Compassion, Courage, Capacity, and Community** guide our approach and shape the work of IFNA, influencing how we move forward each day.



I look forward to the continued growth and good work ahead, always in support of community-led solutions and long-term change.

The dedication and care shown by IFNA's leadership, programs, and staff over the past year continues to be a source of deep pride. Their commitment, creativity, and steady presence in supporting our member Nations has made a real and lasting impact.

It can be easy to overlook the day-to-day efforts behind the scenes: the thoughtful decisions, the quick responses to urgent needs, and the compassion shown in difficult moments. I want to take this opportunity to acknowledge and appreciate the work that often goes unseen.

Our staff continue to meet complex challenges with care, creativity, and deep respect for the communities we serve. Whether it's quietly showing up during a crisis, helping a student feel at home in a new city, responding to a health emergency, or supporting families through housing or medical care—every response is thoughtful, grounded, and community-led.



Advocacy & Governance

In 2024-2025, Advocacy and Governance expanded government relations to better support IFNA communities. With guidance from Blackbird Strategies, IFNA advanced political engagement at federal and provincial levels to raise awareness of community priorities.

The work combined urgent advocacy with long-term planning, ensuring community priorities were reflected in government briefings. IFNA engaged federal and provincial officials and adapted its approach through the 2025 election.

Going forward, the focus will remain on strengthening relationships with decision-makers and advancing First Nations' priorities through strategic, community-rooted engagement.

THEME FOR 2025-2026

Advocacy in Action — Advancing priorities through strong partnerships and relentless representation.

PLANS FOR 2025-2026

Looking ahead, IFNA's government relations will remain bold, proactive, and firmly guided by community direction. With the support of Blackbird Strategies, our 2025-2026 strategy focuses on several key initiatives:

- We are planning a major leadership visit to Ottawa in Fall 2025, including advocacy training, messaging development, and briefings with senior political leaders.
- We will secure meetings with Ministers, senior staff, and decision-makers across all government levels to advance IFNA-led solutions.
- We will provide real-time updates and analysis on key legislative and regulatory changes, such as Bill 5, mining expansion, and emergency services reform.
- We will develop a comprehensive advocacy strategy to ensure sustained support across departments including emergency services, midwifery, and infrastructure.
- Leadership visits to Ottawa and Queen's Park will be organized, supported by training, messaging, and media engagement.
- Regular check-ins with department leads and community liaisons will ensure our advocacy stays aligned with emerging priorities and urgent community needs.



Chief Donny Morris, from Kitchenuhmaykoosib Inninuwug and Advocacy and Governance Director Franklin Paibomsai joined by members from Muskrat Dam in Lac Seul, 2025

2024-2025 HIGHLIGHTS

14 Briefing Notes Issued

6 Community Briefings Held

5 Provincial Ministerial Meeting Requests Submitted

6 Federal Ministerial Meeting Requests Submitted

5 Resolutions Drafted

Notably, urgent and ad hoc support was provided when required, including rapid analysis and action following Premier Ford's inflammatory comments on First Nations rights and during the fast-moving passage of Bill C-5 through the federal parliament.



Advocacy and Governance Director Franklin Paibomsai with Kitchenuhmaykoosib Inniniuwug Student, Jermaine McKay, at the 2025 Education Youth Summit in Winnipeg.

2024-2025 ACCOMPLISHMENTS

- Coordinated Advocacy Campaigns.
- Delivered strategic responses to Bills C-5 and 5, defending First Nations' environmental and governance rights and ensuring IFNA voices were heard.
- Political Engagement and Ministerial Outreach.
- Increased direct engagement with Ministers, Deputy Ministers, and Chiefs of Staff from key portfolios including Health, Indigenous Services, Infrastructure, and Emergency Management. Initial introductions are being made now to set up for a larger push of in person meetings in the Fall of 2025.
- Strategic Planning and Capacity-Building.
- Developing long-term advocacy frameworks for midwifery, infrastructure investment, education expansion, and Jordan's Principal reform.
- Election Readiness and Transition Planning.
- Provided pre- and post-election support to ensure continuity of advocacy and realignment with the incoming federal administration's mandate.

The Technical Services program provides advisory services and technical support to IFNA communities in areas pertaining to community infrastructure, operations and maintenance, and the environment. With years of experience and a true understanding of the needs and concerns of a First Nation community, the Technical Services team aims to assist in capacity building for its community members through skills transfer and expansion of available community services.

PLANS FOR 2025-2026

The Technical Services department's goals for 2025-2026 focus on enhancing infrastructure planning and delivery to meet the immediate and long-term needs of IFNA member communities. A key objective is implementing energy efficiency retrofits in prioritized buildings and homes, guided by assessments to reduce consumption, lower costs, and advance sustainability.



Capacity building remains a priority through training, mentorship, and technical guidance for local community members. Project management processes will be improved to boost efficiency, transparency, and responsiveness to community priorities. The department also aims to strengthen partnerships with community leadership, government agencies, and industry stakeholders. Baseline waste management studies will be conducted in each community to guide long-term, community-specific strategies for responsible solid waste management. Advancing regulatory compliance is essential to ensure projects meet current standards and best practices. Innovative solutions will be promoted to address infrastructure gaps and adapt to emerging challenges.



Technical Services Department Carpentry Program 2024 in Pikangikum First Nations.

To increase capacity, subject matter experts in housing, operations and maintenance, and infrastructure will be onboarded to better support member communities' development goals.

Finally, clear, standardized policies and procedures will be developed across all technical service areas such as water, housing, environmental public health, solid waste, capital projects, and operations and maintenance to define IFNA's role alongside member First Nations and ensure a consistent, transparent process from project start to completion.



New Housing Construction in Post Island, Kitchenuhmaykoosib Inniniuwug, 2025.

2024-2025 ACCOMPLISHMENTS

In 2024-2025, the Technical Services team provided critical support to member communities through building inspections for new construction, existing homes, and public facilities. Annual HVAC servicing and repairs were completed for remote Nursing Stations, alongside the management of various housing and capital infrastructure projects. Support was provided to communities in developing funding applications and proposals, and coordination was carried out for community housing and infrastructure initiatives.

Community asset inventories were updated and maintained to assist with operations and maintenance (O&M) planning. In partnership with member communities, the backlog of infrastructure and housing project reporting is actively being addressed—enabling the release of outstanding funds, facilitating project closeouts, and restoring eligibility for future funding opportunities. Collaboration with First Nations also focused on asset management initiatives aimed at strengthening oversight and long-term planning of O&M assets.

ENVIRONMENTAL HEALTH



The Environmental Health Program remained active across several priority areas. Activities included water quality testing, water-based programming for IFNA students and community members, and support in the management of drinking water systems. In addition, the Environmental Health Program participated in Advanced Small Drinking Water Systems training.

Further educational opportunities included participation in Case Studies in Chemical Contamination course and guided Water Treatment Plant tours. Pest infestation responses were coordinated, and public health information related to blastomycosis was shared to support community awareness.

WATER HUB

Partnerships across the water sector were strengthened, including continued collaboration with the Ontario Clean Water Agency (OCWA). In partnership with Ontario First Nations Technical Services Corporation (OFNTSC) and Walkerton Clean Water Centre (WCWC), Water Treatment Plant Operators received training and support toward achieving water treatment and water distribution licenses.

Collaboration with Water First also continued, delivering science-based water programming to students and supporting local knowledge and interest in water stewardship and career development.



Water Treatment, Technical Services

SOLID WASTE

Progress in solid waste management included the development of Waste Management Plans, waste facility planning and design, and the decommissioning of refuse sites. Diversion programs were implemented to reduce landfill waste. Community clean-up efforts also included the removal of derelict vehicles, contributing to safer and more environmentally sound local environments.



Solid Waste Management, Technical Services

2024-2025 HIGHLIGHTS

- Successful implementation of enhanced water quality testing protocols, ensuring safer drinking water for all communities served.
- Launch of new water science programs, offering hands-on training and advanced courses in water system management and chemical contamination response.
- Expanded partnerships with OCWA and Water First, resulting in increased operator licensing and enriched programming opportunities.
- Improved pest infection control measures and the introduction of educational water treatment plant tours for students and professionals.
- Finalized fully designed housing models with detailed specs and CCDC-compliant tender documents to streamline funding, improve build quality, and set a new standard for housing across IFNA communities.
- Advanced solid waste management with feasibility studies, landfill design, and environmental assessments for future landfill and transfer station projects.
- Improved waste diversion efforts and successful completion of targeted derelict vehicle cleanup initiatives across member communities.
- Conducted energy efficiency assessments of community buildings to reduce power use, lower costs, and improve performance, with ongoing data collection and remote monitoring for long-term sustainability.



Technical Service Staff Outreach Program
teaching students, 2025

2024-2025 ACTIVITIES

The Technical Services department offered advisory and technical support related to community infrastructure, operations and maintenance, and environmental initiatives. Efforts focused on capacity building; skills transfer and expanding community services.

Water and Wastewater Hub Services

- **24/7 Monitoring:** Overall Responsible Operators (OROs) maintained ongoing oversight of water systems.
- **Leak Detection Training:** Trained two communities.
- **Water Quality:**
 - 22 water tests were conducted.
 - 4 safe drinking water presentations provided.

Housing and Infrastructure

- **Housing Inspections:** Over 140 inspections conducted to support quality and code compliant home construction.
- **Capital Works:** Supported and provided oversight on over 25 capital projects across member communities.

Environmental Public Health Program (EPHP)

- **Food Safety:** 5 food facility inspections conducted.
- **Health Promotion:** Provided information sessions and carried out facility inspections.
- **Crisis Response:** Responded to emergency public health needs.

