

MAJOR PROJECTS

2024/2025

ALL NATIONS HOSPITAL

YOUTH AND FAMILY
WELLNESS CAMP

AND, MORE KEY INITIATIVES



Ojimaawabiiitong

Kenora Chiefs Advisory





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SECRETARY-TREASURER

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BOARD MEMBER

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Ogimaawabiitong - Kenora
Chiefs Advisory

STEFANIE BRYANT
Executive Director,
Makaatewaagmichewang
Youth and Family Wellness
Camp

GILLIAN LUNNY
Chief Operating Officer,
Ogimaawabiitong - Kenora Chiefs
Advisory

JOE BARNES
Senior Advisor,
Ogimaawabiitong - Kenora Chiefs
Advisory

MISSION AND MANDATE

Mandate: The Kenora Chiefs Advisory is an alliance of independent, participating First Nations within the Western region and has been incorporated and in operation since 1995. The Kenora Chiefs Advisory's mandate is to provide programs and services to the First Nations in the field of health, education, and social services in a holistic, traditional way - ensuring the survival of the Anishinaabe way in the present and future generations.

Chiefs from eight First Nation communities constitute a board of directors and govern Kenora Chiefs Advisory (KCA) while the day-to-day operations are managed by the Executive Director. These Chiefs are accountable to the First Nations that they represent.

Ogimaawabiitong kimaadanokiiwag 1995 chi wiisookaawad Anishinaabeg gezhi mino bimaadizid.
Zhaangachiwag okimaakanag ganamadibiyad imaa Ogimaawabiitong

Mission: Kenora Chiefs Advisory is committed and dedicated to providing culturally appropriate health and social services which address the needs and enhance the well being and capacity of community members in our affiliated First Nations.





COMMUNITIES



Northwest Angle 33 First Nation

Grassy Narrows First Nation

Niisaachewan Anishinaabe Nation

Naotkamegwanning First Nation

Wabaseemoong Independent Nation

Shoal Lake 40 First Nation

Wauzhushk Onigum First Nation

Washagamis Bay First Nation

WIIGWAS ELDER AND SENIOR CARE

Wiigwas Elder and Senior Care is a long term care home located in Kenora. It is a separate legal entity from Kenora Chiefs Advisory.



WIIGWAS ELDER AND SENIOR CARE



Background

Wiigwas Elder and Senior Care (Wiigwas/WESC) is a Not-for-Profit organization created by the board of Kenora Chiefs Advisory to own and operate a Long-Term Care Home under the Ontario Long-Term Care Act (2007) which is culturally responsive to the unique needs of the northern First Nations in Treaty #3 and the residents of the Kenora area. WESC respects that not all older adults, families or communities wish their loved ones to stay in a long-term care home. With the reality of complex health needs, some do choose to stay in a LTC home, and Wiigwas aims to provide culture based support and a home like environment in order to make people feel comfortable and cared for.

As a response to the strategic directions developed by KCA under the guidance of the Treaty #3 Elders and Chiefs, KCA's Chiefs entered into acquisition discussions with the owner of an existing Long-Term Care Home in Kenora. An offer of purchase was accepted on November 1, 2019, and negotiations commenced to meet the Ministry of Long-Term Care requirements.

WIIGWAS ELDER AND SENIOR CARE: CURRENT STATE

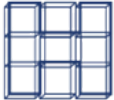
Wiigwas Elder and Senior Home has had some exciting new developments over the last year. WESC now sits as a members of the All Nations Health Partners Ontario Health Team.

In addition, WESC is working in partnership with KCA on developing the new facility which is planned to be co-located with the new All Nations Hospital.

On an Operations front the home continues to have lots of fun activities for the residents, and has worked in partnership with the KCA Cultural Team to establish a regular schedule of traditional protocols such as feasts etc.



