

**MARCEL COLOMB**

FIRST NATION



**STRATEGIC PLAN**  
**2023 - 2026**





Mary-Jane  
Colomb

Charlotte  
Caribou

Adolph  
Hunter

Basil  
Colomb

Donald  
Castel

Katherine  
Dumas

Auntie

Etienne



Tyler  
Wesley  
Christopher  
Dumas  
April 19, 1995 - Aug 6, 2019

Terra  
Dumas

Harry  
Colomb

Agnes Hill  
Colomb

Ballantyne

Sky  
COLOMB

Johnson  
Bighetty

Grace  
Bruce

Victor  
Castel

Jennifer  
Colomb

Edward  
Dumas

Walter  
Colomb

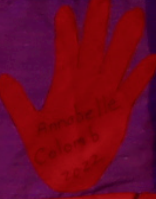
Veronique  
Colomb



Madeline  
Rob  
Colomb

Jamie  
Merasty

Aileen Shirley  
Colomb



Genevieve  
Dumas  
Grammy

Veronique  
Colomb



Max  
Colomb

Donald  
Tommy  
Colomb



Ruth  
Colomb

Elie  
Dumas

Veronique  
Colomb



Amanda  
Dumas

Marie  
Rose  
Dumas

Oscar  
Colomb

Nelson  
Colomb



Gabriel  
Dumas

Marie  
Dumas



Cornelius  
James  
Bear



Jason  
Spence



Norman  
Bighetty

Arthur  
Elie  
Colomb



Adelaire  
Sinclair

Marie  
Sinclair

Little  
Saul  
Bighetty



Diane  
Hart

Julie  
Spence



HAYDEN  
Colomb

Trezilee  
Linklater

Daniella  
Daniels

Forest



Henry  
Junior  
Spence

LOGAN  
2022







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**Thank you to leadership of  
MARCEL COLOMB FIRST NATION**

*Chief Douglas Hart  
Councillor Priscilla Colomb  
Councillor Amanda Castel  
Councillor Evelyn Sinclair*

**PLAN BY**

***Christian Sinclair, First Nations Economic  
Strategic Planner***

**ACKNOWLEDGEMENTS**

*Delhia Hart-Francois, Chief Administrative Officer; Vernon Michelle, Director of Finance; Sarah Copapay, Director of Education and Employment & Training; Noreena Dumas, Director of Health; Lennox Thomas, Director of Public Works; Andrew Colomb, Implementation Officer; Judy Sinclair-Moose, Jordan's Principle Case Manager; Allan Denny Moose, Jordan's Principle Land Base Manager; Irene Linklater-Moose, Mental Health Worker & Home Care Manager; Josiah Phillips, Director of Housing; Bonnie Caribou, Housing Clerk; Russel Spence, Water Treatment Plant Manager; Kathleen Stone, Manager, Capacity Development, First Nation Financial Management Board; Luana Leader, Kory Braun, and Shelley Sinclair of New Nation Developments*



**Completed: November 2023**



MESSAGE FROM

## CHIEF DOUGLAS HART

On behalf of the Chief and Council, we are pleased to release the Marcel Colomb First Nation Strategic Plan 2023-2026. This strategic plan is the result of discussions with our administration for planning the future of our citizens. Thank you to our Directors and Managers, who were part of this process and shared what is needed for our nation. By working together, we will strengthen our governance, administration, and finance.

As we continue our journey for the next three years, we have identified key areas including:

