



The First Nations Information Governance Centre

2014-2015 5th Annual Report to Members

presented at the **Annual General Meeting**July 6, 2015 | Montreal, Quebec



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Message from the **Board of Directors**

The Board of Directors would like to welcome you, the Delegates and Member Organizations of the First Nations Information Governance Centre (FNIGC), to our 5th Annual General Meeting in Montreal, Quebec, the traditional territory of the Mohawks of Kahnawake.

Over the past year FNIGC has been active in the gathering of important First Nations data through our national survey processes, which includes the First Nations Regional Early Childhood, Education, and Employment Survey (FNREEES, or "REEES") which has completed data collection and is preparing the presentation of its preliminary results in November, 2015 (and the presentation of its final report in March 2016).

Along with its Regional Partners, FNIGC has also developed and deployed the third phase of the foundational First Nations Regional Health Survey (FNRHS) or "RHS" as we have come to know it. This important holistic health and wellness survey continues to provide credible and substantial information on the health and well-being of our communities.



We are proud to state that all of the data we collect through the REEES and the RHS is fully OCAP™-compliant, is wholly unique, and is gathered by First Nations for First Nations.

This year we launched a "Power of Data" campaign as a means of demonstrating in concrete ways how powerful and important First Nation data is in supporting knowledge based decision-making, a sound justification for our needs, support for program planning, and continued funding to our communities.

With FNIGC now in the midst of its fifth year as a First Nations mandated, federally incorporated non-profit organization, the Board has been busy strengthening our strategic directions, examining our governance structures, planning for the future, continuing to build capacity, shore up partnerships, and reaching out, learning and sharing information and experiences amongst our Regional Partners.

All of this and FNIGC's other exciting activities, are included in our 2014 - 2015 Annual Report to our Members. We encourage you to review the updates and detailed information, ask questions and provide us your important feedback.

Respectfully submitted by:

Ceal Tournier, Chair, SK Region Sonia Isaac Mann, Co-Chair, AFN

Tracy Antone, Treasurer, ON Region Sarah "Sally" Johnson, Secretary, NS Region



FNIGC's Mission Statement

The First Nations Information Governance Centre, under the guidance of its member organizations, will build capacity and provide credible and relevant information on First Nations using the highest standards of data research practices, while respecting the rights of First Nations self-determination for research and information management and in true compliance with the First Nations principles of $OCAP^{IM}$.

Annual Report 2014-15

REPORT FROM THE EXECUTIVE DIRECTOR

Statement of Operations



This year been an especially exciting one for everyone at the First Nations Information Governance Centre (FNIGC). Not only have we been hard at work on two major survey processes and overseeing numerous First Nation initiatives and projects, but we

celebrated an important birthday as well: April 22, 2015 marked our 5th year as a stand-alone incorporated non-profit!

This is an important milestone and one that we can all be very proud of. As a small non-profit organization we have managed to work together as a team and achieve many great things — all while remaining true to our mandate and vision as being "the premier source of information First Nations people living on reserve and in northern communities."

As a strong, skillful and committed national team, we work very hard to meet our commitments, milestones and deliverables. Over the past year we have undertaken many tasks and new initiatives, which continue to move our strategic key objectives forward while addressing our operational work plan activities.

Our accomplishment over the past year include:

- completion of the First Nations Regional Early Childhood, Education, and Employment (REEES) national data collection (May 31, 2015);
- development and deployment of the First Nations Regional Health Survey (RHS) Phase 3 (April 2015),
- strengthening and updating FNIGC's Strategic Plan and key objectives through ongoing Board of Director discussions and a strategic retreat;

- creating and launching a new Communications campaign promoting "The Power of Data",
- the development and implementation of a new electronic survey platform for the 2015 First Nation Community Survey, which will reach 330 First Nations communities;
- the production of two videos to promote and explain the First Nations Community Survey;
- the production of five new videos in support of Regional Fieldworker training as they begin to implement the national surveys;
- finalization of an online training course, "The Fundamentals of OCAPTM";
- Board Governance Committee assisted in the creation of a Board Work Plan, Accountabilities Chart, Governance Chart, and additional Board governance tools including Board liabilities check list and Board evaluation tools;
- continued progress on the trademark application for the acronyms "OCAP™" and "PCAP™" (with final notification of registry pending),
- successful transition to new financial software AccPac,
- cultivated partnerships with various federal departments, academic organizations, researchers, other First Nation organizations, and non-profits,
- enhanced internal data protection measures and equipment capabilities to support expanded online and website activities,
- initiated a series of special projects, including an Environmental Scan On Regional/Capacity Development and a Review Of Collaborative Research Priorities And Partnerships, and
- secured federal resources to implement online data tools in seven of our 10 First Nations Regional organizations (with a commitment of funding for the remaining three regions).

We are proud of our achievements and many of these exciting developments are further detailed in this Annual Report.

FNIGC's Vision Statement

Founded on First Nations Principles, The First Nations Information Governance Centre is a premier Indigenous model of research and data excellence for the well-being of our Peoples and Communities.

Staffing

Again this year, we are proud to have retained our dedicated and talented staff and have also welcomed new staff, both term and indeterminate employees, to support FNIGC's ongoing work.

In addition, in 2015 we will welcome back staff that have entered a new phase in their lives as parents and have enjoyed maternity leave.

Our current staff is:

- Gail Mc Donald, Executive Director
- Colette Kataquapit, Executive Operations Assistant
- Angela Ashawasgesai, Administrative Assistant/ Reception (term)
- Brad Mackay, Communications Coordinator
- **Jerry Lanouette**, Training and Development Coordinator
- Addie Pryce, National RHS and Capacity Development Coordinator
- Lorraine Cheechoo, RHS/REEES Administrative Assistant
- Albert Armieri, Senior Statistical Projects Coordinator

- Fei Xu, Senior Statistical Analyst
- Alana Roscoe, RHS Statistical Analyst
- Alexandra McGregor, Community Survey Coordinator (term)
- Maria Santos, First Nations Data Centre Coordinator
- Derek Thompson, National FNREEES Project Coordinator
- Kyla Marcoux, Interim Technical Coordinator/ Statistical Analyst, REEES
- Venkata Ramayanam, REEES Statistical Analyst (term)
- Nanci Ransom, Finance/Payroll Clerk (term)
- Vi Nguyen, Statistical Analyst in Support of the Dene National Office (term)
- **Katie Wood**, Technical Coordinator REEES (maternity leave)
- Lyndsy Gracie, RHS Projects Assistant (maternity leave)

Volunteers and Federal Secondment: **Dr. Esther Usborne**, FNIHB, Health Canada **Yilin Chen**, Masters Student, Carleton University



FNIGC staff: Gail Mc Donald, Brad Mackay, Albert Armieri, Kyla Marcoux, Derek Thompson, Vi Nguyen, Colette Kataquapit, Maria Santos, Addie Pryce, Jerry Lanouette, Lorraine Cheechoo, Angela Ashawasegai, and Alexandra McGregor



Alana Roscoe



Fei Xu



Nanci Ransom



Venkata Ramayanam

Operational Budget 2015 - 2016

Each year FNIGC's Operational Budget is reviewed by the Finance and Audit Committee and presented to the Board of Directors for their approval. The Operating Budget identifies revenues received, revenues deferred and illustrates the budget requirements for staff, operations, projects and meeting our contractual obligations.