Solid Waste and Environmental Initiatives

- **Projects:** There are currently 7 active waste projects.
- **Landfill Planning:** Continued work on sustainable waste management planning.

Integrated Emergency Services

THEME FOR 2025-2026

Sustainability for 24/7 funded integrated emergency response across all of IFNA communities

Integrated Emergency Services (IES) started in response to major emergencies in 2019 impacting thousands of IFNA community members. Our department roots were grounded in ensuring we were 'always ready' to support the communities, 24/7 for any emergency.

Our mission is to establish the most innovative, and equipped first nation focused integrated emergency services in Northern Ontario that is "always ready" to respond, sets a standard others wish to follow, and improves community well-being while eliminating needless loss of life within IFNA communities. While still a work in progress – there is no other tribal council or 'alliance' in Ontario that has developed these services to support the communities they serve.

We are proud to follow the example and amazing leadership of IFNA Chiefs who inspire us to serve and stay focused on our goal of ensuring equitable emergency services across IFNA. This is why when the Chiefs and communities have called for help, IFNA IES staff or community based staff are either already in community responding or are on a plane within hours deploying to support and stand shoulder to shoulder with the community, whether it is a flood, or forest fire, or power outage or any other emergency.

IFNA EMS at Eenchokay Birchstick School School Career Fair, Pikangikum 2024



2024-2025 ACCOMPLISHMENTS

Emergency Planning and Projects

Ongoing projects, development of project management approach that interweaves and connects across all IFNA departments.

Regional Fire Rescue

Responded to emergencies in IFNA communities (structural and wild fires, drone assisted missing person searches, infrastructure failures, community events medical support) often without dedicated funding. Received funding from Natural Resources Canada (NRCCAN) as only one of a few organizations in the country for wildland fire training. Hosted certified National Fire Protection Association Fire and Life Safety Educator training and had every IFNA community represented. Signed an memorandum of understanding (MOU) with Sioux Lookout Fire Services and Municipality for a partnership regarding fire services and support.

Emergency Medical Services

Received Operators certificate to begin an Ambulance service in April 2024 with full 24h staffing accomplished in September of 2024; inspected by the Ministry of Health in October of 2024.

Community Paramedicine (CP)

Introduced in Pikangikum April 2025, with soft launch November 2024 (55 patients enrolled). CPs providing care from nursing station, Elders Complex, and homes, offering 24/7 after-hours support for Elders in collaboration with the Pikangikum Health Authority. Team has finalized Patient Care Standards and Medical Directives, with eight paramedics completing immunization training and assisting with measles immunization efforts. Five paramedics are undergoing formal CP training. The program was presented at the Toronto CP Expo, and the IFNA CP team joined the Ontario Association of Paramedic Chiefs (OAPC) Northern Community Paramedicine Community of Practice. Work on funding proposals to Ontario Health and Ministry of Long-Term Care to expand the program.

Security

Collaborated with Muskrat Dam Health Director to ensure the community's identity and preferences were reflected in the design and selection of uniforms provided to security personnel. The security program delivered an Applied Suicide Intervention Skills Training (ASIST) course in Kitchenuhmaykoosib Inninuwug for guards to participate in.

Support & GIS

Continued development and updating of IFNA GIS including custom field applications for emergency, RFR and EMS, to improve and facilitate response and dispatch operations, as well as support of infrastructure planning and projects. Logistical and planning support for all IFNA IES divisions, events and staff throughout the year. Proposal development, project tracking and support across 13 different IES projects.

HIGHLIGHTS 2024-2025

Regional Fire Rescue

- Each community had a sea can with minimum back up emergency equipment including a generator, wildland response gear, sprinkler kits, pumps and hose along with a side by side UTV or ATV secured in a sea can.
- Extended use of drones to conduct GIS and 911 mapping/surveying/missing person searches in communities, advanced drone capability systems with BVLOS and Sparrowhawk.
- Installation of sprinkler systems and conducted training on critical infrastructure in KI, MRD, LS.
- GIS mapping to track smoke alarm installations and wildfires.
- All five IFNA communities represented at NFPA 1035 Life Safety Educator certification and a conference for skills updates and training.
- Successful winter road season with winter response vehicles and IFNA base trailers and sea cans for equipment storage moved to communities – every fly in community now has an IFNA temporary accommodation trailer that can be used to ensure staff can immediately deploy for emergencies and training.
- Secured and delivered a pumper fire truck for KI within 6 weeks of the BCR signing requesting IFNA to oversee Fire and EMS for KI. KI has not had a pumper truck operational for over 7 years.

Emergency Medical Services

- Received Ambulance Service Operators Permit
- Started One Medic Response with RFR assistance.
- As staffing became more stable added two Paramedic Response
- Provincial Radios installed
- In January started CACC dispatch with call from the community going to the CACC
- Have two first nation Paramedics full time with the service. They have taken a leadership role in community engagement in Pikangikum

Community Paramedicine

- Clinical infrastructure, training, and governance established
- Dedicated Elders Complex space secured by Pikangikum Health Authority
- Strong collaboration developed with ISC leadership
- Provincial showcasing increased visibility and partnership opportunities

Support & GIS

- Provided admin, finance, planning and logistical support for 13 different budgets totaling more than \$11 million
- Mapping of smoke alarm progress, in collaboration with IFNA RFR, for more than 1300 homes in IFNA communities with the capacity to now do full 911 Mapping within IFNA.

STATISTICS 2024-2025

Regional Fire Rescue

- Has attended 100% of IFNA community households to offer a working 10 year sealed combination smoke and carbon monoxide alarm to every home within IFNA.
- Approximately 20 emergency deployments and/or responses across IFNA communities relating to missing persons, medical assistance, power and infrastructure failures, structural and wildfire.



Community Paramedicine

- 55 patients enrolled during soft launch
- 3.4 daily episodic care visits at the nursing station
- 5 paramedics enrolled in 15-month CP training
- 8 paramedics certified for immunization support



PLANS FOR 2025-2026

IES will continue to prioritize strategic planning guided by direct community input, ensuring our efforts address the unique needs of every community we support. This includes securing sustainable funding to provide local jobs, strengthen regional supports, and maintain the vehicles, infrastructure, and resources needed for 24/7 emergency response—whether for fire, EMS, security, or other urgent needs.

Emergency Planning and Projects (EPP)

The focus will include updated emergency plans and better communication internally and externally.

Regional Fire Rescue (RFR)

Fire Regional Rescue will focus on formalizing its strategic vision and operational structure to support integrated first responders in all communities, with minimum service standards for 24/7 all-hazards response, including wildland and structural incidents (as requested). This includes improving procedures and formal documentation for emergency responses to help communities and IFNA secure funding, identify service gaps, and better inform leadership. The development of a minimum skills list, comprehensive training program, and expanded access to qualified trainers will ensure communities have the resources needed to respond effectively and strengthen emergency prevention.

Emergency Medical Services (EMS)

In 2025-2026, EMS will focus on enhancing services in Pikangikum, expanding EMS bases to IFNA communities without current coverage, and extending Community Paramedicine to all member communities. A preventative maintenance program will ensure vehicles remain operational, supported by new four-wheel-drive ambulances arriving in summer 2026. A new base is under construction to shelter vehicles and maintain operational security during critical infrastructure failures such as fires, floods, or power outages. Cultural Safety Training will continue for all staff, and Starlink mobile systems are being installed on ambulances and support vehicles to ensure reliable connectivity and enable real-time transmission of health data, such as ECGs, directly to specialists.

Security Services

In 2025-2026, Security Services will maintain training and capacity at each supported nursing station, ensuring all procedures and protocols are consistently followed. Funding for guard wages and benefits will continue to flow directly to communities, with local Security Supervisors receiving the training and support needed to model professionalism and uphold standards. Timely reports will be submitted to the funder (FNIHB) with assistance from participating communities to prevent any delays in future funding.

Community Paramedicine

Expand program to K.I. and Muskrat Dam. Job descriptions for new CP roles are complete. Advanced skills training (wound care & wound closure, phlebotomy, advanced assessment and pharmacology, etc.) will be delivered in Q2 by the CP Medical Director. Medical Directives will be revised to reflect this expanded scope. CPs will also begin after-hours support at the Elders Complex, pending finalization with the PHA Home and Community Care Team. Stakeholder engagement will continue with ISC, PHA, and the Northern COP group. CPs will strengthen collaborative ties with Public Health, Mental Health, and Primary Care to support integrated models of care. A funding application has been submitted to Healthcare Excellence Canada to join the Social Prescribing for Paramedics national initiative.

Support & GIS

Support & GIS – will continue to ensure supports for IES, and documentation and mapping of all community infrastructure including 911 Mapping, on a live GIS interface for community access and benefit.



IFNA Camp Molly Youth Participating in Wildland Firefighting Training, May 2025

THEME FOR 2025-2026

Our education department is dedicated to fostering student success through comprehensive support for students and communities. Teaching youth various skills that can foster healthier habits and strong minds. While we focus on and incorporate community teachings the youth can remain connected to their cultural practices while away from home.

Independent First Nations Alliance recognizes the importance of education and focuses on fostering the success of both students and educators within our communities.

The Education Department provides a range of services to support member community schools. This includes secondary school support for students aged 14 to 20, as well as managing the Student High School Residence Program in Sioux Lookout. The department also offers leadership, coaching, and mentoring for school principals, along with assistance in school operations and management.

Additional supports include school improvement planning, ongoing professional development for teachers and staff, student addictions and guidance counselling, and the strengthening of Indigenous language and culture programming in schools.