1. Mission Statement
2. Vision Statement
3. Strategic Priorities

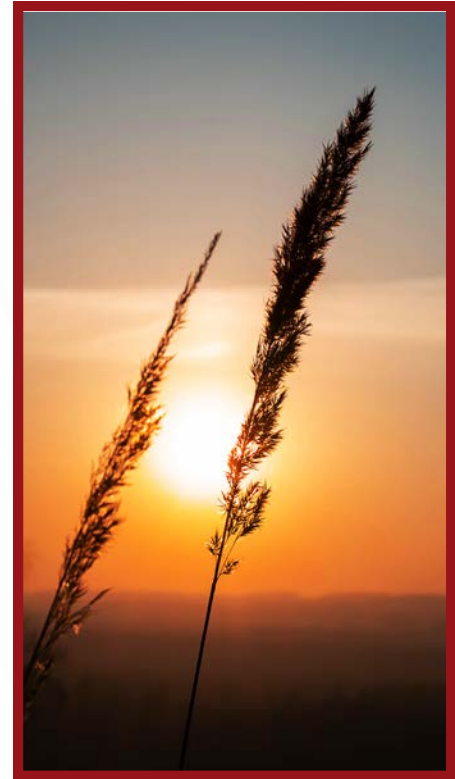
This strategic plan will serve as a resource tool for accountability and transparency to our citizens. We will make every effort to bring this strategic plan to life. We will strive to work on the activities stated in this valuable document.

We look forward to working side by side with our staff to implement the Marcel Colomb First Nation Strategic Plan 2023-2026.

Ekosani.

**Chief Douglas Hart**

*Marcel Colomb First Nation*







# Marcel Colomb First Nation

## CHIEF & COUNCIL:

- Chief Douglas Hart
- Councillor Priscilla Colomb
- Councillor Amanda Castel
- Councillor Evelyn Sinclair
- 



## “TENT VILLAGE PEOPLE”

*In the 1960s there were several gold and nickel mines in Lynn Lake. The aboriginal people living nearby were not allowed in the Town of Lynn Lake and acquired the name the “Tent Village People.” There were 10 tents. Five to eight families lived in each tent. It wasn't until 1983, when the last gold mine closed, that the aboriginal people were allowed to move into town.*

*The land known as Black Sturgeon was claimed in 1972 by Marcel Colomb and in 1995, Black Sturgeon Reserve was officially approved as a new First Nation. In March 1999, the first election for Chief and Council was held and Marcel Colomb First Nation was established.*

*This site is dedicated to the Tent Village People who were strong, determined, and dedicated. They struggled in the hopes that the future would be brighter for their people and for future generations.*

## ADMINISTRATION:

- Delhia Hart, Chief Administrative Officer
- Vernon Michelle, Director of Finance
- Sarah Copapay, Director of Education, and Employment & Training
- Noreena Dumas, Director of Health
- Josiah Phillips, Director of Housing
- Lennox Thomas, Director of Public Works



## MARCEL COLOMB FIRST NATION

# Community Profile

### COMMUNITY

As of October 2023, MCFN's total population is 472, with 87 citizens, or 18.4% who reside on-reserve, while 360 citizens, or 81.5% reside off-reserve.[1] In terms of membership, MCFN is a Section 11 Band of the Indian Act, and the band list is maintained by the Indian Registrar, which is dependent upon an individual's eligibility for registration as a status Indian under the Indian Act.

[1] Reference: *First Nations Profiles, 2023, Marcel Colomb First Nation*. [https://fnp-ppn.aadnc-aandc.gc.ca/fnp/Main/Search/FNMain.aspx?BAND\\_NUMBER=328&lang=eng](https://fnp-ppn.aadnc-aandc.gc.ca/fnp/Main/Search/FNMain.aspx?BAND_NUMBER=328&lang=eng)

### GOVERNANCE

Currently, Chief Christopher Colomb, Councillor Celestin Hart, Councillor Amanda Castel, and Councillor Evelyn Sinclair represent the nation. MCFN is currently under the Marcel Colomb First Nation Election Code. Citizens select their leadership for a four-year term, effective February 1, 2020, to February 1, 2024.

### LANDS

Marcel Colomb First Nation is situated at Hughes Lake system of Northern Manitoba. MCFN's land equates to 2327 hectares.

### LOCATION

To travel into MCFN, citizens drive the gravel road access of the Manitoba Provincial Road 391. Marcel Colomb First Nation is a remote community located in northern Manitoba, nearest town is Lynn Lake, MB, approximately 33 km; closest service area is Thompson, MB, approximately 321 km; and 1083 km from Winnipeg, MB.