The Operating Budget is derived based on current actual and historical cost expenditures, reduction or increase in expenditures, contract obligations and deliverables, regional contract allocations, identification of any deferred revenues, and potential undistributed regional allocations due to late contract deliverables or non-receipt of deliverables. Activities planned under funds derived from administrative fees are duly noted and tied to the FNIGC Strategic Plan key objectives.

Each year, when possible, restricted reserve funding as provided for within the FNGIC financial policy and procedures, is set aside into a cashable interest bearing account.

FNIGC revenues are primarily derived through contracts with the federal government for our two national survey processes (RHS and REEES) as supported by Health Canada and the Department of Aboriginal Affairs and Northern Development (AANDC). Currently the REEES is in its fifth and final year of funding that will conclude in March 2016; the RHS Phase 3 is entering into its fourth year of implementation.

FNIGC enters into multi-year contribution agreements with our Regional survey partners for the implementation of regional survey activities ranging from:

- · data collection,
- regional infrastructure and coordination (including staffing),
- · program supports for advisory committees,
- · training,
- · travel,
- software,
- promotion and incentives,
- · communications,
- · printing,
- · consultants,

- · translation and
- other related activities.

Over the years, the contribution agreements (CAs) have been modified and improved with the goal of enhanced accountability, provision of reporting



templates, tools and schedules to support regional coordination of activities with clear milestones and deliverables.

For 2015 - 2016, the regional CAs will again be improved upon to ensure greater compliance to meeting contract milestones, targets, and deliverables and will detail clear mediation if those targets are not achieved. These measures are aimed at promoting work planning, development of mitigation plans and risk management with the goal to achieving project objectives and successful outcomes.

Last year FNIGC submitted a proposal to AANDC to undertake a new national First Nations survey focusing on employment and labour in First Nation communities. In the federal budget announcement in April 2015, funding commitment was provided for the Surveys on Aboriginal Peoples which will be the source to support this new First Nations survey which would commence in 2016 - 2017.

We are excited about this new survey and the continued support for First Nations governed and controlled data collection processes. FNIGC is committed to improving each survey process, by taking the important lessons learned from the previous survey and embracing new technologies and methodologies. We understand survey and respondent fatigue and will prepare to address that fact.

Additional revenues for FNIGC are generated through service contracts for data access and data services offered through the First Nations Data Centre (FNDC). These include special projects with federal departments, academics, students and others and are managed through service contracts and contracts developed specifically for the FNDC related to general tabulations, custom tabulations, data services and other. These contracts are stringent and safeguard and protect FNIGC data and ensure $OCAP^{TM}$ is respected.

Facilities Management and Operation

FNIGC continues to enjoy our office spaces located in Akwesasne (Head Office) and Ottawa (Branch Office). Minor upgrades occur as required to maintain a clean, safe, functional and efficient operation.

This year, we purchased new server equipment and software to enhance our website and online capabilities in support of data collection, online data tools, an online FNDC application process, and greater Communications outreach. Upgrades were also required to support our data back up and redundancy between our Head and Branch Offices. As FNIGC has been in operation now for five years, we have had to upgrade and replace several desk top computers, lap tops, and software. With the addition of new staff (term and indeterminate), one-time workstation and equipment purchases were necessary.

In fulfilling a work plan activity, we provided a workshop on Workplace Ergonomics and Prevention, which included individual staff assessments. A report followed the assessments and individual equipment requirements and adjustments were suggested to prevent ergonomic related injuries. As such, purchases were made including: monitor lifts, footrests, desk lighting, key boards with rests and adjustable desk chairs that addressed height, seat pan, arm and lumbar support and head and neck rests.

The end result was the staff were more aware of changes they need to make to prevent injuries (exercises, take breaks, walk around office, sit proper distance from computer, etc.) and were now more comfortable at their work stations and were very grateful for the improvements.

Financial Management Improvements

The transition from Quick Books to Accpac financial software was successful and we have been able to implement more solid internal financial reporting and coding of project revenues and expenses. Internally we have created more financial controls and procedures, which ensures greater financial operating standards. These efforts greatly facilitated the annual audit procedures and preparation. Having a solid, experienced and competent finance and operations team supports good governance and efficiency. Their continued efforts are very much appreciated.

Financial Audit

FNIGC's 2014 - 2015 financial audit was successfully completed again this year by BDO Canada LLP. The Audit Report was presented and approved by the FNIGC Board of Directors on June 3, 2015 at a duly called meeting held in Halifax, Nova Scotia.

Board Meetings and Accountability

The Board of Directors held the following meetings of the 2014 - 2015 fiscal year:

- June 17, 2014 (Ottawa, ON)
- September 16-17, 2014 (St. Mary's First Nation,
- November 18-19, 2014 (Ottawa, ON)
- April 14-15, 2015 (Ottawa, ON)
- June 3, 2015 (Halifax, NS)

FNIGC National Post-Secondary Student Bursary

Each year, the FNIGC allocates funding in support of Post-Secondary Student Bursary for two eligible First Nations students enrolled in a program related to information governance, information technology, data management and epidemiology (or related field).

Following two separate calls announcing the availability of the two \$1 000 bursaries, we received four applications that did not qualify for consideration. The factors for disqualification were incomplete applications, applicants were not status First Nation, applicants were in a post-secondary program that did not qualify for consideration, and inadequate essay submissions.

While this proved disappointing, we did not implement another call for applications, but have opted for a review of our Bursary criteria and application process as well the bursary allocation. Recommendations will be put forth to the Board for review, guidance and direction in anticipation of an early fall 2015 announcement.

Strategic Planning

FNIGC continues to review, adjust and improve its Strategic Plan, a living document that supports the goals, objectives, and growth of the organization. As such, the Board consistently reviews the Strategic Plan and convenes strategic discussions on the key objectives, which are to:

- 1. Continue to focus on Sustainability,
- 2. Fully implement First Nations Data Centres.
- 3. Ensure compliance with FNIGC's OCAP™ trademark,
- Maintain standards of excellence within an expanded scope of work,
- 5. Demonstrate the impact of information governance, and
- 6. Build and maintain appropriate partnership relationships.

At the November 2014 and the April and June 2015 Board of Directors meetings, discussions were held on the Strategic Plan. The Vision and Mission Statements of the FNIGC were reviewed and slight modifications were made.

The Board considered each key objective and developed clear definitions on terminology such as information governance, examined what a regional data centre hub is and how it can function, examined how the FNIGC strategic plan and objectives will support and contribute to regional governance initiatives, infrastructure and priorities (while recognizing there are overlaps and need to support both the regional and national processes). A revised Strategic Plan will be developed for Board review and approval.