IFNA Youth Education Summit, Winnipeg 2025

2024-2025 ACCOMPLISHMENTS

November 4-5, 2025 Education Summit

The 2024 IFNA Education Summit, held in Winnipeg, Manitoba, brought together leaders, educators, and community members across the Independent First Nations Alliance to discuss, strategize, and share insights on educational priorities.

The summit's focus on community-driven education, cultural integration, and sustainable development underscored IFNA's commitment to an academic approach that values local governance, cultural preservation, and holistic student support.

Key Areas of Focus and Discussion

- Self-Governance in Education
- Literacy, Numeracy, and Reading Interventions
- Mental Health and Well-being
- Funding and Resource Allocation
- Survey Insights and Community Engagement

March 29-30, 2025- Youth Education Summit

Held in Winnipeg Manitoba, which invited and had a success of over 60 participants of Youth. The Youth were amazing working together and collaborating in a variety of activities. They also had the opportunity to explore the city of Winnipeg during the evenings during their free time.

Activities: Workshops, storytelling, collaborative learning, keynote talks.

Key Areas of Focus and Discussion

- Leadership Development Training Certificate
- University of Manitoba
- Wellness and Mental Health

Discussions and plans in place to assist Whitesand First Nation and Muskrat Dam with trailers that can be used for Secondary Services in community. These are expected to arrive in community by Winter 2025.

PLANS FOR 2025-2026

We plan on exploring more community partnerships to further develop our education department and services

The New IFNA Education committee which consists of representatives from each of the communities will also determine the new development and growth of any educational projects within the IFNA Education department.

This is a key stone to partnerships and First Nations having say in their education opportunities we could deliver or offer.

2024-2025 HIGHLIGHTS

We have recently onboarded a community-based worker for Muskrat Dam to support students within the community and those who travel outside for high school services. This initiative aims to enhance community connections and strengthen ties, even while students are away from home. Based on funding sources we are hoping to hire more for other communities

Additionally, a comprehensive review of Tribal Councils and Education Services has been completed for our region, encompassing NNEC, Windigo, and Shibogama. The objective was to assess current practices, identify potential areas for collaboration, and explore opportunities for joint efforts on larger educational projects.

Furthermore, the IFNA Education Committee has been formally established, comprising one educational representative from each of the partner communities within the IFNA network. This committee will serve as a collaborative platform to advance education initiatives and foster regional cooperation.



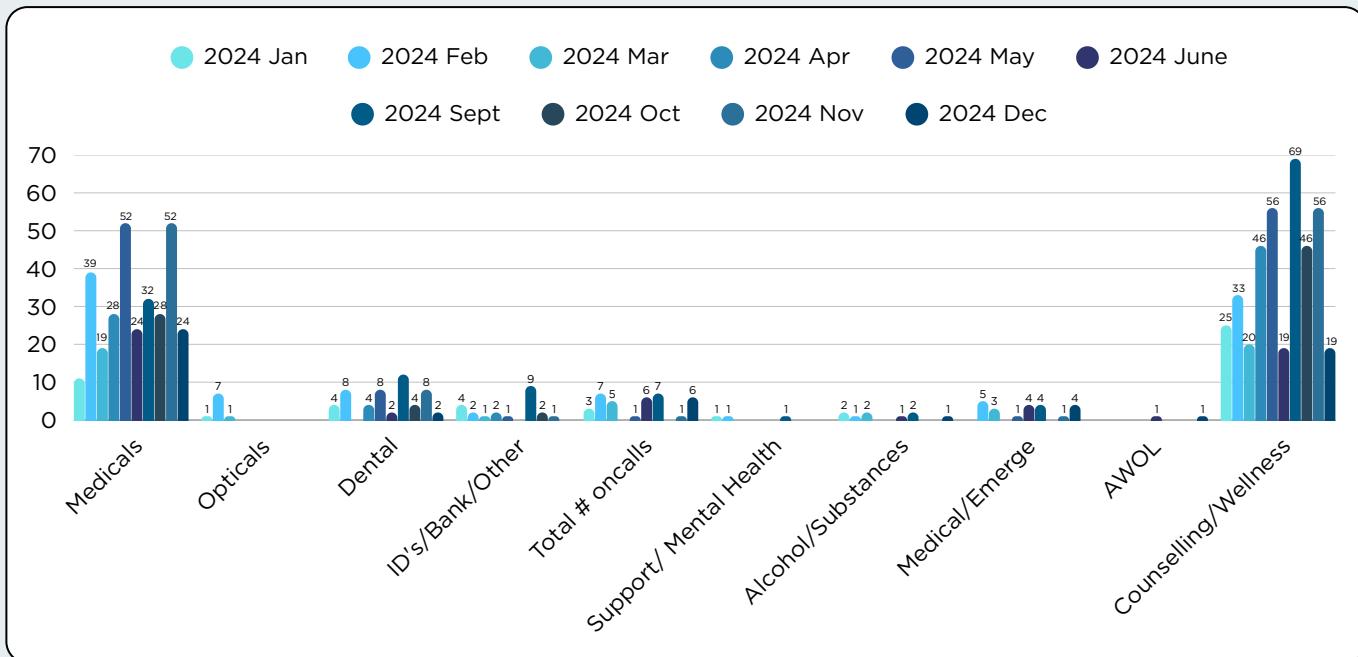
Home Away Student
Graduation Trip , Toronto 2025