### SERVICES IN MCFN INCLUDES:

Administration includes band management, education, employment and training, finance, health, housing, income assistance, Jordan's Principle, lands and water, and public works. Recently, MCFN approved participation in Bill C-92, An Act respecting First Nations, Inuit, and Métis children, youth, and families.

**MCFN IS PART OF THE TREATY SIX ADHESION, AND OFFICIALLY RECOGNIZED AS ITS OWN NATION AS OF 1995.**

### IN ADDITION, MCFN IS:

- A Member Entitlement First Nation, of Treaty Land Entitlement Committee of Manitoba.
- Members of Provincial Territorial Organizations including the Assembly of First Nations, Assembly of Manitoba Chiefs, and Manitoba Keewatinowi Okimakanak
- Tribal Council Affiliate: Swampy Cree Tribal Council

### OFFICIAL DOCUMENTS OF MARCEL COLOMB FIRST NATION INCLUDE:

- Marcel Colomb First Nation Band Custom Election Code, effective March 12, 1999.
- Marcel Colomb First Nation Financial Administration Law, 2022.





## Mission STATEMENT

Marcel Colomb First Nation are proud nihithawi-ethinêwak (Cree) ekwa asiniskak-ethinéwak (Stoney Cree), resilient, and self-determining people, with the help of Kisemanito (our Creator), are building for a mitho pimatisiwin (the good life) for our children, youth, women, men, elders, kosisiminiwak (grand-children), otanskotapanak (great-grandchildren) ekwa kaskaskanikan (great-great grandchildren).

Our nihithawi-ethinêwak, asiniskak-ethinéwak, kahyaski-ethinêwak and Dene ancestors, guidance and wisdom, helps empower our people to walk the four directions, as we continue to journey and enhance our way of life through culture, language, tradition, ceremony, and education.

Kemanah-chihanawak (We value) ekwa (and) ketatamiskanawak (we welcome) kiwahkomaniwak (our family) and kitotiminawak (our friends), past, present, and future.

## Vision STATEMENT

Marcel Colomb First Nation strives for sustainability of socio-economic growth for our nation. We protect our rich culture, language, tradition and ceremony, as we live ethinew-pimachihewin (practicing good life).

# Marcel Colomb

FIRST NATION

**Chief &  
Council**

**Housing**

**Finance**

**Administration**

**Health**

**Child & Family  
Services**

**Communications**

**Education**

**Jordan's  
Principle**

**Recreation**

**Public Works**



# MARCEL COLOMB FIRST NATION Chief & Council

- Chief Christopher Colomb
- Councillor Celestin Hart
- Councillor Donald McCallum
- Councillor Evelyn Sinclair



## YEAR ONE | NOW - MARCH 31, 2024

- Marcel Colomb First Nation Governance Policy, effective April 27, 2023 and amended September 6, 2023
- Chief & Council to work with all staff
- Establish Elders Council and Youth Chief and Council
- Council of Elders and Election Committee to oversee the Election Code
- Have governance structure in place
- Update Portfolio Councillors
- Chief & Council directives are delegated to Chief Administrative Officers, to send via email and/or memo to Directors and Managers for follow up
- Chief & Council meetings are to have a quorum of 3, to record who is in attendance, who passes motion and seconded motion
- Promote a positive work environment, addressing discipline and gossiping
- Conduct home visits
- Adopt a Communication Plan
- Directors and Managers to report at band meetings
- Establish terms of reference that identifies roles and responsibilities for Housing Committees, Membership Committee, and Finance & Administration Committee, Trust/Sovereign Wealth Fund Committee

- Develop own source revenue, including budget
- Healthy living, spiritually, emotionally, physically, and mentally
- Schedule Annual General Assembly for August 2023

*Responsible: Delhia Hart-Francois, Chief Administrative Officer to work with Chief and Council*

## YEAR TWO | APRIL 1, 2024 - MARCH 31, 2025

- Review and Update Governance Policy
- Be in the office daily
- Respectful acknowledgments to staff and visitors
- Schedule Annual General Assembly for August 2024

*Responsible: Delhia Hart-Francois, Chief Administrative Officer to work with Chief and Council*