Board Workplan

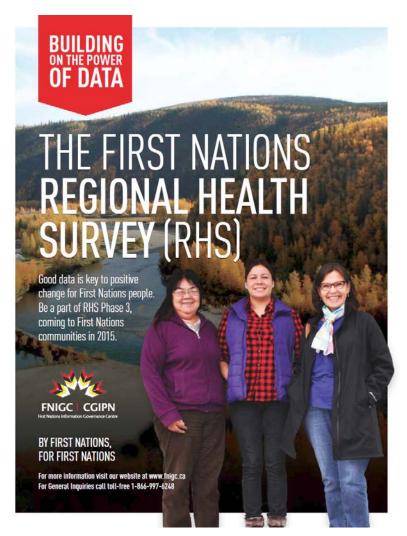
As a result of the work of the appointed Governing Committee; the Board of Directors adopted a work plan that identified key activities and actions that would be undertaken to support FNIGC good governance. These activities included tasks such as: due diligence and legal review, annual Board and Executive Director evaluations, development of specific policies and establishment of Board committees. The Work Plan was adopted by resolution of the Board at the June 2015 Board meeting. The Work plan will also be a living document with new actions added each year to replace tasks that will be achieved.



Yin Nguyen RHS/REEES Data Analyst meets with Dene Nation, Yellowknife, NWT

First Nations Regional Health Survey

Originally launched in 1997, the **First Nations Regional Health Survey** (FNRHS, or RHS) has collected quality, culturally relevant First Nations data for nearly two decades. Over the years RHS data has influenced and informed a number of important First Nations programs including: the Aboriginal Head Start on-Reserve program, Children's Oral Health Initiative, Healthy Living programs, Healthy Child Development, the Aboriginal Diabetes Initiative, the First Nations Policing Program, and programs for Mental Health and Addictions.



Over the past 20 years, RHS data has also been used on a local and regional level to help support funding and policy decisions in First Nations communities.

The good work that has been inspired by the RHS continues to this day, and is concrete proof of the power that quality data – collected by First Nations for First Nations – can have.

We are happy to report that data collection for RHS Phase 3, the current phase of the national survey, launched in March 2015 and will be ongoing until March 31, 2016.

Achievements

Questionnaires

In May 2013 FNIGC began the RHS questionnaire feedback process with our Regional Partners. It concluded in September 2014, with the dissemination of a final Record of Modifications and improvements made after which the questionnaires were considered complete. The resulting RHS Phase 3 questionnaires reflect extensive input received from all of our partners, and have been improved to include several new subject areas such as bullying and maternal health. Once they were complete the questionnaires were field-tested in Nova Scotia and Ouebec and final modifications were made to content based on field notes and feedback. The final programming of the core components was completed and uploaded to regional servers in January 2015.

RHS Phase 3 Research Ethics Committee

In an ongoing effort to maintain our high standards of research ethics, FNIGC convened a RHS Research Ethics Committee (REC) in July 2014 in Ottawa. Membership in the REC included professionals, academics, and community members, and also included an Observer to provide guidance and address any questions from an ethical or legal point of view.

(The Observer did not provide legal counsel.) The mandate of the REC was to ensure that the RHS Phase 3 would promote and protect the rights, safety, and well-being of the human survey participants according to FNIGC's stringent ethical standards.

The objectives of the REC meeting were to:

- ensure the FNIGC Code of Research Ethics underlined all decisions of the REC,
- thoroughly review the RHS materials to ensure scientific soundness and ethical acceptability,
- identify any potential risks to research participants

- and identify mitigation strategies to eliminate potential risks,
- confirm the application of professional or academic codes of conduct and moral rules in the survey process that are consistent with national standards and respect and protection of human research participants.

On August 27, 2014 the REC presented a final report that was adopted by all committee members, thereby assuring the structural and ethical soundness of the RHS Phase 3 as it moved forward. The FNIGC Board of Directors accepted the report of the REC on September 17, 2014.

Fieldworker Training Manual

To support successful data collection FNIGC convened a special RHS workshop session in April 2015 in Toronto that was attended by Regional Coordinators, Regional Data Analysts, and Regional Field Supervisors. As a result of feedback gathered at – and in the months leading up to – the session, FNIGC revised the *RHS Phase 3 Fieldworker Training Manual* extensively incorporating lessons learned from RHS 2, recommendations from our RHS Research Ethics Committee, and new material to reflect where the process had been updated or changed.

Fieldworker Training Videos

In 2015, for the first time, FNIGC produced a series of videos to complement the *RHS Phase 3 Fieldworker Training Manual* and the Fieldworker training process. These five videos (which are available on FNIGC's YouTube channel in English and French) were designed to tackle certain topics that have proven challenging in past years.

The videos are as follows:

FNIGC Fieldworker Training Video #1: Research Ethics and Privacy,

FNIGC Fieldworker Training Video #2: What is Consent?,

FNIGC Fieldworker Training Video #3: Why Do We Sample?,

FNIGC Fieldworker Training Video #4: How to Sync Your Laptop, and

FNIGC Fieldworker Training Video #5: Interviews and Difficult Situations.



Fieldworker Training Video #1 "Research Ethics and Privacy"



The videos are intended to be viewed as part of the Fieldworker training process, and as such were fully incorporated into the final Training Manual. All five training videos were launched at FNIGC's April RHS workshop session where they were well-received by those in attendance.

Next Steps

In the coming year FNIGC will continue to work with our Regional Partners to support their efforts in data collection. We look forward to the conclusion of a successful data collection process on March 31, 2016.

FNIGC recognizes that this important work would not be possible without the support and guidance of our Board of Directors and the

commitment of our Regional Partners, including the Regional Coordinators, Data Analysts and their support staff. It is with much gratitude that we acknowledge their contributions, which ultimately underlie the success of this, and other survey processes of the FNIGC.

In addition, the FNIGC Senior Statistical Projects Coordinator, the RHS Senior Statistical Analyst and the RHS Data Analyst have been instrumental in preparing for this launch, and we acknowledge their commitment and hard work.

Lastly, we humbly acknowledge the community participants who have given their time to support the health and well-being of First Nations and offer our thanks.



First Nations Regional Early Childhood, Education, and Employment Survey

The past year has been a busy one for FNIGC and the REEES team as we endeavoured to complete REEES data collection. While challenging and demanding at times, data collection is not without its success stories, unexpected delays, and occasional impediments. However we persevered and are pleased to report that we successfully completed data collection for the REEES on March 31, 2015.

We have now moved into the fifth and final year of the REES life-cycle, which involves data cleaning, analysis, writing, and preparing for our preliminary release conference scheduled for November 2015, with the primary objective to deliver a final national report in March 2016.



On this note, please mark your calendar to attend the REES Preliminary Results Conference in Ottawa November 17 - 19, 2015. More details will be posted on FNIGC.ca in the coming weeks.