ALL NATIONS HOSPITAL PROJECT



Lake of the Woods
District Hospital



A photograph of the current Lake of the Woods District Hospital in Kenora, Ontario



ALL NATIONS HOSPITAL PROJECT: BACKGROUND AND PROJECT SUMMARY

TIMELINE



Kenora, Ontario is located in very close proximity to the Manitoba border. This regional hospital is at the gateway to Ontario from Western Canada. The Lake of the Woods District Hospital (LWDH) is approximately three hours from medical services in Winnipeg. Thunder Bay, Ontario's closest regional full service hospital and medical facility, is a five hour drive from Kenora (the same distance as Toronto to Montreal or Toronto to Kingston). LWDH is one of three critically-significant regional hospitals serving the far north and remote First Nations – in alignment with Moosonee and Sioux Lookout. LWDH serves as a regional hub for transportation of trauma patients via the ORNGE network with a helipad on site and a lake access emergency dock to serve Lake of the Woods. LWDH provides a broad range of services to a large catchment area which expands to over 70,000 people during the summer surge.

Lake of the Woods District Hospital and Kenora Chiefs Advisory have been working in partnership to plan for the development of an All Nations Hospital since 2017, when the first planning grant was received. All project decisions have required both Boards of Directors to sign off in agreement.

16 Virtual Engagement Sessions	57 Engagement Sessions	16 Communities Engaged	449 Online Surveys completed	1730 Engagement Session Participants	2485 Numbers engaged through events	400 Clinical Service Participants
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ALL NATIONS HOSPITAL PROJECT- LAND PURCHASE



In January of 2025 the Board's of Ogimaawabiitong and the Lake of the Woods District Hospital in collaboration made a historic announcement in regards to the new hospital. The Board of Directors of Ogimaawabiitong - Kenora Chiefs Advisory announce the purchase of 118 acres in Kenora, located at 1060 Lakeview Drive, formerly the Green First Forest Products site. This strategic purchase serves to advance two significant capital projects planned for Kenora - the co-location of the expanded 160-bed long-term care facility, Wiigwas Elder and Senior Care, and the proposed 81-bed All Nations Hospital Project.

This purchase is historic for both the region and Treaty 3 territory, with First Nation leadership leading the way in advancing positive change in health care for everyone. Wiigwas Elder & Senior Care will address a significant need for increased beds with a rapidly older adult population, emphasizing a home-like environment that is culturally safe for First Nation residents and families. The All Nations Hospital Project will utilize a portion of the acreage acquired, and is represented by a highly valued board to board, and planning partnership between Kenora Chiefs Advisory and Lake of the Woods District Hospital.

The planning to-date has included meaningful engagement with stakeholders including residents of the City of Kenora, rural areas, and summer residents, as well as time spent in First Nation communities to hear directly from members about patient experiences, and solutions to address and improve care. The aim of the new hospital is to expand and improve patient care overall. This will be accomplished not just by a new physical space, but also through program development and governance that reflects the patient population being served.

The new hospital will offer a blend of Western medicine and Traditional Healing including a complement of services specifically for Indigenous patients that promote Anishinaabe wholistic worldview(s) of wellness, recognizing that culturally safe spaces help address health disparities.

The All Nations Hospital Project will be significantly larger than the current Lake of the Woods District Hospital, with additional features such as 100% single patient rooms, and a right-sized Emergency Department, situated as part of a broader 'campus of care' with additional co-located service components from the Mental Health and Addictions, and Social Services sectors.

KCA and LWDH are extremely proud of their progressive partnership in advancing this work, and look forward to building a hospital that our future generations will be proud of.



ALL NATIONS HOSPITAL PROJECT- LAND PURCHASE



Below are Photos of pieces of the property that has been purchased for the new development, including when the team from Wiigwas Elder and Senior Care, KCA's Cultural Team and the Elder's Council went out and blessed the land.