## YEAR THREE | APRIL 1, 2024 - MARCH 31, 2025

- Ongoing
- Schedule Annual General Assembly for August 2025

*Responsible: Delhia Hart-Francois, Chief Administrative Officer to work with Chief and Council*

# MARCEL COLOMB FIRST NATION Administration

Administration includes band support, human resources, and information management



- Update income assistance reporting
- Update organizational chart

*Responsible: Delhia Hart-Francois, Chief Administrative Officer, to delegate Directors and Managers*

## YEAR ONE | NOW - MARCH 31, 2024

- Promote a positive work environment that addresses working together, inclusiveness, and gossiping
- Human Resource Policy to address confidentiality, fairness, and respectful workplace.
- Company vehicles
- Host quarterly meetings with Directors and Managers
- Capacity development for Directors and Manager, including job mentoring, lateral violence training
- Job mentoring
- Marcel Colomb First Nation Information Management Policy, effective April 17, 2023
- Information Management Policy includes information technology, record information management, information policy and information privacy
- Contracts to be centralized and monitored
- No micromanaging at all levels
- Complete reporting for Indigenous Services Canada and First Nation & Inuit Health Branch
- Directors and Managers to submit monthly reports to Chief Administrative Officer
- Directors and Managers to complete workplans
- Directors and Managers to be in attendance during band meetings
- Employee recognition

## YEAR TWO | APRIL 1, 2024 - MARCH 31, 2025

- Ensure a respectful workplace
- Empowering staff to make own decisions
- More sovereign decision-making
- Treat everyone equally

*Responsible: Delhia Hart-Francois, Chief Administrative Officer, to delegate Directors and Managers*

## YEAR THREE | APRIL 1, 2024 - MARCH 31, 2025

- Ongoing

*Responsible: Delhia Hart-Francois, Chief Administrative Officer, to delegate Directors and Managers*





MARCEL COLOMB  
FIRST NATION

# Child & Family Services

Child & Family Services  
includes Bill C-92, An Act  
respecting First Nations, Inuit  
and Métis children, youth and  
families, and Prevention

## YEAR ONE | NOW - MARCH 31, 2024

- Establish Working Group that consists of Elders, former children in care and family members who have been affected by the Child and Family Services system
- Development of Child and Family Jurisdiction (legal term C-92)
- New building
- Hire Child and Family Services employee
- Hire Youth Mentor Worker

*Responsible: Delhia Hart-Francois, Chief Administrative Officer, to delegate*

## YEAR TWO | APRIL 1, 2024 - MARCH 31, 2025

- Ongoing

*Responsible: Delhia Hart-Francois, Chief Administrative Officer, to delegate*

## YEAR THREE | APRIL 1, 2024 - MARCH 31, 2025

- Ongoing

*Responsible: Delhia Hart-Francois, Chief Administrative Officer, to delegate*

MARCEL COLOMB  
FIRST NATION

# Communications



## YEAR ONE | NOW - MARCH 31, 2024

- Develop Communications Plan
- Post community announcements of upcoming events, and job postings, at the following locations: band office, community bulletin board, door-to-door, Post Office, Northern Store
- Community newsletter published quarterly
- Develop a local radio station
- Increase communication internally and externally
- Promote seven sacred teachings of courage, honesty, humility, love, respect, and truth
- Meet with Elders for cultural and traditional teachings

*Responsible: Delhia Hart-Francois, Chief Administrative Officer*

## YEAR TWO | APRIL 1, 2024 - MARCH 31, 2025

- Ongoing

*Responsible: Delhia Hart-Francois, Chief Administrative Officer*

## YEAR THREE | APRIL 1, 2024 - MARCH 31, 2025

- Ongoing

*Responsible: Delhia Hart-Francois, Chief Administrative Officer*



MARCEL COLOMB  
FIRST NATION

# Education and Employment & Training

Education includes students enrolled at Frontier School Division, post-secondary education, employment & training, Indigenous Skills & Employment and Training (ISETs)