The coordination of a comprehensive, national First Nations survey such as the REEES is a lengthy and complicated process involving many participants (Regional Coordinators, Analysts, Fieldworkers, Community Membership Clerks, etc.). Over the past four years, FNIGC and our Regional Partners developed various data collection strategies, launched several communications

efforts, and strengthened our internal and external communications efforts (which included weekly email updates, monthly one-on-one conference calls, monthly national teleconference calls and updates).

We have learned many lessons within the REEES process over the past four years as well, which will help guide future national survey initiatives. The regional field staff is often faced with many challenges such as finding a way to merge into the busy lives of the people it needs to collect data from. Also, many communities have been faced with difficult times as a result of social, economic, mortality and weather emergencies.

In February 2015 the Regional Coordinators gathered in Ottawa for a national workshop and professional development session on general principles of project management. Facilitated by Harold Tarbell (of Tarbell Consulting), the three-day session focused on:

- an overview of the general assessment process of the funding agencies
- a review of the FNIGC national/regional contribution agreements
- work plan development
- an introduction to Project Management, balancing project management requirements and constraints
- project risk management and development of mitigation plans,
- privacy and OCAP™

The session proved to be successful and the tools gained will strengthen core values in our work. The feedback received from the session was positive and once-again highlighted the need for additional and adequate resources to facilitate large-scale regional project implementation.

Our Regional Partners are often challenged with utilizing a limited resource base to carry out tasks that often require teams of people. This has always been a constant concern from FNIGC's past survey processes and yet despite the challenges, the Regional Coordinators find ways to be innovative in getting the work done.

Next Steps for 2015-2016

Data Cleaning

Work processes steadily on the technical side of the survey process to produce the key indicators framework, branching syntax, recoding variables, composites, weighting, and the data dictionary which will support the work of the writers to be engaged in the development of the preliminary and final REEES reports.

Data Analysis

A call for writers went out in April 2015 and a Statement of Work was developed that will guide a team of competent writers and analysts in the development of the preliminary results and the national report. The writers will be in place by July 2015.

Development of National Key Indicators

We have developed REEES key indicators using the Canadian Council on Learning Framework as a guide for the adult, youth and child surveys. The key indicators will support the writers and analysts in preparation of the final reports.

Preliminary Results

A National Preliminary Release Conference is set for November 17-19, 2015 in Ottawa at the Westin Hotel. This conference will provide an opportunity



for FNIGC and the regions to tell the stories based on the REEES data.

Final Report

We look forward to presenting the preliminary and final REEES reports to First Nations who will be able to utilize this valuable First Nations data to support planning and evidence-based decisionmaking at all levels.

The REEES data will help fill the gap in credible First Nations data in the areas of early childhood education, education and employment. The work of the REEES would not be possible without the tireless efforts of the Regional teams, the REEES national staff, FNIGC technical team of experts, our consultants and the leadership and guidance of the FNIGC Board of Directors.



COMMUNICATIONS

The past year has been predictably busy for everyone at FNIGC as we work towards the realization of our collective Vision and Mission. As an integral member of the FNIGC Team, Communications has been doing its part, whether it's supporting Internal Communications (Sunrise News, Open Atrium) or forging ahead with new External Communications initiatives which over the past year have included: expanded and enhanced social media outreach, fresh new community marketing initiatives, the launch of a new communications approach for the RHS, and a stepped-up commitment to video production.

During the past year Communications activities have included:

- 1. FNIGC.ca
- 2. Social Media outreach
- 3. Fieldworker Training videos
- 4. Community Survey videos
- 5. RHS Phase 3 Communications
- 6. RHS "Power of Data" community stories
- 7. Community Marketing initiative
- 8. Sunrise News
- 9. REEES Social Media campaign
- 10. Other activities

FNIGC.ca

In the summer of 2013 we launched **FNIGC.ca**, a new website that presented FNIGC and its various assets in a fresh and more easily accessible way. Since then we have expanded and upgraded the website, both in terms of server space, internet architecture, and content. **FNIGC.ca** remains at the core of everything we do and the go-to source of information about FNIGC and its many diverse activities.

In 2014 we developed a blog focussed on the progress of the REEES in the field, integrated a live Twitter feed and devised a way to feature our video content from YouTube on our home page.

In the coming months we will unveil a devoted web presence for the First Nations Data Centre, a new

section dedicated to FNIGC Training, as well as a new blog dedicated to activities related to Phase 3 of the Regional Health Survey. We are also developing a newly expanded OCAP™ section of the site that will feature new FAQs intended to answer questions about the First Nations principles of information governance.

Web traffic

Since FNIGC's last Annual Report in September 2014, our website has received a total of **31,133 page views** for an average of **3,459 page views a month**, which is on pace with the same time last year.

Monthly traffic during this nine-month period peaked in November 2014 (4,669) and again in March 2015 (4,566) while total daily traffic peaked on November 19, 2014 at 410 pageviews (during our "REEES: Take the Time" social media campaign). The average session duration over the past year was 2:32 minutes.

As expected the majority (or 24%) of users visited our home page (7,457 pageviews), with FNIGC.ca/OCAP in second place (3,404 pageviews), FNIGC. ca/resources (aka our downloads page) in third with 2,072 pageviews, FNIGC.ca/online (FNIGC Data Online) in fourth with 1,829 pageviews, FNIGC.ca/our-work/rhs (our RHS main page) coming in fifth with 1,345 pageviews, and FNIGC.ca/takethetime (our REEES social media marketing campaign) in sixth with 1,264 pageviews. (For a complete list of Top Ten Pageviews see chart on page 17.)

Downloads

The FNIGC's reports of the First Nations Regional Health Survey (FNRHS) remain the top downloads from FNIGC.ca, being accessed a total of 1,036 times in the past nine months. Reports from RHS Phase 1 have been downloaded 135 times while RHS Phase 2 reports have been downloaded 901 times.

The RHS 2008/2010 Quick Facts document received 172 downloads while the RHS Cultural Framework had been downloaded 174 times.



The "Power of Data Team" in Eskasoni First Nation

Audience

There were nearly 9,000 unique users of FNIGC.ca between September 2014 and June 2015. On average the majority (91%) of FNIGC.ca's users continue to reside in Canada, with the United States in second place at 3.4%.

The majority of our users (89%) also remain English-speakers, with about 5% identify as Frenchspeakers. There was a nearly 2/1 ratio between new and returning users, with new users representing 40% of our page views and returning users representing 60%; a reversal from 2012 – 2013 and an indication that we have more loyal users.

In addition, more than 1 in 6 (or 16%) of users to FNIGC.ca accessed it on a mobile device; 60% of whom did so on an iPhone or iPad. This indicates a marked/noteworthy upwards trend from 2014, when 1 in 10 accessed the site with a mobile device. This increase will likely impact how we present website

content in the coming years. In addition, FNIGC.ca's bounce rate (the percentage of visitors who leave a website after looking at just one page) inched up from 48% to 56%.

Social Media Outreach

In today's digitally connected age no organization can ignore the power that social media can have in delivering their message and fulfill/reach their vision and mandate. For FNIGC the past year has provided further proof that a concerted, consistent approach to social media can bear tangible pay-offs. By utilizing Facebook, Twitter, YouTube, Google +, and LinkedIn, FNIGC has been able to expand our audience and influence significantly in the past year.