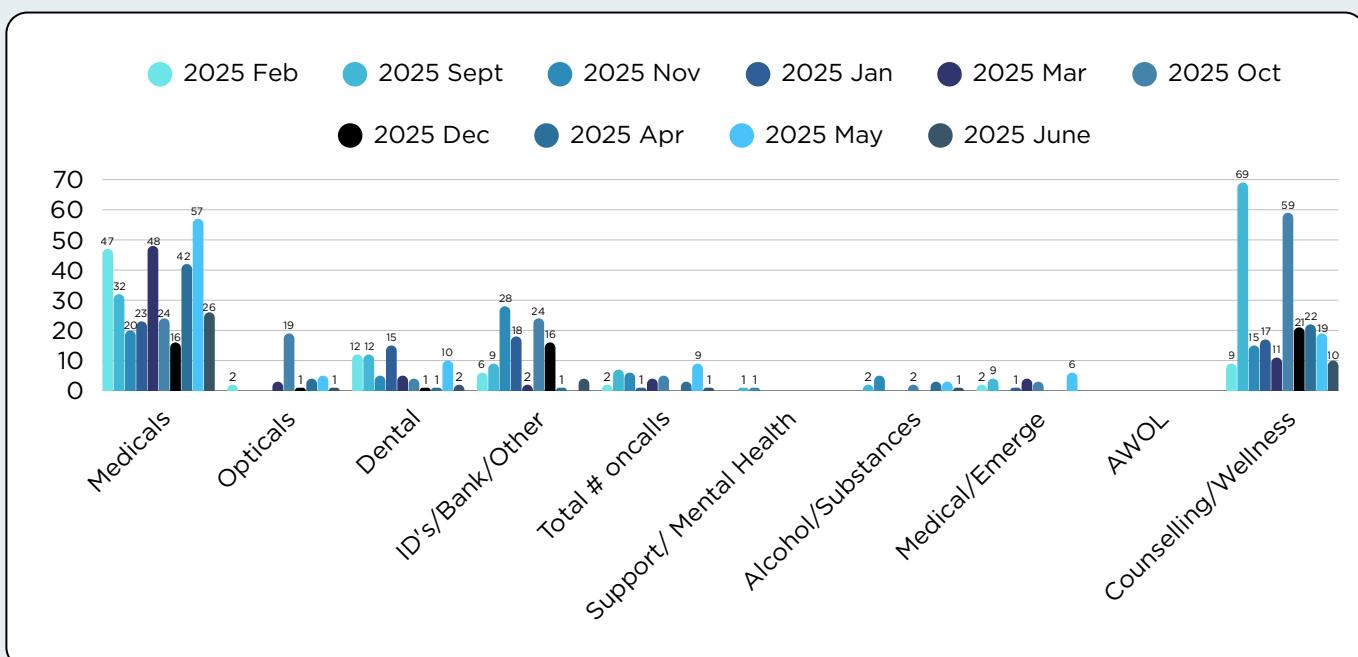
RRC Education Trip, Winnipeg 2024

2024-2025 STATISTICS

Monthly STAT Wellness Tracking 2024

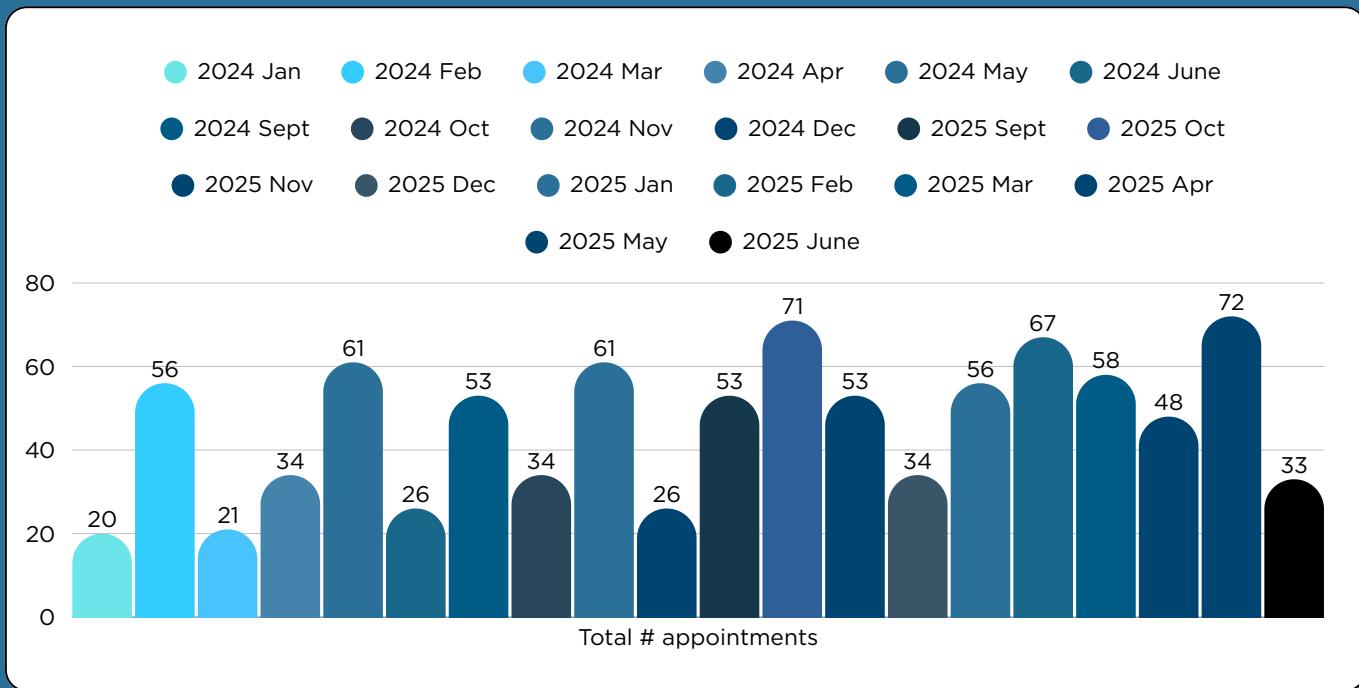


Monthly STAT Wellness Tracking 2025



2024-2025 STATISTICS

Monthly STAT Wellness Tracking 2024-2025 Total Appointments

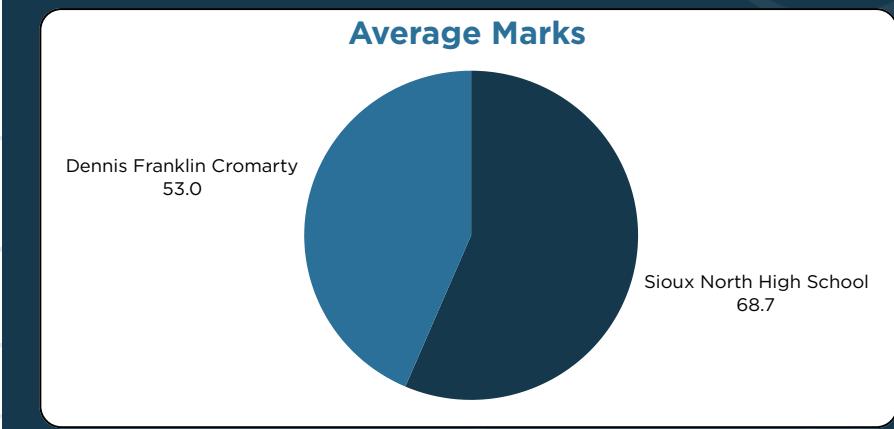


97%

Retention Rate for
all IFNA sponsored
students.



- 68.7% average mark for IFNA students attending Sioux North High School
- 53% average mark for IFNA students attending Dennis Franklin Cromarty



Home Away Program Students Ice Fishing, 2025



THEME FOR 2025-2026

Promoting culturally rooted, community-driven health care that breaks down barriers and champions the true needs of each community

The IFNA Health Department delivers a wide range of health and wellness services that are community-driven, culturally grounded, and responsive to the unique needs of IFNA member Nations. Our teams work collaboratively to ensure equitable, consistent access to care that supports individuals and families across all stages of life.

We offer pediatric care through monthly in-community clinics that include well-baby programming, developmental therapies, and access to social services—helping children grow and thrive close to home. Our Mental Health & Addictions services provide trauma informed, culturally safe support through counseling, crisis response, school programs, and harm reduction initiatives, combining both in-person and virtual care options.

Through our Jordan's Principle Service Coordination, we ensure that First Nations children can access the health, social, and educational supports they need without delay, helping families navigate services and remove systemic barriers. Our Mental Wellness Program builds on this by offering clinical supports, traditional practices, and coordinated crisis response when needed.

Our Public Health team works proactively to prevent illness and promote long-term community wellness, focusing on areas such as immunization, harm reduction, and health education.

Finally, Mamow Health ensures consistent and culturally respectful physician coverage across IFNA communities, blending traditional values with modern medical practices to create strong foundations for primary care.

Together, these services reflect our commitment to community wellness, cultural integrity, and equitable access to quality care.

2024-2025 ACCOMPLISHMENTS

In 2024-2025, IFNA Health Services reached key milestones that strengthened care and expanded access across member communities.

Pediatric Care

Monthly in-person pediatric services continued across all IFNA communities, and access to pediatric speech-language pathology was expanded by year-end. The onboarding of a Staff Educator supported best practices and professional development. Policies and procedures were developed to ensure care is safe and culturally sensitive. With the addition of Medical Director Dr. David Folk, the team is now positioned to deliver higher level care through medical directives and capacity-building. Collaboration with regional health partners was enhanced to reduce service overlap and improve use of health resources. PlusOptix vision screening technology was introduced to support early detection of eye conditions in children as young as five months.

Mental Health and Addictions

New hires and increased rotations allowed delivery of over 150 days of in-community service, including counseling, crisis support, school collaboration, education and prevention work. Stronger partnerships with Band Councils, schools, OPP, SLFNHA, and agencies such as Choose Life and Ontario Drug Checking Community ensured more integrated care with a focus on increasing collaborative services within the region. School-based presentations focused on Harm reduction, coping skills, and self-care. Community outreach included paint nights, Spirit Bear Day, cultural events, autism education, and wellness gatherings. The Mobile Outreach Van and Keel Mind virtual platform has advanced to improve access to services into 2025-26. Over 20 community consultations guided service planning. Culturally responsive grief and trauma care was offered during critical incidents. All staff received training in suicide prevention, trauma, addictions, parenting, and workplace safety.

Jordan's Principle Service Coordination

The team supported over 200 children, addressing urgent needs in medical care, mental health, and development. Emergency support was provided in cases involving trauma, housing, and complex medical travel. Collaboration across Health Services helped complete applications requiring clinical input. Bear Witness Day events were hosted in three communities to raise awareness and honour Jordan River Anderson's legacy.

Public Health

The Public Health team enhanced harm reduction programming and made vaccinations more accessible by offering in-home delivery. Follow up care was provided for individuals affected by Hepatitis C.

Mental Wellness Team

The team coordinated land-based and wellness events, provided crisis support, and helped clients navigate housing and food security challenges.

2024-2025 HIGHLIGHTS

Over the past year, IFNA Health Services has made several significant advancements across its departments:

Pediatrics

In partnership with Confederation College, we developed a new pathway to improve access to dental hygiene services within communities. We also introduced a Nurse Practitioner role, increasing our capacity to provide primary care. Two clinic spaces were established—one at the IFNA Education House in Sioux Lookout to support students living in town, and another at our Barton Street office in Thunder Bay to serve clients who are away from home.

In collaboration with Service Ontario, we launched a mobile initiative to help community members access health cards, driver's licenses, and photo ID cards, using specially trained IFNA staff and mobile technology.

Mental Health and Addictions

The department expanded from a small core team to a 13-member workforce, significantly increasing our ability to deliver both in-community and virtual mental health services. We implemented self-referral tools, including QR codes and streamlined intake processes, to make accessing services easier for community members. Development continued on a branded Mobile Outreach Van that will bring supports directly to urban and remote clients. Through more than 20 community consultations, we strengthened relationships and ensured that programs are shaped by the voices of community members.



Dr. David Folk at the CaSPR Repatriation Expo

We also deepened our focus on children and youth by building stronger partnerships with schools and education staff to support more integrated school-based services. Planning is underway for new harm reduction efforts, including exemption applications for mobile drug checking services.

In addition, staff completed extensive training in suicide prevention, trauma informed care, culturally safe practices, addiction, youth behaviour, and workplace safety.

Jordan's Principle Service Coordination

Jordan's Principle Navigators completed further training in trauma-informed care, vicarious trauma, and effective communication to better support families. Bear Witness Day events were successfully organized in three IFNA communities, creating meaningful opportunities to raise awareness and honour the legacy of Jordan River Anderson. A total of 219 Jordan's Principle applications were submitted during the 2024-2025 fiscal year.



Public Health

We increased access to routine and seasonal vaccinations across all age groups. The team also played an active role in tracking, referring, and supporting treatment for sexually transmitted and blood-borne infections to help reduce their spread. Access to Naloxone kits and training was expanded across communities.

Mental Wellness Team

The Mental Wellness Team provided timely crisis response and facilitated land-based learning opportunities for youth and families throughout the year.

Mamow Health

Mamow Health delivered 1,118 in-community physician days—an increase of 453 days over the previous year—and served a total of 6,029 patients in IFNA communities. We exceeded our allocated physician days in three out of the four communities we serve.