CURRENT STATE- PROVINCIAL FUNDING ANNOUNCEMENT

It is a historic moment for healthcare in our region as the Government of Ontario announced in May 2025 a stunning investment of \$50 million to support advanced planning of a new regional hospital in Kenora.

Minister Greg Rickford, Member of Provincial Parliament for Kenora-Rainy River elaborates "Our government continues to deliver for the families of Northwestern Ontario. The 2025 Budget will move forward the planning of a new Lake of the Woods District Hospital—bringing us one step closer to a modern facility that meets the needs of the region. This is a major step for healthcare in the North—expanded services, stronger diagnostic capacity, and culturally safe care for Indigenous patients. Congratulations to the Lake of the Woods District Hospital and Ogimaawabiiitong-Kenora Chiefs Advisory team for their leadership and commitment. This is their moment, and we're proud to support it."

The journey to this point in time began in 2017 when Ogimaawabiiitong Kenora Chiefs Advisory (KCA) and Lake of the Woods District Hospital (LWDH), in ceremony, committed to working together in partnership, for the good of our region.

Plans for the new facility supports program growth to address current shortcomings and demographic changes, as well as a new transitional care unit, expanded Mental Health services, a robust Indigenous Patient Relations department, and expanded rehabilitation, outpatient, surgical and diagnostic services.

Chief Lorraine Cobiness, Board President of Ogimaawabiiitong KCA shares, "On behalf of the Board of Ogimaawabiiitong, and Executive Team, we are passionate about seeing this project through, and want to thank this Government and our MPP, Minister Rickford for sharing our vision." According to Chief Cobiness, both LWDH and KCA intend to continue joint planning related to the governance and operational model of the future-state, new hospital. An investment is being sought from the Federal Government recognizing the specific needs of our area's large First Nation population.

Executive Director of Kenora Chiefs Advisory, Jennifer Dreaver says, "work will continue, to build on cultural safe care through anti-racism training of both LWDH and KCA staff, with opportunities for experiential learning. And we look forward to the really important discussions ahead with LWDH partners to further envision and plan for the new hospital".

The new hospital is an investment not only in Treaty 3, but Northwestern Ontario as a whole. The new facility will provide state-of-the-art technology for medical professionals to work in and most importantly provide health access for everyone in Northwestern Ontario.