## YEAR TWO | APRIL 1, 2024 - MARCH 31, 2025

- Increase funding for post-secondary students
- Lobby for new school Kindergarten to Grade 8
- Work with Frontier School Division for yearly education report of students attending school

*Responsible: Delhia Hart-Francois, Chief Administrative Officer, to delegate to Sarah Copapay-Colomb, Director of Education and Employment & Training*

## YEAR ONE | NOW - MARCH 31, 2024

- Increase funding for post-secondary students
- Update enrollment numbers with Frontier School Division
- Work with Frontier School Division for yearly education report of students attending school
- Build Training Centre
- Review funding of 2nd level services, identify what MFNERC provides for services
- Plan for new school Kindergarten to Grade 8
- Plan for teacherages

*Responsible: Delhia Hart-Francois, Chief Administrative Officer, to delegate to Sarah Copapay-Colomb, Director of Education and Employment & Training*

## YEAR THREE | APRIL 1, 2024 - MARCH 31, 2025

- Increase funding for post-secondary students
- Build new school Kindergarten to Grade 8
- Work with Frontier School Division for yearly education report of students attending school

*Responsible: Delhia Hart-Francois, Chief Administrative Officer, to delegate to Sarah Copapay-Colomb, Director of Education and Employment & Training*

# MARCEL COLOMB FIRST NATION Finance

Finance works with Auditors  
and First Nation Financial  
Management Board



- Develop Bereavement Policy
- Develop Emergency Request Policy
- Develop Loan Policy

*Responsible: Delhia Hart-Francois, Chief Administrative Officer, to delegate to Vernon Michelle, Director of Finance*

## YEAR TWO | APRIL 1, 2024 - MARCH 31, 2025

- Attend finance training and workshops
- Submit proposals for additional funding
- Assist Directors and Managers, to generate financial reports to complete reports to Indigenous Services Canada and First Nations & Inuit Health Branch
- Budget process to include financial planning and work plan development
- Assist in registering members, to increase per capita funding
- Report finance updates to Finance and Audit Committee
- Identify per diems for Chief and Council
- Adopt process for completing cheque requisitions, attaching information via email, submitting agenda, itinerary and memos
- Conduct evaluations employee
- Annual General Assembly scheduled August 2024

*Responsible: Delhia Hart-Francois, Chief Administrative Officer, to delegate to Vernon Michelle, Director of Finance*

## YEAR THREE | APRIL 1, 2024 - MARCH 31, 2025

- Ongoing

*Responsible: Delhia Hart-Francois, Chief Administrative Officer, to delegate to Vernon Michelle, Director of Finance*

## YEAR ONE NOW - MARCH 31, 2024

- Marcel Colomb First Nation Finance Policy, effective September 6, 2023
- Identify levels of authority: Chief Administrative Officer, Director of Finance, and Managers
- Policy Manual Implementation, effective April 17, 2023
- Centralize Contribution Agreements for all departments, updates to be provided to Chief and Council, and Directors and Managers
- Financial training to include budgeting process and financial planning
- Complete outstanding audits
- Quarterly reports to be presented to Chief and Council, Officers, Directors, and Managers
- Finance to provide chart of accounts and forward to Officers, Directors, and Managers, to properly code expenses
- Hire Finance Assistant
- Travel process and training to be provided to staff, must include submission of itineraries that identifies the purpose of travel, including mileage, meals, and incidentals
- Salary scale review, analyze federal and provincial salary scales, and ensure salaries are at parity
- Review overtime for staff and managers
- Staff to be provided job descriptions
- Schedule Annual General Assembly for August 2023



# MARCEL COLOMB FIRST NATION Health



## YEAR TWO | APRIL 1, 2024 - MARCH 31, 2025

- Ongoing

*Responsible: Delhia Hart-Francois, Chief Administrative Officer, to delegate to Noreena Dumas, Director of Health*

## YEAR THREE | APRIL 1, 2024 - MARCH 31, 2025

- Ongoing

*Responsible: Delhia Hart-Francois, Chief Administrative Officer, to delegate to Noreena Dumas, Director of Health*