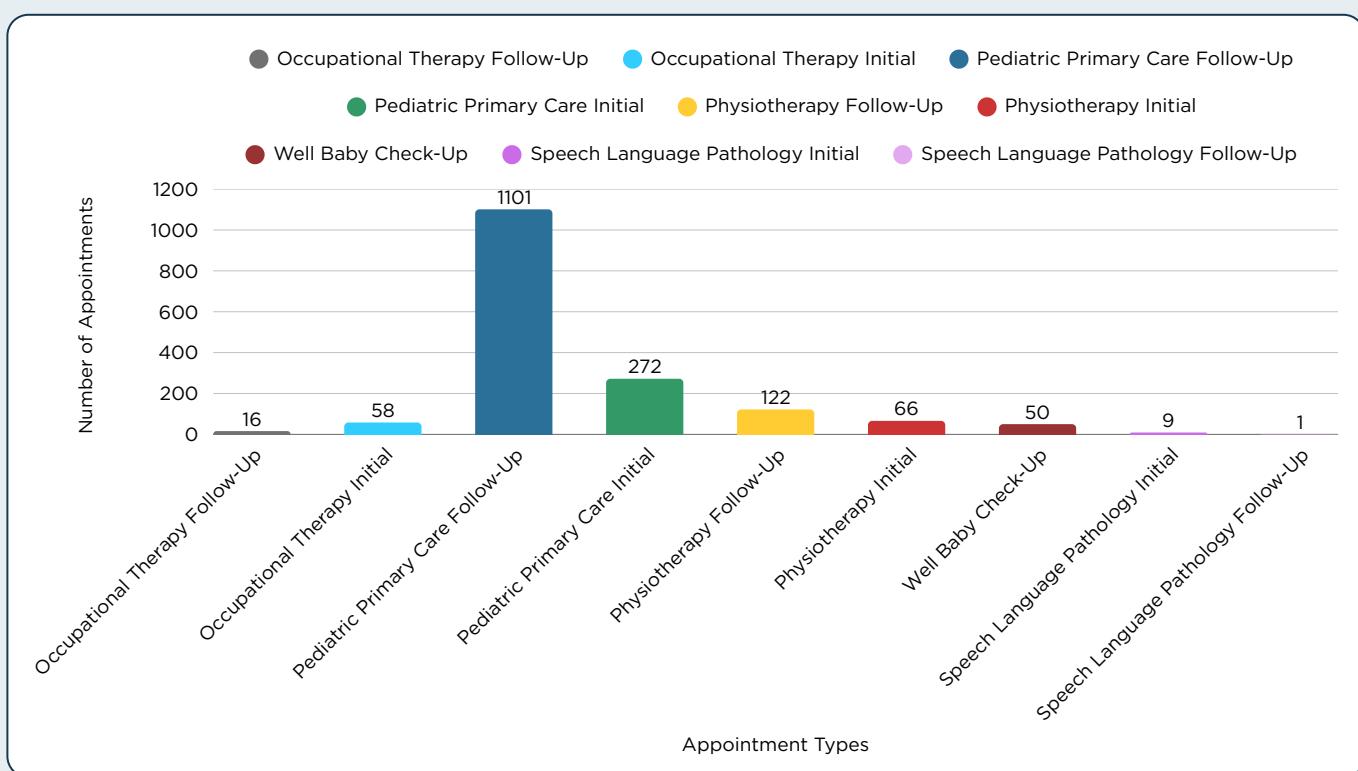
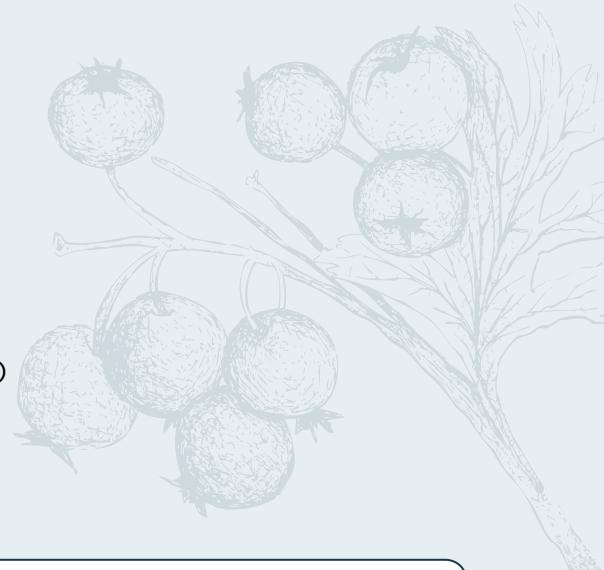


Mental Health and Addictions Staff presented on Exploring What Matters Most for Healthy Recovery during the Pathways to Wellness: Honouring our Strengths. A NAN Mental Health Summit, 2024

2024-2025 STATISTICS

Pediatrics

- 1,101 follow-up appointments for pediatric primary care
- 272 new client visits for pediatric primary care
- 124 new clients for allied health (PT/OT)
- 138 clients seen for ongoing allied health support (PT/OT)
- 9 new clients for Speech Language Pathology
- 1 client seen for ongoing speech language support
- 14.5% No-show rate across programming



Mental Health and Addictions

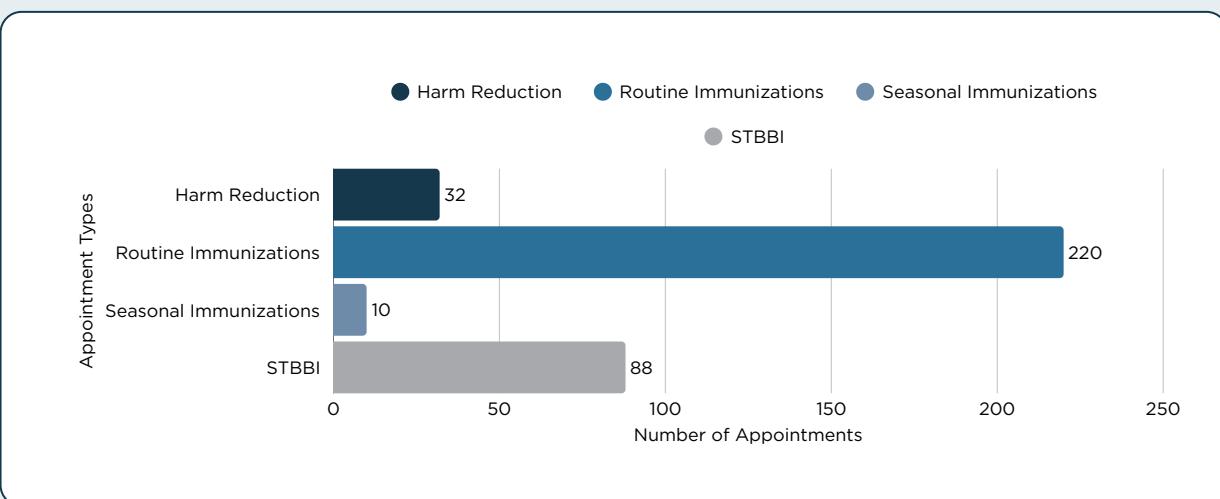
- 233 days of in-community service delivered. Including delivering mental health workshops, cultural programming, outreach activities, and individual counseling sessions, with multiple referrals followed up during these visits.
- 183 students received and participated in school-based psychoeducation.
- Further, 852 children and youth participated in outreach programs.
- 15+ wellness programs and community events delivered, including culturally relevant and prevention-focused outreach such as paint nights, and cultural wellness programming.
- **Community consultations:** Completed over 20 consultations with community leaders, health directors, prevention teams, and education staff to ensure services reflect community needs, promote trust, and integrate with existing programs.

Jordan's Principle Service Coordination

- 219 applications submitted in 2024-2025 fiscal year.

Public Health

- 220 clients seen for routine immunizations
- 10 clients seen for seasonal immunizations
- 88 clients seen for sexually transmitted and blood-borne infections
- 32 clients seen for harm reduction (excludes naloxone distribution stats)
- 8.1% no show rate