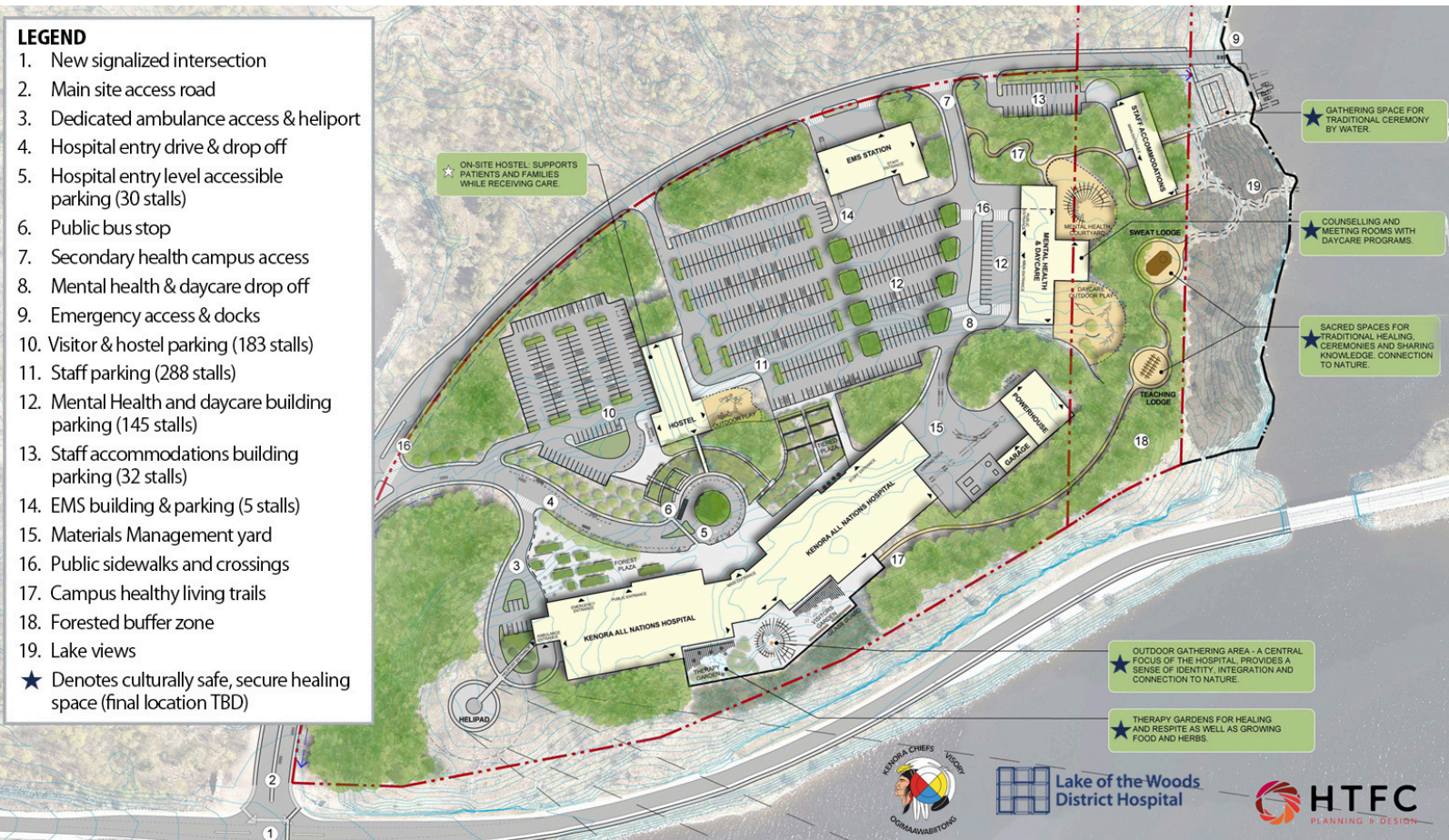
LWDH and KCA now look forward to working with Infrastructure Ontario and the Ministry of Health on the Detailed Design and Procurement phases, which are estimated to take up to three years, followed by the Construction phase which is anticipated to take another three years.



PROPOSED NEW HOSPITAL CAMPUS

Mamoo'kandaa oshki aakoziwigamig

Working Together For Our New Hospital



This is a concept map for the new All Nations Hospital project. This concept map was developed through extensive community consultation with the surrounding First Nation communities to ensure cultural safety and equity in this new project.