## YEAR ONE | NOW - MARCH 31, 2024

- Assign health staff member to assist with birth certificate registration
- Purchase company vehicles with two trailers
- Complete reporting to First Nations & Inuit Health Branch, including financial information and narrative report when required
- Build home care facility in community
- Update the staff on the responsibilities for elders and home care
- Promote health programs available in the community, including prenatal, mental wellness, prevention of diabetes
- Hire National Native Alcohol and Drug Abuse Program (NNADAP) worker, to address addiction
- Hire Assistant Health Director
- Plan for nursing station and housing for health professionals working in the community
- Increase health staff, to include three nurses to work in the community
- Requires four trained paramedics
- Schedule meeting with FNIHB

*Responsible: Delhia Hart-Francois, Chief Administrative Officer, to delegate to Noreena Dumas, Director of Health*

# MARCEL COLOMB FIRST NATION Housing

Housing includes band housing, Canadian Mortgagee and Housing Corporation (CMHC), and Rapid Housing Initiative



## YEAR TWO | APRIL 1, 2024 - MARCH 31, 2025

- Apply for housing renovations
- Apply for more housing
- Conduct housing inspections

*Responsible: Delhia Hart-Francois, Chief Administrative Officer, to delegate to Director of Housing*

## YEAR ONE | NOW - MARCH 31, 2024

- Hire pest control company
- Apply for additional housing
- Submit application for housing renovations, to improve housing foundations, fix bathrooms, new doors, ramps, window, appliances
- Regularly inspect homes
- Develop Housing Policy
- Build housing storage facility, garage, and yard
- Housing budget to include new housing builds, renovations and repairs
- Heating to avoid freeze up at winter
- Hire electricians and plumbers for home maintenance
- Molds in homes
- Rent payments
- Types of homes to build, includes bachelors, family homes (3-bedroom and 4-bedroom)
- Implement housing repairs process to include quotes, work orders, inspection and completion of work
- Housing for graduates

*Responsible: Delhia Hart-Francois, Chief Administrative Officer, to delegate to Director of Housing*

## YEAR THREE | APRIL 1, 2024 - MARCH 31, 2025

- Ongoing

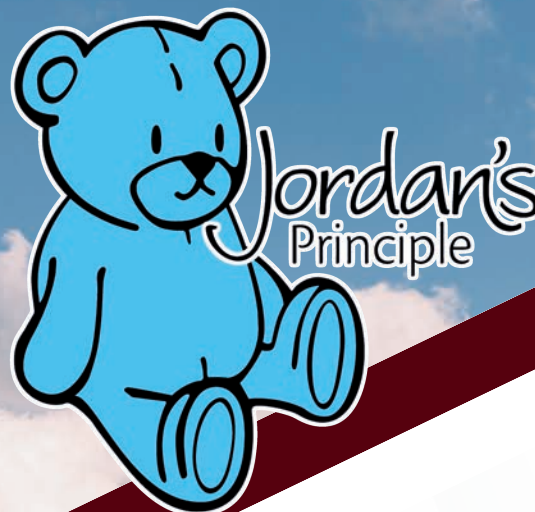
*Responsible: Delhia Hart-Francois, Chief Administrative Officer to delegate to Director of Housing*



# MARCEL COLOMB FIRST NATION

# Jordan's Principle

The Jordan's Principle program helps families by support services such as respite, day and after school program, case management, and most importantly, advocating for their children. Back to Basics Approach that centres the needs and best interests of the child, consider distinct community circumstances, ensure substantive equality and culturally relevant service provision, be simple to access, be timely, and minimize the administrative burden on families



## YEAR TWO | APRIL 1, 2024 - MARCH 31, 2025

- Ongoing

*Responsible: Delhia Hart-Francois, Chief Administrative Officer, to delegate to Jordan's Principle Employees*

## YEAR THREE | APRIL 1, 2024 - MARCH 31, 2025

- Ongoing

*Responsible: Delhia Hart-Francois, Chief Administrative Officer, to delegate to Jordan's Principle Employees*