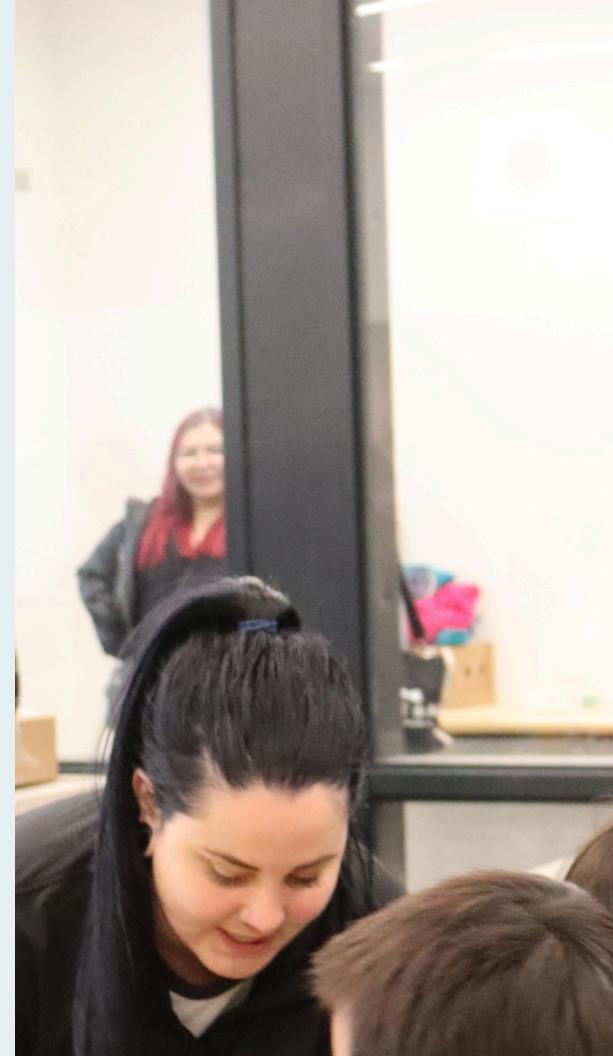
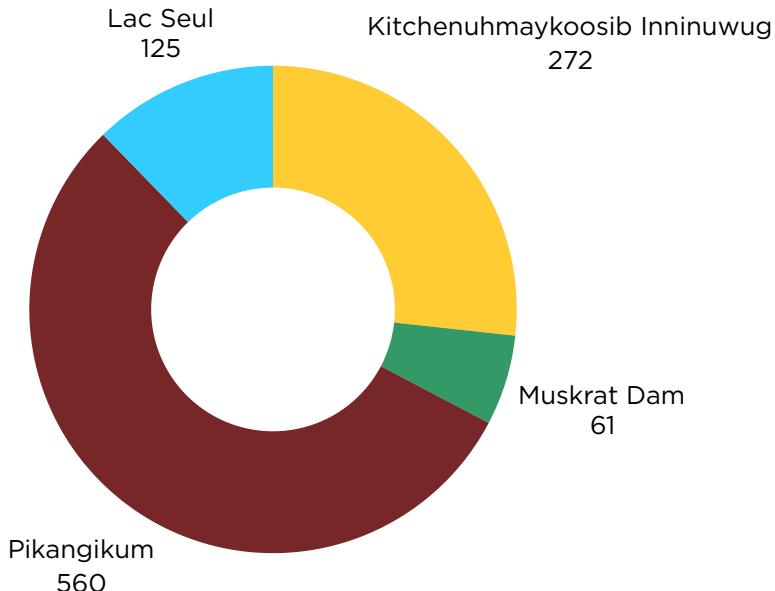


Mamow Health

Task Tracking 2024-2025		
	Totals	Average/month
Documents Filed to EMR	35,153	2,930
Physician Messaging	804	67
Faxes	1,687	141
Physician/Allied Providers Calls	1,078	90
Patient Calls	49	4
Consults Submitted	1,039	87
Follow-up	1,618	135

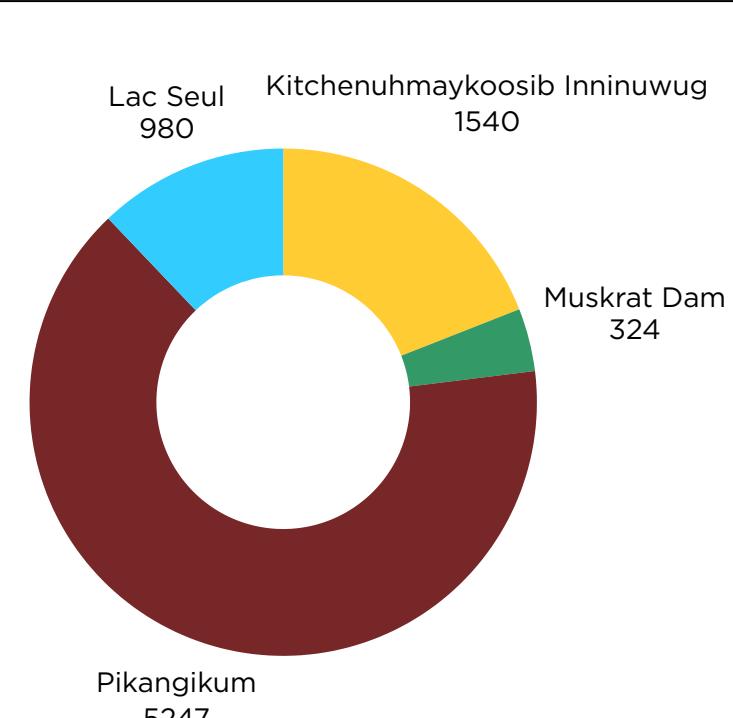
Physician Days in Community

April 1, 2024 - March 31, 2025



Patient Appointments in Community

April 1, 2024 - March 31, 2025



Public Health visits students in Kitchenuhmaykoosib Innuuwug, 2024

PLANS FOR 2025-2026

Pediatrics

In 2025-2026, the Pediatrics team will focus on increasing provider visibility in communities through activities and events. Efforts will be made to improve access to specialized technologies, such as the PlusOptix vision screening device, to support early intervention and better health outcomes. The department will also work to improve access to ID services and delayed birth registrations in partnership with Service Ontario. Strengthening communication and collaboration with regional partners and community-based workers remains a key priority, alongside a transition to a regional intake model to streamline referrals and access to care.

Mental Health and Addictions

In 2025-2026, the team will launch a Mobile Outreach Van to reach remote and urban IFNA members. KeelMind will expand with virtual counseling and self-scheduling, while school partnerships grow to include regular counselor visits and youth programming. Land-based healing, mentorship, and self-esteem workshops will continue, alongside stronger collaboration with Band Councils and health teams on harm reduction. A new mobile Drug Testing initiative, supported through a Health Canada Exemption, will improve access to drug-checking and toxic drug response.

Other priorities include expanding self-referrals, hosting quarterly forums, training frontline workers, and planning a 2026 Mental Health Conference. Service numbers are expected to double from 2024-25.

Jordan's Principle Service Coordination

In 2025-2026, the focus will be on maintaining service continuity despite funding constraints. The program aims to preserve core staff positions, refine internal workflows, and continue advocating for equitable funding from ISC.

Public Health

Public Health will prioritize vaccine safety promotion to address hesitancy and aim for 95% vaccination rates across all IFNA communities, especially among vulnerable populations. Efforts will also focus on raising awareness about harm reduction for opioid and alcohol use, and promoting healthy, active lifestyles across all age groups.

Mental Wellness Team

The Mental Wellness Team will increase land-based activities for youth and families, enhance crisis support both in-community and in urban areas, and strengthen collaboration with regional partners, community workers, and IFNA's mental health team.

Mamow Health

Mamow Health will continue advocating for increased physician services to ensure quality care and reduce physician burnout. The team will also push for improved access to regional EMR systems to support multidisciplinary care.

THEME FOR 2025-2026

Our Focus — Indigenous-led midwifery training, securing sustainable funding, and advancing the development of an indigenous midwifery program rooted in culture, ceremony, and community-governed care.

The Reclaiming our Bundle program revitalizes Indigenous Midwifery across the IFNA member Nations by restoring traditional birth knowledge, asserting community leadership over health services and addressing health system inequities. This year the program deepened relationships with Elders, midwives, and leaders from Grand Council Treaty #3, Nishinawbe Aski Nation, and the Association of Ontario Midwives. We offered an infant feeding course, have begun the design of a regional indigenous birthwork curriculum, and initiated development of a learning site in partnership with Meno Ya Win Health Centre. These achievements strengthen community wellness and maternal-child health for families and the next generations of the IFNA member nations.

2024-2025 ACCOMPLISHMENTS

This past year the Reclaiming our Bundle program completed community engagement across all five member nations through sharing circles, environmental scans, education sessions and surveys helping to identify strengths, gaps, and community priorities. The program delivered a successful Infant Feeding Course rooted in cultural teachings, and planning is underway for an Indigenous doula and birthwork training program. Elders and Midwives were engaged in documenting traditional birthing knowledge, strengthening intergenerational knowledge transfer.

Strategic partnerships formed with Grand Council Treaty #3, Nishinawbe Aski Nation and the Association of Ontario Midwives. Notably, the partnership with Sioux Lookout Meno Ya Win Health Centre will not only support the development of an indigenous birth work curriculum and learning site. The program has also begun exploring an Indigenous Data Sovereignty and Ethical Review Board, laying the groundwork for Indigenous-led research governance.

Community leadership was solidified with Lac Seul First Nation as a leader in the next phase of program development. BORN Ontario data was collected to support evidence-driven design and advocacy. These achievements collectively advance health transformation, assert Indigenous governance, and position Reclaiming our Bundle as a leader in culturally safe perinatal care and community-based health systems.





2024-2025 HIGHLIGHTS

Cultural resource development: Development of teaching materials and resources integrating ceremony, language, and traditional knowledge for use in future birth work and midwifery education programs.

Presentation to Sioux Lookout Meno Ya Win Health Centre Elder Advisory Council: Delivered a foundational presentation to the Elder Advisory council, inviting them to co-develop curriculum and participate in governance of the indigenous learning site.

Birth summit planning: initiated planning of regional birth summit with Lac Seul First Nation to bring together Indigenous midwives, elders, health leaders, and learners to strengthen collaboration, knowledge exchange, and future program design.

2024-2025 STATISTICS

- 12 in-person sharing circles across all 5 member nations
- Reached over 100 community members including elders, youth, expectant families and health staff
- Held 10 engagement sessions with community leadership
- Documented traditional knowledge from 15 elders and knowledge keepers
- Provided birth education to 30 community members
- Formalized 3 strategic partnerships with regional indigenous midwifery organizations



2025-2026 PLANS

In 2025-2026 the Reclaiming our Bundle program will focus on expanding Indigenous-led midwifery education, launching the first Indigenous Doula Training course, and finalizing curriculum co-designed with Elders, Midwives and Educators.

A regional Birth Summit will be hosted in partnership with Lac Seul First Nation, bringing together Indigenous health leaders, community members, and knowledge holders to strengthen Nation-led maternal health planning. Development of the Indigenous Birthwork learning site will continue in collaboration with Meno Ya Win Health Centre, alongside the creation of a governance framework grounded in ceremony and community direction.

