

# **SAULTEAUX FIRST NATION CHIEF & COUNCIL BUSINESS PLAN 2011 - 2013**



## **Accountability Statement**

The Saulteaux First Nation Chief and Council Business Plan was prepared under our joint direction through a strategic planning process and in compliance to the Saulteaux First Nation Accountability Framework.

We are fully committed to work towards the attainment of the goals and achieving the planned outcomes documented in this Business Plan.

Approved and ratified by motion # \_\_\_\_\_ at Saulteaux First Nation on August 2, 2011.

\_\_\_\_\_  
Chief Velma Night

\_\_\_\_\_  
Councillor Gary Gopher

\_\_\_\_\_  
Councillor Michael Houle-Night

\_\_\_\_\_  
Councillor Brent Katcheech

\_\_\_\_\_  
Councillor Ricky Moccasin

\_\_\_\_\_  
Councillor Leo Moccasin Jr.

## **Preamble**

Saulteaux First Nation has inherent and Treaty rights with authority to govern relations among its members and between Saulteaux First Nation and other Nations and governments. The Aboriginal and Treaty right of Saulteaux First Nation to self-determination was recognized and affirmed in Treaty No. 6 entered into between Her Majesty the Queen and Saulteaux First Nation then affirmed by section 35 of the *Constitution Act*, 1982.

As an elected and committed Saulteaux First Nation Chief and Council, we affirm our sacred duty to serve our members and protect our Treaty rights.

We will work cooperatively with our members and the Administration in order to improve the well-being of our members and our Nation.

We will first present our Vision, Mission and Values statements and our major opportunities and challenges, strategic priorities and directions. We will then present our three core businesses, describing the goals and outcomes we would like to achieve, the performance measures that will be used to track the outcomes and the strategies and initiatives to be implemented to deliver governance services.

## **Saulteaux First Nation Chief & Council History**

June & July 2011 – Chief and Council complete a strategic planning session in Calgary and operations planning session at Jackfish Lodge

April 2011 – Chief Velma Night and 5 Councilors elected for 2 year term

April 1, 2011 – All levels of INAC and FNIH Intervention removed. Land Code under development and Election Law and Membership Law under review

2010 – Saulteaux First Nation Master Economic Plan (10 year) developed and approved for implementation

April 2009 – Chief Kenny Moccasin and 5 Councilors elected for a 2 year term

June 2008 – Chief and Council conducted strategic, business and operation planning session in Saskatoon

April 1 2008 – Chief and Council signed Health Transfer Agreement with FNIH, Health Canada

March 2008 – Legal and research work on a specific Land Claim relating to Battlefords Provincial Park was signed off for presentation to INAC

January 2008 – Shared Governance Model was enacted and six Committees plus one Task Force were established

November 2007 – Chief and Council signed Comprehensive Funding Agreement with INAC

August 2007 – Chief and Council developed and approved a Saulteaux First Nation Accountability Framework. Governance and operations policies and procedures were developed based on the Accountability Framework.

April 2007 – Chief Sarah Gopher and five Councilors were elected to lead the Saulteaux First Nation based on Saulteaux First Nation Band Custom Election Act of 1992. The Act was amended in February 1999 and January 2001

2002 – An oil and gas referendum was passed for exploration

December 1999– Saulteaux First Nation Millennium Trust Fund established for future children

1994 – Saulteaux First Nation Membership Code was enacted and approved by referendum

September 1992 – A Treaty Land Entitlement Agreement was signed with Canada and Saskatchewan governments to allow Saulteaux First Nation to purchase 56,000 acres of private and crown land

1970s – First elected leadership came into office to serve as Saulteaux First Nation Chief and Council.