For example, the number of followers to FNIGC's Twitter account increased 41 percent, from 722 followers in September, 2014 to 1,017 nine months later. This also marks the first time we crossed the 1,000 followers milestone.

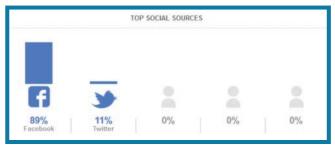
In addition, FNIGC is currently listed on 29 First Nations Twitter lists (up from 21 nine months ago). A Twitter list is a curated group of Twitter users and is an indication of a user's authority in a subject area.

Meanwhile on Facebook, the number of people who have Liked FNIGC's Facebook Page increased from **310 to 739** – or **138 percent** -- since September 2014. Facebook posts on our Page are regularly seen by hundreds of people, many of whom actively engage with us – either by Sharing, Liking or commenting

		Secondary dimension Sort Type: Default		
	P	age 7	Pageviews ?	
				31,133 % of Total: 100.00% (31,133)
e	1.	1	65	7,457 (23.95%)
	2.	/ocap.html	F	3,404 (10.93%
	3.	/resources.html	Ø	2,072 (6.66%)
	4.	/online	æ	1,829 (5.87%)
	5.	/our-work/regional-health-survey/about-rhs.html	ø	1,345 (4.32%)
	6.	/takethetime	B	1,264 (4.06%)
	7.	/about-fnigc/careers-fnigc.html	65	1,100 (3.53%
	8.	/about-fnigc/contact-us.html	Ø	774 (2.49%)
	9.	/our-work/fnreees/about-reees.html	8	680 (2.18%)
	10.	/our-work/regional-health-survey/rhs-phase-2.html	Œ	540 (1.73%)

on posts. Interestingly, the majority (71%) of our Facebook followers are female compared to 26% male

Facebook continues to be the key source of social media traffic to FNIGC.ca, with Twitter coming in second.



series of LimeSurvey Training Videos, which are being used to help Community Survey workers in the Regions.

We will continue to use YouTube as a hosting platform for our video Communications products, thanks to its ease of use and free hosting. Note that all videos can be embedded on FNIGC.ca as well. As part of FNIGC's use of YouTube, we have also started using Google + (Google's Social Media platform) to share updates and new videos. We continue to use LinkedIn for professional posts, such as job posting and RFPs.

In summary, FNIGC's social media reputation has grown over the past year, thanks to a concerted and conscious effort on the part of Communications to





engage people interested in First Nations cultural, social, and academic issues. Our reputation online allows us a direct line to a wide-range of First Nations decision-makers and ordinary people across the country that we would otherwise be unable to reach out to with more traditional communications means.

In addition, our YouTube channel (YouTube.com/FNIGC) has been viewed 4,226 over the past year and has 9 subscribers. Our most popular videos are "Understanding the First Nations Principles of OCAP™: Our Road Map to Information Governance", which have been viewed 1,661 times since they were posted 10 months ago.

"The 2015 First Nations Community Survey Video" and our new series of Fieldworker Training Videos, have been posted on FNIGC's YouTube channel in recent months as well. We also used it to post our

Fieldworker Training Videos

Based on the success of our initial experience with video communications (2014's "Understanding the First Nations Principles of OCAP™: Our Road Map to Information Governance") FNIGC decided to invest in a new series of videos starting in January 2015.

We found that with the right creative treatment short (2-6 minute) videos can prove effective Communication tools for promotional and instructional purposes.

First, we produced a series of videos designed to complement the survey Fieldworker training process. The five videos in the Fieldworker Training series were intended to address specific topics in the Fieldworker Training Manual that have proven difficult to convey in past survey cycles. The videos include:

"Research Ethics and Privacy" "What is Consent?" "Why Do We Sample?" "How to Sync Your Laptop", and "Interviews and Difficult Situations"

These videos are available on FNIGC's YouTube channel in English and French. Each is intended to complement and enhance existing training material, and have been fully incorporated into the latest version of FNIGC's n. Copies of the videos were distributed on USB drives during FNIGC's Fieldworker training session in April.

Community Survey Videos

In April 2015, FNIGC began production on two new Communication videos intended to promote the First Nations Community Survey. These videos (a short one to use during presentations to Chief and council; a longer one to send to survey participants) were finalized in May, and both English and French versions were posted on our YouTube channel and made available to our Regional Partners.

RHS Phase 3

As part of our commitment to the successful implementation of the RHS Phase 3 in the regions, FNIGC launched a Communications Strategy in fall 2014. One of our chief concerns was community and participant survey fatigue, given the extended data collection period for the REEES which ended up overlapping with the RHS roll-out.

To help combat this fatigue, we came up with a Communications strategy that we called "The Power of Data" which was designed to establish the positive



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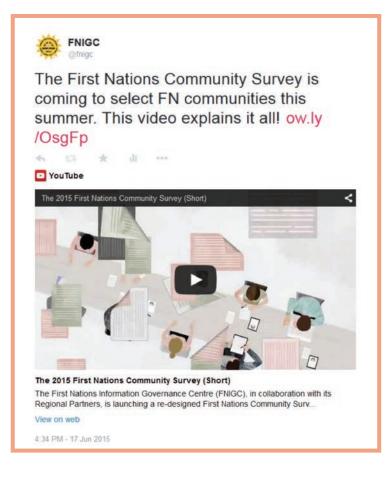
real-world impact that RHS data has had in First Nations communities over the past two decades.

The first part of this strategy was the creation of **three** new brochures; one general informational brochure for the RHS, a second for the RHS targeted at answering common questions raised in communities, and third on for FNIGC that leveraged the new Power





of Data messaging. We also produced an e-poster and a brochure, intended to be posted on website and blogs.



In addition, we researched and wrote a unique series of articles (titled "The Power of Data") that explore the role RHS data has played in shaping federal

government policy and programs, and by extension the positive impacts these decisions have had for those living in First Nations communities across the country.

These three articles (each running around 900 words, with photos) make a compelling argument about the legitimacy of data from the RHS by combining interviews and facts with anecdotal evidence to help tell the "Power of Data" story to a First Nations audience.

Two stories focus on First Nations communities (Dawson City, Yukon and Eskasoni First Nation, Nova Scotia) and are the result of time spent in the community, interviewing community leaders and Directors. The third features interviews with decision-makers on

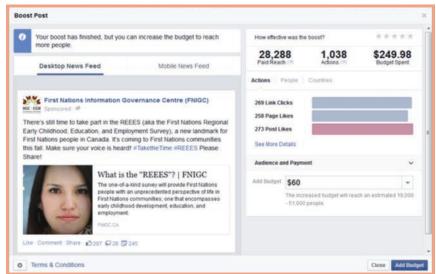
a federal level (AANDC, AFN, Public Health) and tells the story of how RHS data is relied upon to make important policy, planning, and programming decisions.