## YEAR ONE | NOW - MARCH 31, 2024

- Complete yearly reports and submit to First Nations & Inuit Health Branch
- Apply for yearly funding for Jordan's Principle
- Apply for a new building for Jordan's Principle
- Hire additional employees
- Update organizational chart
- Land base program to include hiring staff that are knowledgeable in cultural and traditional teachings, i.e. food harvesting, medicine picking, hosting family camps
- Set up land base camps for community members and youth, at Access Road and Chapel Road
- Capacity development, including staff and respite workers
- Purchase Back to Basics for children on-reserve and off-reserve, ensuring food security, clothing, and community activities
- Purchase land base capital equipment including boats, quads, skidoos, tractors, and snowblower

*Responsible: Delhia Hart-Francois, Chief Administrative Officer, to delegate Jordan's Principle Employees*



Peter Merasty



Judy Sinclair-Moose

# MARCEL COLOMB FIRST NATION Public Works

Public Works include government facilities, fire hall, fire services, parks, recycling, road maintenance, water treatment plant, wastewater treatment plant



## YEAR ONE | NOW - MARCH 31, 2024

- Apply for funding for public works garage, 10 bay
- Requires internet, radio, and phone system
- Train 6 fire fighters
- Purchase new water pumps for water treatment plant
- Need more licensed drivers, needs to work with Human Resources
- Purchase three company vehicles, ¾ tonne truck
- Purchase new water truck
- Purchase new sewer truck
- Purchase fire truck
- Purchase excavator
- Heaters in water shacks
- Expand road enhancements so that Public Works can do their tasks
- Adopt Vehicle Maintenance Policy
- Complete report to Indigenous Services Canada, including financial and completed activities
- Daily work plan, safety tailgate meetings, and COR Certification
- Identify staff member to act when Director of Public Works is away
- Apply for funding to develop the Marcel Colomb First Nation Master Plan
- Ensure that there is an Emergency Alarm System for community
- Plan for enhancement of graveyard site

*Responsible: Delhia Hart-Francois, Chief Administrative Officer to delegate to Lennox Thomas, Director of Public Works*

## YEAR TWO | APRIL 1, 2024 - MARCH 31, 2025

- Monitor water distribution system
- Monitor sewage collection system
- Inspection of fire hydrants
- Inspection of fire system
- Coordinate with contractors for pipe system
- Monitor lift station for running water and sewage
- More yard space
- Coordinate with housing of yard maintenance, including access, landscaping, and ground leveling
- Work with Manitoba Hydro, when installing poles for power

*Responsible: Delhia Hart-Francois, Chief Administrative Officer to delegate to Lennox Thomas, Director of Public Works*

## YEAR THREE | APRIL 1, 2024 - MARCH 31, 2025

- Ongoing

*Responsible: Delhia Hart-Francois, Chief Administrative Officer to delegate to Lennox Thomas, Director of Public Works*



# MARCEL COLOMB FIRST NATION Recreation

Recreation includes a community recreation centre, wellness centre, family splash park and benches, courts for basketball and volleyball, fields for baseball and soccer, an arbour, arena, and community garden



## YEAR ONE | NOW - MARCH 31, 2024

- Apply for recreation centre
- Apply for funding the hiring of recreation director
- Hire youth coordinator and summer students during summer months to host recreation activities and day camps

*Responsible: Delhia Hart-Francois, Chief Administrative Officer*

## YEAR TWO | APRIL 1, 2024 - MARCH 31, 2025

- Apply for funding development of baseball diamond, with lights
- Apply for funding development of family splash park, benches and gazebo
- Develop outdoor basketball court
- Develop outdoor hockey rink
- Coordinate activities during evenings and weekends

*Responsible: Delhia Hart-Francois, Chief Administrative Officer*

## YEAR THREE | APRIL 1, 2024 - MARCH 31, 2025

- Ongoing

*Responsible: Delhia Hart-Francois, Chief Administrative Officer*



# MARCEL COLOMB FIRST NATION













**Marcel Colomb  
First Nation**



(204) 356-2439



(204) 356-2330



PO Box 1150 Lynn Lake, Manitoba R0B 0W0