ORGANIZATION STRUCTURE: NEW ALL NATIONS HOSPITAL



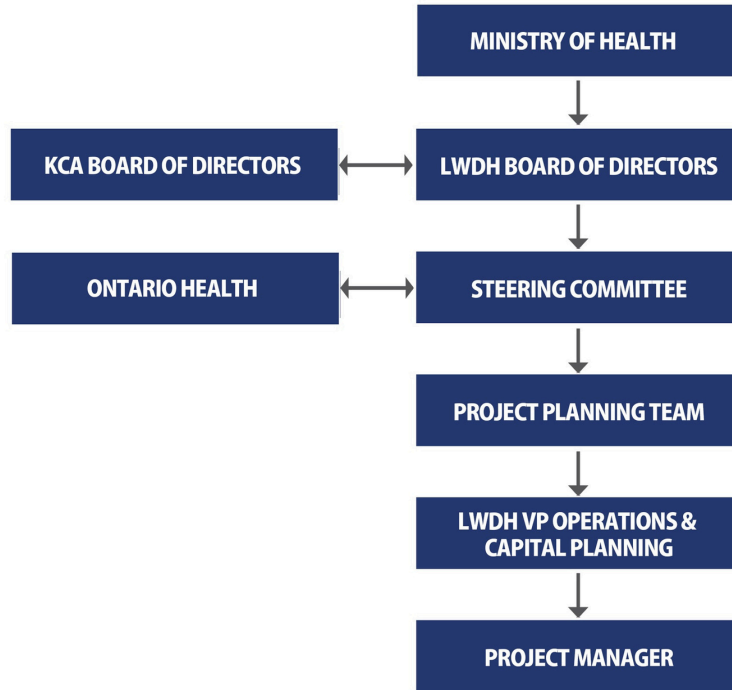
ORGANIZATIONAL CHART: ALL NATIONS HOSPITAL PROJECT

PROJECT PLANNING TEAM

LWDH
 President & CEO: Cheryl O'Flaherty
 VP Operations & Capital Planning: Alison Wesley-James
 VP Patient Care: Gillian Nattress

KCA
 Joe Barnes
 Chief Lorraine Cobiness
 Jennifer Dreaver

Project Manager
 Colliers Project Management: Leighton Klassen



STEERING COMMITTEE

LWDH Board Representative
 Chair: Mark Mymko

LWDH
 Cheryl O'Flaherty (ex-officio)
 Alison Wesley-James (ex-officio)
 Gillian Nattress (ex-officio)
 Physician Rep: Dr. Jillie Retson
 Staff Rep: Samantha Gould

KCA
 Jennifer Dreaver (ex-officio)
 Vice Chair: VACANT

Kenora Metis Council: Liz Boucha

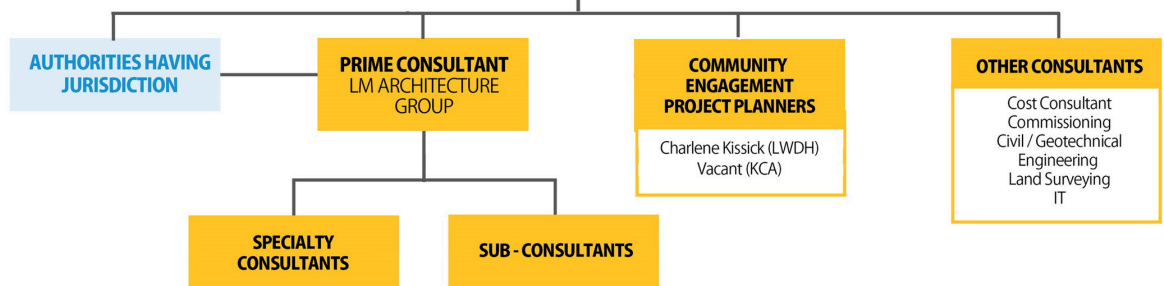
Grand Council Treaty #3:
 Calvin Morriseau

City of Kenora: Lisa Moncrief

LWDH Foundation Board:
 Ashley Hendy

DoKURA: Bob Stewart

Community Members:
 Brianna Skead
 Sally Johnson
 Fundraising - VACANT



LAST
 UPDATED
 11/14/24



CURRENT OPERATIONS INNOVATION AT LAKE OF THE WOODS DISTRICT HOSPITAL: INDIGENOUS PATIENT RELATIONS DEPARTMENT



Lake of the Woods District Hospital and Ogimaawabiitong Kenora Chiefs Advisory have been working in partnership to foster relationships and to improve patient experiences. The result of this work is a blossoming Indigenous Patient Relations Department in our proposed new hospital plans AND in our current hospital.