The program will also support an indigenous data collection and evaluation model rooted in Indigenous methodologies and OCAP principles, building a foundation for future research leadership. These activities aim to secure long-term funding, and advance indigenous self-determination in health, while addressing urgent gaps in culturally safe, community-based perinatal care across the IFNA community membership.

THEME FOR 2025-2026

First Nation-led growth, blending together traditional knowledge with innovation to create a lasting economic legacy for generations to come.

The Strategic Initiatives Department leads special projects across IFNA and its member communities, building capacity and creating new resources that meet community priorities. The Director also oversees the Communications, Economic Development, and Education departments, aligning efforts to strengthen infrastructure, expand services, and drive sustainable economic growth.

ACCOMPLISHMENTS 2024-2025

Over the past year, we have made significant progress in advancing projects and partnerships that benefit our member communities. From major infrastructure developments and sustainable agriculture initiatives to support for community services, economic growth, and innovative housing solutions, our work continues to reflect our commitment to meeting the priorities of our Nations and building a strong foundation for the future.

- **Berens River Bridge Project** – Completed design and tendering, with contractor agreements now in the final stages.
- **Greenhouse Initiatives** – Finalized the agricultural program roadmap, outlining how agriculture will be introduced into communities. Completed two orchards in KI and Lac Seul.
- **Project Management Services** – Provided project management support for the KI Police Department.
- **Education Summits** – Hosted two successful summits in November 2024 and March 2025.

HIGHLIGHTS 2024-2025

This year marked important progress in key areas that will shape our future.

- **Economic Development** - Advanced multiple projects through the pre-feasibility stage and formalized tribal council partnerships across the region, setting the stage for an upcoming memorandum of understanding to support regional economic growth.
- **Housing Innovation** - Completed extensive research on housing factory models across Canada, with plans to integrate best practices into our own facility. Collaborating closely with federal, provincial, and regional partners during the design and construction planning phases.

PLANS FOR 2025-2026

In the year ahead, we will focus on advancing strategic initiatives that strengthen economic independence, expand services, and create new opportunities for our member Nations.

- **Regional Mining Initiative** - Develop a regional IFNA mining strategy targeting partnerships, joint ventures, and ownership models. Work with government and industry to ensure meaningful Indigenous ownership in mining. By the end of 2026, aim to position IFNA within the mining supply chain.
- **Health Services Expansion** - Explore opportunities to enter the health sector, including medical, pharmaceutical, and mental health treatment services.
- **Sawmill Project** - Complete the feasibility study and begin design work in 2026.
- **Aviation Infrastructure** - By the end of 2026, develop the forward operating base (FOB) and airplane hangars in Sioux Lookout and Thunder Bay.

These initiatives reflect our commitment to building sustainable, community-driven economic and service opportunities for the future.



Economic Development staff, Colin French and Taylor Gynane, at the 2025 Neeganii-lishawin Conference

THEME FOR 2025-2026

Strategic Communications will focus on delivering clear, consistent messaging that embodies IFNA's values, deepens connections with our member Communities, and highlights our shared successes.

Our goal is to share the positive accomplishments of IFNA and its five member Communities with people across the region, Canada, and beyond. The Strategic Communications team manages all print and digital communications for IFNA, making sure our messaging is clear, consistent, and engaging.

We also organize meetings and events that help bring people together, support collaboration, and build strong connections. Through this work, we highlight the important efforts happening in our communities and strengthen relationships within IFNA and with our partners.

2024-2025 ACCOMPLISHMENTS

The 4th Annual IFNA Student Fundraiser Golf Tournament took place in 2024-2025, raising funds directly toward bursaries to support First Nation students. The event was held in partnership with Nishnawbi Aski Nation, Windigo Community Development, TKG Group, and Matawa First Nations Management

Strategic Communications led the planning, registration, and creation of promotional materials. With 36 teams and many sponsors, this year's tournament was an incredible show of support for First Nation students.

In 2024-25, all scheduled Chiefs meetings were held as planned, with a total of nine meetings. Seven regular meetings and two special meetings. One of the regular meetings was hosted in the community of Pikangikum, providing an important opportunity for direct community engagement.



Minister Jill Dunlop visits IFNA Integrated Emergency Services department at the Thunder Bay office - pictured here with staff, 2025

2024-2025 HIGHLIGHTS

134,000

Website impressions over the past 12 months

14,200

Clicks during the same period

600

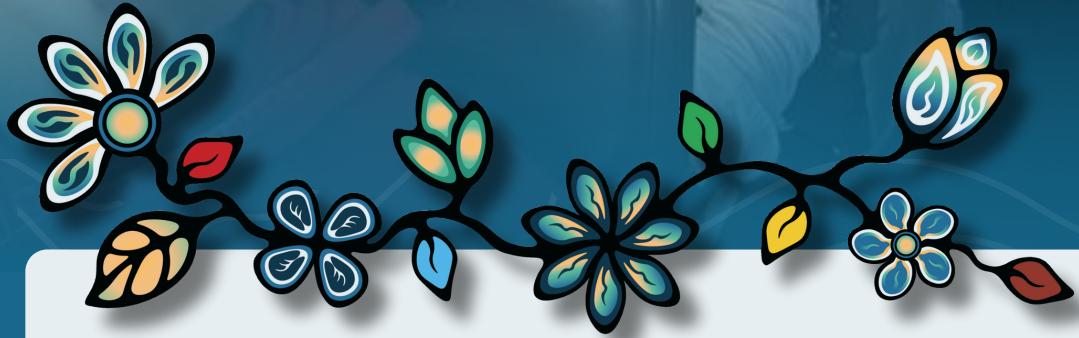
Social media followers grew by more than 600 in the last year

\$20,000

Nearly \$20,000 raised at this year's golf tournament to support First Nation Students



Golfers at the 2025 IFNA "Tee Off for Tomorrow" Golf Tournament.



PLANS FOR 2025-2026

In 2025-2026, Strategic Communications will focus on improving how we share information and engage with communities. We're adopting a more intentional approach to community communications to ensure our messaging is clear, timely, and tailored to the needs of each Nation.

This includes updates through email blasts, social media, posters, newsletters, and community-specific Facebook groups.

We will rebuild the IFNA website to improve how we showcase our services, engage users, and strengthen connections with member Nations.

We're launching a youth artist feature on the new website to highlight and celebrate artwork from young people in our member Nations. This initiative will begin in 2025 and continue into 2026, with plans to incorporate youth art into our overall branding.

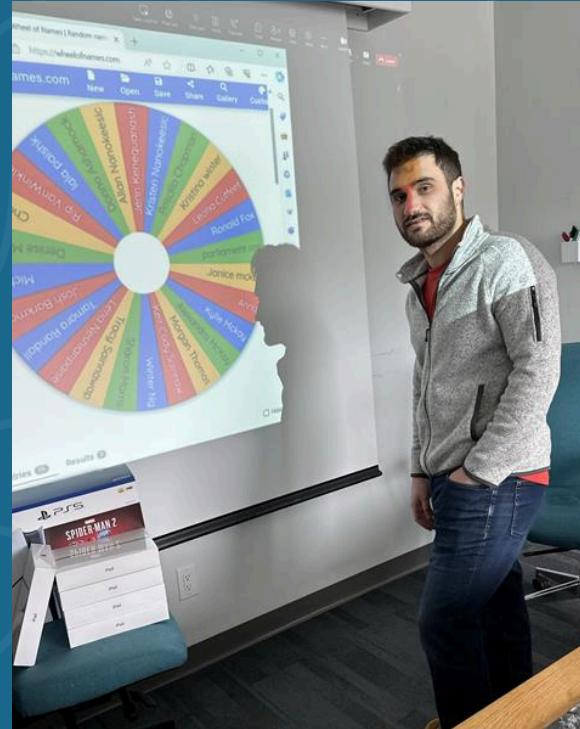
A light rebranding process to better reflect IFNA's values and community focus will be completed by December 2025, enhancing communications to feel more community-driven and authentic.



IFNA Thunder Bay Office Staff Supporting Pink Shirt Day, 2025



Communications Manager Jillian Hietanen
and Chief of Emergency Medical Services
Ron Laverty in Pikangikum, 2025



IFNA Communications Live Facebook Give Away. Staff member pictured here is Andrew Pedersen, 2024

THEME FOR 2025-2026

Human Resources will strengthen IFNA's workforce by updating policies and implementing the Compensation Study to ensure consistency, fairness, and compliance.



The Human Resources department plays a vital role in supporting IFNA and its member communities by managing all aspects of the employee life cycle. From recruitment and onboarding to retention and ongoing support, we work to ensure programs and services operate effectively. We maintain accurate employee records, administer benefits and compensation, and assist managers with employment contracts, policy implementation, and legislative compliance. Over the past year, our efforts have focused on strengthening internal processes, enhancing communication, and fostering a respectful, safe, and supportive work environment.

PLANS FOR 2025-2026

Looking ahead, the Human Resources department is focused on several key initiatives to strengthen organizational practices and compliance. Plans are underway to formally establish a Joint Health and Safety Committee to enhance workplace safety and ensure employee representation in health and safety matters. A fully updated policy manual will be finalized and implemented, providing clear, current guidelines aligned with legislative requirements. Additionally, IFNA will begin integrating WSIB into the organization to ensure proper workplace insurance coverage and support for employees in the event of a workplace injury.

These initiatives reflect HR's ongoing commitment to building a safe, compliant, and well-supported work environment.