These stories are intended primarily to be distributed to Chief and Council, Regional Partners, and survey participants. Secondarily, they can be placed in community papers (as content) or on community websites as a way of communicating the value – and importance of First Nations data and – of taking part in RHS Phase 3.

In addition, FNIGC.ca is launching a new blog (RHS: In the Field) that will track the implementation and data collection for the RHS through regular updates from the Regions and head office.

Community Marketing Initiative

In 2014 FNIGC has identified the need to heighten our profile among First Nations decision-makers. Experience has shown that while First Nations community members are aware of our work and the work of our Regional Partners, they are less aware of our organization as a whole and its mandate. Further, web analytics have shown that nearly half (48%) of visitors to FNIGC.ca were located in Ottawa-Gatineau or Toronto.



To address this, in July we are launching a community marketing initiative that will see us mail promotional packages to every First Nation community. In each will be a "webkey" which (once inserted into a computer) will direct users to a custom-built site that will feature a message from our Executive Director, FNIGC videos, information on our RHS and REEES surveys, and three infographics highlighting data from the RHS. The webpage will also include a short survey that will help gauge user awareness about FNIGC and areas of interest for further information.

The information gathered from this website will then be used to generate a more complete portrait of FNIGC's brand and its recognition in communities. This information will be used to help guide future information sharing efforts in communities.

Sunrise News

For the past two years *The Sunrise News* (FNIGC's internal newsletter) has served as a shared gathering place for FNIGC staff, Regional Partners, Board Members and Delegates to stay in touch, trade information and celebrate our collective success stories.

In the past year we've migrated it to an electronic newsletter format and changed the schedule from monthly, to bi-monthly.

Regular features include updates on the REEES and RHS, a column by Executive Director Gail McDonald, Announcements and Appointments, Out and About (which features extracurricular activities), and the Regional Spotlight feature. New features include a "Recommended From The Web" section and "Govern This!" which focuses on data privacy issues.

REEES Social Media Campaign

In November 2014 FNIGC Communications launched its first-ever Social Media marketing campaign, to help promote the REEES. The project saw us build a special section on our website (FNIGC.ca/takethetime) designed to feature all of our REEES-related assets.

We then paid for ads to run on Facebook and Twitter during a one-week period in November. Each add (or "sponsored post") featured a Call to Action, the hashtags #TaketheTime and #REEES, and a link to the special web page.

The success of the campaign exceeded expectations, with nearly 30,000 First Nations people reached and more than 1,000 "actions" (Likes, Shares, or posted comments). We also managed to grow our

		1,550 % of Total: 85.26% (1,818)	51.61% Avg for View: 55.72% (-7.37%)	800 % of Total: 78.97% (1,013)	50.06% Avg for View: 53.47% (-8.38%)	2.50 Avg for View: 2.32 (7.57%)	00:03:21 Avg for View: 00:03:00 (11.55%)
1.	Ottawa	494 (31.87%)	40.69%	201 (25.12%)	43.72%	3.17	00:05:07
2.	Toronto	162 (10.45%)	54.32%	88 (11,00%)	54.32%	2.31	00:02:48
3.	Gatineau	75 (4.84%)	30.67%	23 (2.88%)	44.00%	2.61	00:02:14
4.	Winnipeg	68 (4.39%)	60.29%	41 (5.12%)	63.24%	1.88	00:02:37
5.	Vancouver	57 (3.68%)	59.65%	34 (4.25%)	57.89%	2.14	00:01:53
6.	Quebec City	48 (3.10%)	35.42%	17 (2.12%)	39.58%	2.48	00:02:44
7.	Calgary	44 (2.84%)	47.73%	21 (2.62%)	59.09%	2.14	00:01:30
8.	Edmonton	42 (2.71%)	61.90%	26 (3.25%)	61.90%	1.93	00:03:31
9.	Victoria	40 (2.58%)	70.00%	28 (3.50%)	62.50%	1.68	00:01:28
10.	Richmond	39 (2.52%)	48.72%	19 (2.38%)	43.59%	1.82	00:02:12

followers on the platforms significantly, which was an unplanned benefit.

Other Activities

In the past year FNIGC has several new brochures: two for the RHS Phase 3 rollout, a new one for FNIGC and a new one for OCAP®. Both are available in French and English for any of our Regional Partners.

Communications is also working on a FNIGC English Language Style Guide that will be used for all internal and external writing.

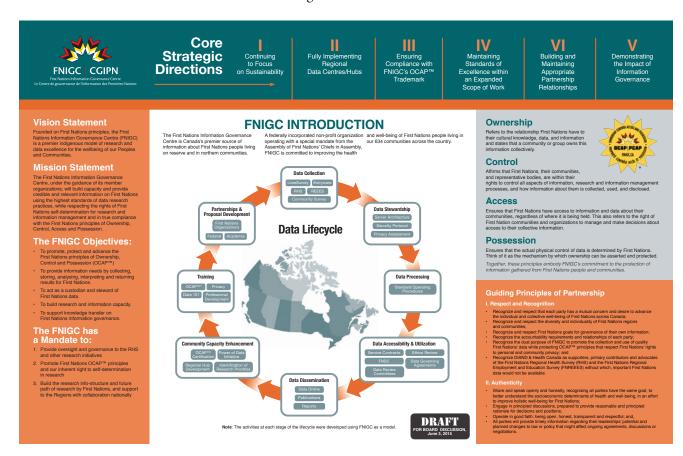
Conclusion

In summary, 2014 – 2015 has been a fruitful year for FNIGC's and its Communications department. We have cultivated a credible online profile, ventured into video communications, and maintained a high level of written communications. In the year ahead we will build on these efforts, creating a website for the First Nations Data Centre and our training



Brad Mackay and Addie Pryce meet with the Council of Yukon First Nations in Whitehorse, Yukon

efforts, producing a new FNIGC promotional video for our November REEES conference, assist in the production of REEES infographics and sharing the preliminary and final results of the REEES , and support RHS Phase 3 Communications in the regions.



First Nations Data Centre

The **First Nations Data Centre** (FNDC) is a knowledge exchange service from FNIGC that provides access to our unpublished survey data to those pursuing academic research, policy development, or program planning and evaluation.

Located at FNIGC's Ottawa offices, the FNDC provides access on a pay-per-use basis to unpublished data from the Regional Health Survey (RHS) and the upcoming Regional Early Childhood, Education, and Employment Survey (REEES) to applicants who have undergone a stringent approval process.

Between April 2014 and May 2015, the FNDC has processed 10 requests for RHS data. Among these requests, four were made through the FNDC's data request tool which was developed and launched online last year.

Over the past year, the FNDC has improved the vetting and review process undertaken by the Data Access Review Subcommittee who reviews data requests made to the FNDC and decides on whether to: approve, approve with modifications, or reject a proposal. This committee currently consists of representatives from FNIGC Statistical Staff, Survey Leads, Management, and Board of Directors. The FNDC will soon have a dedicated section on the FNIGC website, which is currently under construction (scheduled to launch by summer 2015). This site will provide detailed information on how to access the services of the FNDC and offer an online data access application.