Client Navigation

Our Client Navigators support patients during their hospital stay with:

- Accessing Traditional Healing
- Anishinaabemowin Translation
- Transportation
- Referral to in-community programs (Ex: Mental Health, Palliative Care)
- Navigating the Non-Insured Health Benefits (NIHB) system
- General navigation through the healthcare system
- Post-discharge follow up

Cultural Services

A Cultural Services Manager is in place at LWDH to embed Anishinaabe culture and practices in the hospital. This involves:

- Ensuring cultural protocols are met
- Supporting cultural awareness, cultural safety, and regional orientation and education to all staff
- Coordinating cultural events
- Promoting both traditional and mainstream approaches to healing and helping clients
- Smudging is available in the hospital in the Ojibwe Healing Room, located on the 3rd floor

Indigenous Advisory Council

The Indigenous Advisory Council (IAC) was formed in 2022 and membership is made up of LWDH, KCA, WNHAC, community representatives, and LWDH. Participants discuss hospital program and service enhancements. The Council has a Terms of Reference, and suggests meetings are to take place quarterly.



ALL NATIONS HEALTH PARTNERS: RURAL GENERALIST COUNCIL CARE MODEL (RGCC)



The All Nations Health Partners (ANHP) - Ontario Health Teams (OHT) Rural Generalist Council (RGC) has established partnerships with surrounding First Nation communities, physicians, all Service Provider Organizations (SPOs), and Lake of the Woods Hospital (LWDH) to jointly pool physician resources to create a centralized streamlined process for allocating physician resources to address the area's healthcare challenges and inequities.

ALL NATIONS HEALTH PARTNERS RURAL GENERALIST COUNCIL 2025 FUNDING INVESTMENT



In a landmark collaboration, the All Nations Health Partners Ontario Health Team (ANHP) Rural Generalist Council Care model (RGCC) initiative, has brought together Municipal & Indigenous leaders, healthcare providers, the Ontario Medical Association (OMA), and the Ministry of Health to finalize an agreement that will create a bold new standard for rural healthcare delivery in Northwestern Ontario. With the unwavering support of Minister Greg Rickford, this transformative care model is poised to ensure access to high-quality healthcare for all community members, regardless of where they live.

The RGCC initiative is a solution-driven model addressing long-standing challenges such as physician shortages, gaps in health equity and continuity of care, and the unique needs of our communities. Central to its mission is ensuring access to both primary and emergency care for every resident in the region. This innovative approach promises to support critical institutions like the Lake of the Woods District Hospital (LWDH) Emergency Department and Primary Care clinics in both the Kenora area and in First Nations communities, bolstering recruitment, retention, and sustainability.

What is the Rural Generalist Council Care model?

The Rural Generalist Council Care model (RGCC) ensures that individuals, whether in First Nations, urban or remote rural areas, can access a comprehensive range of healthcare services. The RGCC model brings primary and emergency care closer to home, creating a seamless healthcare experience for patients and families across Northwestern Ontario.

A cornerstone of the RGCC initiative has been the leadership and guidance of Indigenous communities and leaders, who have played a pivotal role in shaping this transformation. The model actively incorporates culturally safe and relevant care while addressing long-standing inequities. By working in partnership with Indigenous leaders, the RGCC not only enhances care delivery but also brings the principles of the Truth and Reconciliation Commission (TRC) to life in a tangible and meaningful way.

The RGCC initiative has already seen significant momentum, with healthcare providers, Indigenous leaders, and community organizations uniting to bring a shared vision to life. The support of Minister Rickford underscores the provincial commitment to rural health equity and sustainability. The ANHP would also like to acknowledge Dr. Anthon Meyer, health system transformation expert for his exceptional guidance throughout the initiative and development of the model, as well as the Ontario Medical Association for their firm commitment to see this model come to fruition.

The RGCC is not just a model for Northwestern Ontario but a beacon of hope and inspiration for rural communities across the country. With the collective efforts of dedicated leaders and the continued support of the Ministry of Health, the RGCC is set to redefine what is possible in rural healthcare.





Board President Chief Lorraine Cobiness with Honourable Minister Greg Rickford

KCA's Board of Directors, through resolution, is pursuing the development and implementation of an economic development strategy. KCA staff were tasked with submitting applications to support this work. As well, KCA Executive has been exploring options for governance of KCA considering its expanded mandate to include economic development.