ACCOMPLISHMENTS 2024-2025

Near the end of the 2024-2025 fiscal year, IFNA invested in Citation Canada (formerly known as HR Downloads) to support compliance with legislated training requirements and serve as a Human Resource Information System. This platform will ensure all employees receive mandatory training and that IFNA remains aligned with current legislative standards, strengthening organizational accountability and employee knowledge.

In addition, the system includes a comprehensive Health and Safety portal, allowing for accurate tracking and documentation of health and safety activities across the organization. This platform not only ensures employees receive mandatory training but also streamlines HR processes, supports accurate record-keeping, and strengthens overall organizational compliance and efficiency.

IFNA has developed standardized interview templates, including scoring guides and pre-screening tools, for positions across the organization. These resources promote consistency and fairness throughout the hiring process and support informed decision-making by ensuring candidates are evaluated using the same criteria. This structured approach helps ensure the most suitable candidate is selected for each role.

In 2024-2025, IFNA employees participated in Respectful Workplace Training as part of our commitment to fostering an inclusive, safe, and supportive work environment. The training focused on promoting mutual respect, increasing awareness of workplace expectations, and reducing incidents of harassment. It also provided a review of IFNA's Harassment and Violence Policy to ensure all staff are informed and equipped to contribute to a respectful workplace culture.



Human Resource Staff
(L-R) Brittany Favot and
Jessie Pelletier, Sioux
Lookout Office, 2025.

86

New
Employees Onboarded

34

Employee transfers
ranging from casuals
going to Full Time and
temporary employees
going to permanent
positions.

THEME FOR 2025-2026

Driving accuracy, accountability, and growth — the Finance Department will build on past progress, strengthen financial records, and grow team capacity to sustain long-term success.

The Finance Department plays a pivotal role in delivering essential financial services to IFNA and its member communities. Our scope includes budgeting, financial reporting, audit completion, and funding support. In collaboration with leadership and community partners, we ensure transparency, accountability, and optimal resource utilization.

Over the past year, we have advanced the efficiency of financial systems, supported numerous funding submissions, and maintained timely, accurate reporting. Our team remains dedicated to strong financial governance and contributing to the long-term sustainability of IFNA and its communities. We take pride in the progress achieved and continue our commitment to professionalism and integrity.

PLANS FOR 2025-2026

The Finance Department aims to sustain its forward momentum through the following strategic priorities:

- Ensure continued progress on prior year audits
- Maintain accuracy in financial records moving forward
- Fill existing and new vacancies within the Finance team to support departmental sustainability and capacity
- Enhancing financial literacy across all departments
- Finalizing all outstanding audits to unlock additional funding opportunities and support infrastructure development

HIGHLIGHTS 2024-2025

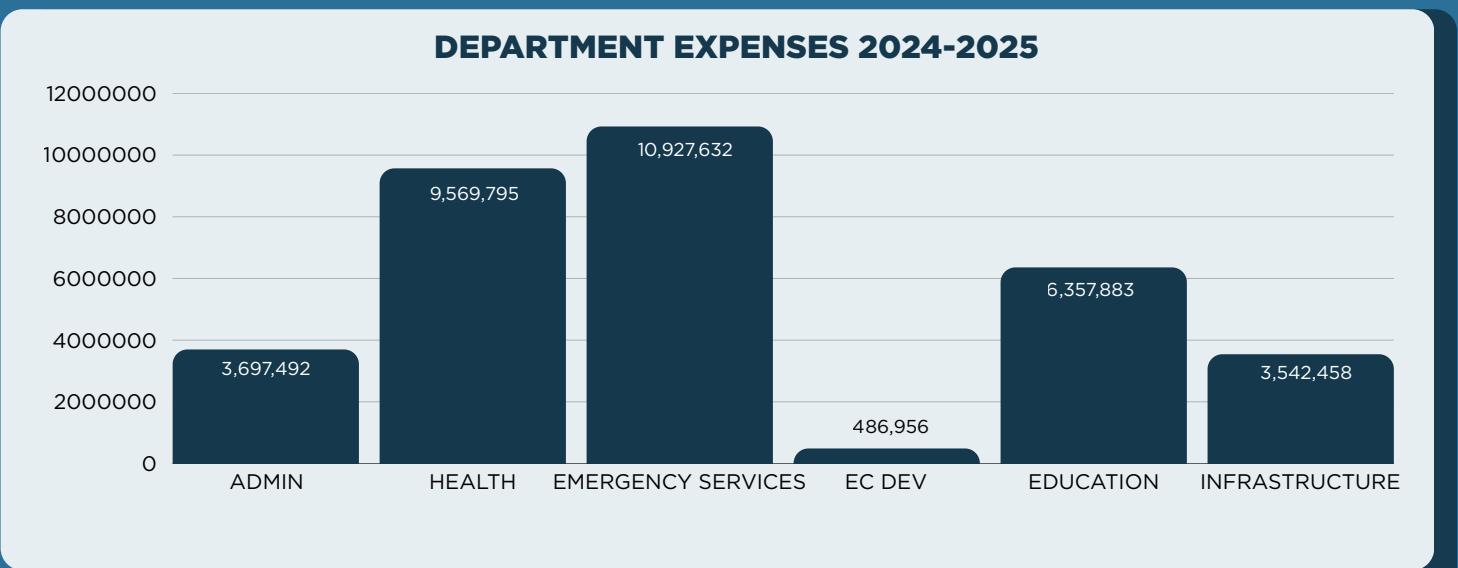
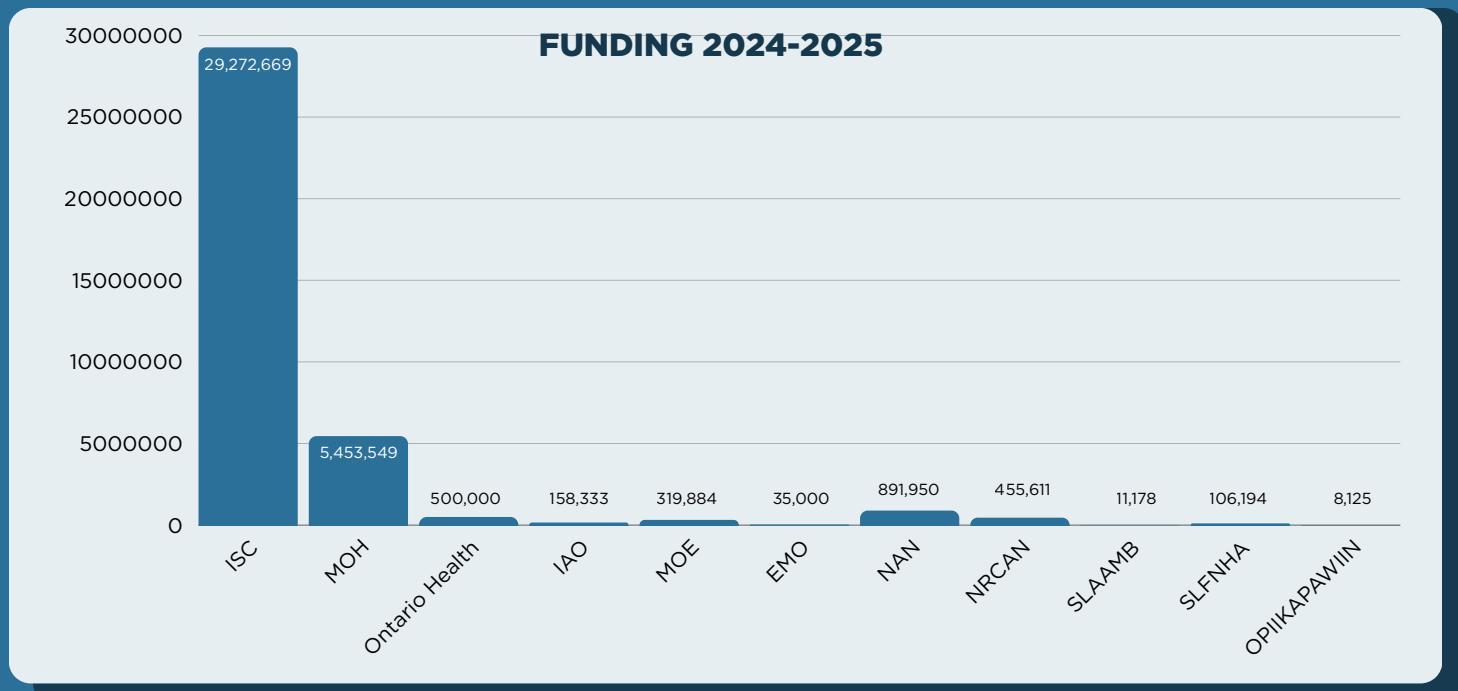
- December 2024: CMIC consultants hired to assist with audits
- February 2025: Recruitment initiated for Payroll Officer position
- February 2025: New Finance Payables role created and posted

STATISTICS 2024-2025

- Revenue growth (fiscal year):
 - 2022-2023: \$19 million
 - 2023-2024: \$34 million
 - 2024-2025: \$37 million
- Staff expansion:
 - 2022-2023: 3 core staff (5 total)
 - 2024-2025: 7 core staff (8 including summer student)

ACCOMPLISHMENTS 2024-2025

- Completion of audits for fiscal years 2019-2020, 2020-2021, and 2021-2022.
- Approval of Indigenous Services Canada (ISC)'s unexpended funding plan.
- Submission of the ISC unexpended plan, with approval received in the 2025-2026 fiscal year.
- Development of a user-friendly budget interface for departmental input.
- Creation of a new “Budget and Revenue” role to address gaps in revenue tracking and budget processes.
- Transition of purchase approval responsibilities to departmental managers, removing Finance as the final step in purchase transactions.





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