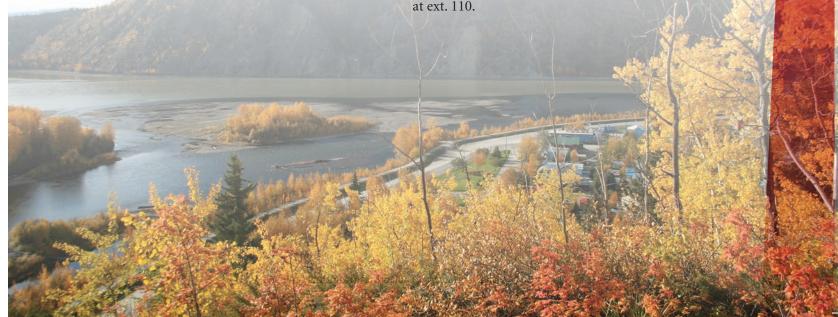
Based on our experiences in operating the FNDC over the past two years, we have identified a few areas of improvement.

First, authorship guidelines have been developed and will be posted on the FNDC website so that researchers are informed in advance of the process for listing an author on a publication and the order in which he or she should be listed with a proper citation. Second, we decided to define FNIGC's role in the different kinds of partnerships that can exist in Collaborative Research Services.

Third, FNIGC resolved to revise the cost to access the FNDC. By reducing the daily cost this will allow for researchers to produce more focused and stronger analytical outputs. To offset this, we increased the fee for vetting or providing statistical or programming assistance. Hopefully this will mitigate the production of overly long and aimless outputs, and build in costs for the amount of time used to work with less experienced analysts.

Fourth, the FNDC is working towards building mock datasets so that researchers can prepare their syntax prior to arriving at the data centre. (We are also working towards providing the datasets in SAS and Stata.)

In conclusion, we will continue to enhance and improve to services and presence of the FNDC with the goal of it serving as a new model for what a data access centre can be. If you are interested in learning more about the FNDC, please contact Maria Santos at ext. 110.



FNIGC at 5: Staff profiles



Albert Armieri, M.Sc.
Senior Statistical Projects Coordinator
Started with FNIGC in April 2010

Over the past five years I have been fortunate enough to be part of a thriving organization with an important and substantive mandate. In this time, I have worked closely on a multitude of organizational initiatives, including the Regional Health Survey (RHS) and the Regional Early Childhood, Education and Employment Survey (REEES). More recently, my work has begun to shift focus, exploring ways in which FNIGC can better support regional information governance efforts through innovations in technological infrastructure. It has been real opportunity to grow with this organization and its partnering regions, as well as witness the tremendous impact the work has had within First Nations communities.



Jerry Lanouette
Training and Development Coordinator
Started with FNIGC December 2010

I have been with FNIGC since December 2010. During this time I have seen my role expand with the FNIGC from helping establish the offices, network infrastructure, risk assessments, training, assisting in creating effective partnerships and continuing to promote OCAP™. I have been blessed and fortunate to work at and be part of an organization that has such an important impact for First Nations people and organizations. FNIGC's data and information collected on behalf of First Nations is important for them, as access to it can help in their quest for self-determination and self-government. It's important to remember that the work we do at FNIGC must be respectful to First Nations and aimed at keeping them in control of their data, information, and their own destiny.

Capacity Development

Capacity Development Initiative

In 2014 FNIGC identified Capacity Development as a key priority in its Strategic Planning discussions, and to this end we are developing a **Capacity Development Initiative**. The focus of this new initiative is to support Regions in their professional development.

According to a March 2014 report ¹ FNIGC is in a good position to support the data governance and management capacity of First Nation communities and regions. The report outlined a number of concrete steps going forward, which will assist in the planning for our Capacity Development Initiative.

In February 2015, FNIGC convened a three-day workshop for Regional Coordinators designed to support the application of Project Management to their work. The resulting feedback from this session will assist the FNIGC in further development of training workshops.

Additionally, we have undertaken an Environmental Scan on the operational needs and supports required for the development of Regional Data Centres to facilitate effective data governance. A planning tool is being developed that will identify the operational needs and requirements of our Regional Partners and enable strategic planning on data governance, management and sharing capacity. Once it is finalized the planning tool will be shared with our Regional Partners.

Next Steps

FNIGC will draft a Capacity Development Initiative Proposal for consideration to the FNIGC Board of Directors in fall 2015.

Regional Online Data Tools

FNIGC Data Online is a popular online service that provides unprecedented access to FNIGC's national-level published data in the form of charts, tables and graphs that can be exported for use in presentations, reports and academic papers.

Based on the success of this effort, FNIGC submitted

a proposal to Aboriginal Affairs and Northern
Development Canada (AANDC) for funding to
support the development of Regional data tools with
our Regional Partners. That proposal was approved
and in 2014 we were able to commence work in seven
of 10 Regions. Funding will soon be secured for the
remaining three regions. Upon completion of the
implementation these important new tools across the
regions, communities will have unprecedented access to
national and regional published data.

Research Ethics Committee Project

FNIGC has long been committed to meeting the highest ethical standards for research. In the formative years of the RHS process, its National Steering Committee members (and later the First Nations Information Governance Committee members) pioneered principles and practices of research ethics involving First Nations. Best practices were examined from mainstream national and international ethical practices and First Nations community based research initiatives which informed the development of the *RHS Code of Research Ethics* and guided our work.

For previous phases of the RHS we sought and obtained ethical review and approval from Health Canada's Research Ethics Board (REB). Today, FNIGC undertakes its own Ethical Review with approved Ethic Review Operating Procedures sanctioned by our Board of Directors and First Nations experts in various fields (ethics, health, academic, research, etc.).

FNIGC strives to ensure that all of its research processes receive competent ethical reviews and approvals, thereby ensuring that the greatest protection is provided to First Nations communities who participate in these our data collection initiatives. Our Board of Directors have directed FNIGC to proceed with establishing an **FNIGC Research Ethics Board** (FNIGC REB) whose purpose will be to ensure that research involving First Nations (both internal and external to FNIGC) meet the highest ethical standards, as well as abides by OCAP™.

Building on the work developed in discussions with our ethical consultants, **Biotika**, in Phase 1 of the creation

Bruhn, Dr. Jodi; Identifying Capacities and Tools for First Nation Communities and Regions to Govern, Manage and Share Their Data, March 2014

of the Ethics Review Function for the REEES, they were selected to assist in creating a process for establishing Phase 2, a formal ethics review function within the FNIGC.

Utilizing existing documentation previously created for the REES Ethical Review as a foundation from which to begin this project, the activities related to this project are to:

- review existing literature with the goal of establishing a formal FNIGC Research Ethics Board, update the FNIGC Code of Research Ethics,
- update and draft key Standard Operating Procedures for use in all ethical reviews, and update the FNIGC Ethics Review Tool

 and approval function for use in all ethical reviews.