With Kenora Chiefs Advisory now the owners of multiple pieces of property and a few buildings within the City of Kenora, exploring Economic Development expansion makes sense to see how we can invest back into our communities and programs. We expect further Ec Dev announcements to come in the 2025.

MAKATE WAAGAMICHIWANANG GAKINAA'AMAATIWIN YOUTH AND FAMILY WELLNESS CAMP



Drumming during a celebration taking place at the Youth and Family Wellness Camp





Photos taken at some of the happenings at the Youth and Family Wellness Camp



YOUTH AND FAMILY WELLNESS CAMP

Since time immemorial, First Nations people have been deeply connected to the land, understanding it as a central element to our way of living. Unfortunately, our relationship to the land has been fractured by colonization, leading to detrimental impacts on our well-being. Loss of land is more than just the loss of the freedom to use the land for sustenance, it includes the loss of ceremony, knowledge, independence, healing, medicines, connection, identity, and relationships.

To support the reformation of relationships with land, KCA purchased a 380-acre property in November 2020 with the vision for the land, shoreline, and connected waterways to provide First Nation youth and families with a Land-Based Camp, offering a safe space for healing and wellness.

For children and youth, the Camp serves as a catalyst for resilience and growth. They are able to learn how to live off the land, build traditional shelters, hunt, and fish. They also grow to understand the importance of respecting the land and its resources. For Elders, the Camp is a place to share their stories and knowledge with younger generations. The Camp is a place for families to come together, play and learn. They can participate in traditional activities, such as storytelling, drumming, and dancing. They can spend time together at the beach or skating on the outdoor rink. They can live the good life – Mino-Bimaadiziwin – in the Anishinaabe way.

KCA firmly believes that the road to healing is restoring the relationship between Anishinaabe people and the land. Through immersive experiences and cultural knowledge, we are working to build a brighter future - promoting healing and reconciliation.



YOUTH AND FAMILY WELLNESS CAMP OPERATIONAL UPDATES

Originally known as the KCA Youth and Family Wellness Camp, the Camp began its transition to an independent entity in Spring 2025. At that time, Elders gifted the Camp its traditional name: Makate Waagamichiwanang Gakinaa'amaatiwin, honouring this place as a historic gathering site where land and water meet. The name reflects more than a physical location—it speaks to healing, learning, and connection, where the land itself teaches and communities come together, as they have for generations. Our youth have also shaped who we are today, gifting us the guiding words: *“For the land. For the people. For the future.”*

Today, the Youth and Family Wellness Camp operates as a dynamic, year-round regional hub supporting the physical, mental, emotional, and spiritual wellbeing of First Nations children, youth, and families across Treaty 3. Through a culturally grounded, land-based model, the Camp integrates healing, education, recreation, and leadership development in direct response to community needs.

CORE PROGRAMMING

Cultural & Land-Based Programming

Cultural education is foundational to the Camp’s work. Two full-time Cultural Educators deliver year-round programming including traditional harvesting and gardening, Elder-led knowledge sharing, seasonal gatherings, and monthly full moon and sweat lodge ceremonies. With the support of the Krawczyk Family Foundation, the Camp established the Honey Bear Healing Garden and Outdoor Classroom, expanding opportunities for outdoor learning and reflection.

Equine Programming

The Camp offers year-round therapeutic and equine-assisted programming supported by trained facilitators and a growing herd, including two horses added between 2024–2025.

Sports, Recreation & Youth Leadership

In Fall 2024, the Camp adopted KCA’s Right To Play program and the Indigenous Rookie League. League champions have included Niisaachewan (2024) and Wauzhushk Onigum (2025), with the Niisaachewaan Youth travelling to Toronto to watch a Blue Jay’s game as their prize.