To date, a full scan and review of the literature, policies, guidelines and existing best practices which could provide background information to the implementation of a REB has been completed and Standard Operating Procedures for use in all ethical reviews have been reviewed and updated.

Next Steps

The FNIGC will finalize the procedural and substantive documents with the intention of presenting the final report to our Board of Directors in January 2016.



First Nations Community Survey

The First Nations Community Survey represents a significant accomplishment in the collection of cross-sectoral population data. Originally designed to assess a wealth of factors at a broader community level, the Community Survey can be used to provide context to individual health and wellness outcomes gathered through the Regional Health Survey (RHS) and the Regional Early Childhood, Education, and Employment Survey (REEES). The Community Survey is robust, gathering information on 12 different thematic areas, such as housing, justice and safety, health services, governance, etc.

The 12 thematic areas of the 2015 Community Survey

Early Childhood Development	Education	Employment and Economic Development	External Environment		First Nations Governance
Food and Nutrition	Justice and Safety	Health Services	Housing Policy	Shelter and Infrastructure	Social Services

The Community Survey has greatly evolved since its inception, integrating a new and innovative approach to data collection. Whereas the survey was traditionally completed via paper, in 2015 the survey will be administered online for the first time using LimeSurvey software. It is anticipated that online administration will not only ease respondent completion, but also ensure better quality data overall.

Over the last year, great efforts have been put forth in preparing for deployment, including the development of two promotional videos, a series of quick training videos, and a comprehensive training manual.

The FNIGC Community Survey Coordinator has been steadily supporting regions, facilitating one-on-one video conference training sessions, in preparation for deployment beginning in fall 2015. Great success is anticipated and future plans for this initiative are to expand its reach to all First Nations communities, once resources have been secured.



Community Survey Video Capture

Partnerships

FNIGC has continued to cultivate a number of key partnerships for the past several months as per the our Strategic Plan Key Objective #6, to "Build and Maintain Appropriate Partnership Relationships".

These include collaborations with the Public Health Agency of Canada (PHAC), the National Collaborating Centre on Aboriginal Health (NCCAH), the Assembly of First Nations (AFN), Health Canada, and the Canadian Institutes of Health Research (CIHR).

PHAC

FNIGC has worked steadily over the past year with PHAC to negotiate a successful collaboration on the upcoming **Pan-Canadian Report on Health Inequalities** which will include detailed analyses and discussion across 15 key health indicators for First Nations, Inuit and Metis populations. We will write the First Nations component of the report which is slated for a 2016 release.

FNIGC has drafted a service contract which clearly defines parameters for our involvement and provides protections around the access to RHS data. Further, the draft contract stipulates support for FNIGC expert consultation to ensure balanced reporting and the proper contextualization of our data. It is of paramount importance that the results are presented from a strength-based perspective throughout.

NCCAH

FNIGC has completed work with the NCCAH on a project that examines social determinants of health and well-being by linking FNIGC First Nations Community Survey with results from RHS Phase 2.

The NCCAH is currently preparing a draft report which will highlight a number of individual and community level attributes that have been shown to be associated with higher levels of well-being. The information acquired through this initiative can be put to good use in selecting and prioritizing new directions for community and public health policy change.

AFN

FNIGC participated in a number of discussions about a First Nations initiative designed to assess household mould levels using a mobile application called E-CSAT. FNIGC is interested in acting as a data repository and providing analytical support to the data collected through this initiative.

AFN is still completing preparatory work on this initiative and plans to engage FNIGC at a later date to discuss technical collaborations.

Health Canada, AFN and CIHR

FNIGC has been approached to determine our interest to assume the administration of the First Nations Environmental Contaminants Program (FNECP).

This program is currently administered by the First Nations and Inuit Health Branch (FNIHB) and was formerly administered through the AFN. At the present time, FNIHB no longer has the capacity to administer the FNECP and requires another organization to take over the coordination of this important initiative.

AFN has put forth its support for FNIGC to manage this initiative based on our expertise, infrastructure and the First Nations principles of OCAP™ and being a First Nations entity. The prospective direction to move this program to the CIHR would have the potential to change the model, intent, First Nations focus and strength of the initiative. AFN did not support this direction and a letter was provided to FNIHB in early June 2015.

Discussions are planned between FNIHB, the AFN and FNIGC to support this move. Discussions with CIHR will be coordinated to explore an opportunity to supplement the FNECP with CIHR research funding to First Nation Communities who may wish to expand their environmental research initiatives. Only preliminary discussion on this partnership has been held.

OCAP™ Training

As part of FNIGC's mandate to facilitate and build information governance capacity in First Nations communities, the FNIGC is in the final stages of developing an online training program about the First Nations principles of $OCAP^{TM}$ in cooperation with Algonquin College.

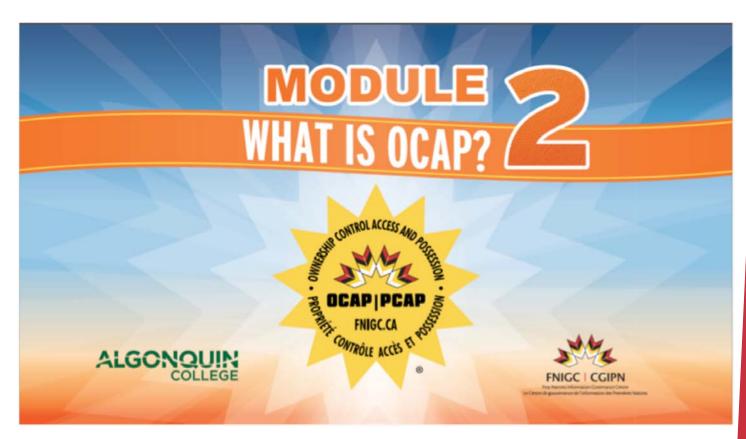
The course, The Fundamentals of OCAP™, will be a three-month self-guided course that will result in graduates receiving a Statement of Achievement from Algonquin College.

The progress for the Fundamentals of OCAP™ course is presently ongoing. All FNIGC content, including graphics, reports, documents, stories and external links, have been provided to Algonquin College for development and input in their Blackboard system (their course training tool).

In preparation for this, the domain **FNIGCtraining.ca** has been developed as a host site for the OCAP® Online Training Course. More on-line training programs are planned with the next course to be Privacy and Data Governance. The FNIGC e-commerce engine has been integrated into the website server to facilitate the registration and payment process via all major credit cards.

We are excited to deliver this online training program that will aid in a greater awareness of the First Nations principles of OCAPTM and other information and data governance topics of importance to First Nations and those that work with First Nations communities, programs and services.

For further information on FNIGC training please contact FNIGC's Training and Development Coordinator **Jerry Lanouette** at ext. 112.



FNIGC CONTACTS

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First Nations Information Governance Centre Le Centre de gouvernance de l'information des Premières Nations







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FNIGC's Board of Directors and Member Delegates at Special Annual General Meeting, April 2015



First Nations Information Governance Centre Le Centre de gouvernance de l'information des Premières Nations

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