The Camp hosted its first Summer Camp in 2024, welcoming 300 youth; this grew to 500 participants in Summer 2025. From this growth emerged the Leaders in Training (LIT) program, creating pathways for youth leadership and future employment.

Throughout 2024, Cultural Lead Jyles Copenace participated in a series of educational content at the Camp with BC, Enquire, and The National Observer, focusing on Wild Rice seeding and food security (pictured below).



YOUTH AND FAMILY WELLNESS CAMP CAPITAL UPDATES

Seasonal & Community Events

- Fall Harvest (October): Over 1,200 participants annually
- Biboon Odaminowin | Winter Celebration (December): Over 1,000 participants
- Spring Feast (May 30, 2025): Led by the Camp, guided by Elders Council
- National Indigenous Peoples Day (June 21, 2025): “Celebrating Our Communities”
- Sa’be Bush Crawl (Fall 2025): A land-based, holistic diabetes awareness event supported by the Lawson Foundation

Governance & Community Voice

- Development of a Youth and Family Advisory Committee underway; Terms of Reference drafted and recruitment in progress
- Launch of new Camp branding (name, logo, and visual identity) in Spring 2025
- Participant registration, data collection, and waiver systems piloted during Summer Camp, with full implementation planned for September 2025

Infrastructure & Capital Projects

The Camp continues to grow as a regional hub for healing, culture, and wellness. Current and planned capital projects include:

- Cabins: Five cabins purchased in 2021 and fully erected by Summer 2025
- Mess Hall: Accessibility upgrades completed Winter 2024 (Enabling Accessibility Fund)
- Arts & Welcome Centre: Permit approved; construction underway with completion anticipated April 2026
- Baseball Fields: Field 1 completed Fall 2024; Field 2 pending pitcher’s mound and dugout
- Outdoor Hockey Arena: Planned covered, year-round facility supporting youth mental health, reconciliation, and local economic development; planning committee formed and fundraising underway
- Cultural Area: Significant expansion completed, including multiple sweat lodges, a winterized yurt, and a 100-foot Teaching Lodge; further development planned to support year-round ceremonial and cultural programming
- Construction of the Krawczyk Family Equine Therapy Centre, a year-round indoor riding arena, began in Spring 2025, ensuring accessibility to equine programming in all seasons.



KENORA YOUTH WELLNESS HUB - CAPITAL PROJECT



PHOTO FROM THE GRAND RE-OPENING. MIIGWETCH TO HONOURABLE MINISTER GREG RICKFORD FOR HIS ATTENDANCE AND SUPPORT, AND THE FUNDING SUPPORT THROUGH THE NORTHERN ONTARIO HERITAGE FUND CORP (NOHFC).



PROGRESS IN RENOVATION

In January of 2024 Ogimaawabiitong got a transformative investment of \$500 thousand dollars from the Ontario Government into the Kenora Youth Wellness Hub, which will help enhance and expand access to social services and culturally appropriate care for youth in the community.

At the Youth Wellness Hub in January of 2024, Kenora-Rainy River MPP, Minister of Northern Development, and Minister of Indigenous Affairs, Greg Rickford, announced the \$500,000 in funding through the Northern Ontario Heritage Fund Corporation to support vital renovations at the hub.

The hub serves youth aged 12 to 25 and provides employment, education, primary care, mental health, and substance use supports in the Kenora area.

KCA has used the \$500,000 for several renovations within the Kenora Youth Wellness Hub, including a new accessible entryway, a kitchen space, a laundry room, showering areas, and new meeting rooms - allowing additional youth to access and build life skills, share meals, enhance their education, and hold gatherings at the facility.

Funding for this project was provided by NOHFC, Indigenous Affairs Ontario, Employment and Social Development of Canada, the City of Kenora, and private donations we have received from the community.



Ogimaawabiitong

Kenora Chiefs Advisory



For more information on Kenora Chiefs Advisory and our programs, scan the QR code.