Prior to 1970s - life-time Chiefs were appointed to lead the Nation

1954 - Saulteaux First Nation signed an adhesion to Treaty #6. The Nation was originally known as Jackfish Lake Indians

### **Vision Statement**

Strong, healthy, self-sufficient and unified people, proud of our traditional Cree and Saulteaux cultures and identity

### **Mission Statement**

To lead the Nation and provide good governance to ensure our Treaty rights are protected, build a strong economy and promote the health and well-being of all members

## **Value Statements**

We, the Saulteaux First Nation Chief & Council, are guided by the following Values:

**Fair** – we are fair and just, treating everybody with respect and dignity

**Accountable** – we are accountable and transparent in our decisions and actions

# Saulteaux First Nation Chief and Council Organization Chart

## SAULTEAUX FIRST NATION PORTFOLIO STRUCTURE

May 2011

Chief Velma Night  
**Intergovernmental Relations**  
(FSIN, BATC, Federal/Provincial)  
**Indian Government Commission / \*Task Force**  
**Education / Post-Secondary / Skills Training**  
**CAIS – Five Year Capital Plan**  
**\*Economic Development / Employment** (Primary)  
**SIGA / CDC's**  
**Carleton Housing**  
**\*Special Projects** (Primary)

Councillor Ricky Moccasin

**Health**  
**Daycare & Headstart**  
**Justice & Policing**  
**\*Task Force**  
**\*Special Projects** (Secondary)  
**\*Employment**

Councillor Gary Gopher

**Social Development / NCB**  
**White Buffalo Store**  
**Oil and Gas**  
**Specific Land Claims**  
**\*Membership**  
**\*Employment**

Councillor Brent Katcheech

**Lands & Resources**  
**Treaty Land Entitlement**  
**Millenium Trust Fund**  
**\*Economic Development / Employment** (Secondary)  
**\*Urban**

Councillor Michael Houle

**Housing**  
**Public Works** (Plumbing & WTP)  
**Sports & Recreation** (Primary)  
**Kanaweymik**  
**\*Employment**  
**\*Urban**

Councillor Leo Jr Moccasin

**Roads O & M**  
**Environment & Sanitation**  
**Fire Protection**  
**Sports & Recreation** (Secondary)  
**\*Employment**  
**\*Urban**

\* Shared Portfolios

## **Strategic Opportunities**

The following strategic opportunities are facing Saulteaux First Nation Chief and Council:

1. Saulteaux First Nation is moving forward
2. Enhance oil and gas activity on reserve and TLE lands
3. Implement and monitor Saulteaux First Nation Master Economic Plan
4. Develop and implement Saulteaux First Nation business arm
5. Collaborate and build relationships with provincial and federal government representatives
6. Explore new economic opportunities to generate own source revenues and employment
7. Develop draft Saulteaux First Nation Constitution in consultation with members
8. Review Saulteaux First Nation Law-Making process to ensure members participation and align with referendum votes

## **Strategic Challenges**

The following strategic challenges are facing Saulteaux First Nation Chief and Council:

1. Outstanding financial commitments / liabilities related to lawsuits and business agreements
2. Appeal of Saulteaux First Nation Chief and Council election processes and results
3. Financial Transfer Agreements not sufficient to meet Saulteaux First Nation needs and debt load
4. Unresolved Treaty and land claim issues
5. Unknown federal Conservative government platform for First Nations

## **Strategic Priorities**

The following strategic priorities of the Saulteaux First Nation Chief and Council have been identified. This Business Plan will seek to tackle these priorities through a variety of innovative strategies and initiatives:

1. Advocate and support the protection of Treaty Rights
2. Implement and monitor Economic Development Master Plan
3. Continue with Law-making process and policy governance
4. Continue to implement 'Shared Governance' model to better govern and manage Saulteaux First Nation

## **Strategic Directions**

Strategic Directions are the longer-term changes needed to achieve the vision, mission and goals identified in the Business Plan. They represent a transitioning force that will influence the formulation of legislation, policies, procedures, programs and new strategies/initiatives to deal with the strategic priorities identified above.

The Strategic Directions for the Saulteaux First Nation Chief & Council are:

1. The Saulteaux First Nation Chief and Council are committed to promote the improvement of the health, well-being, safety and quality of life for all members.
2. The Saulteaux First Nation Chief and Council are committed to develop a sustainable and thriving economy.
3. The Saulteaux Nation Chief and Council are committed to improve governance and accountability based on outcomes and performance measures.

## Core Businesses

Core Businesses are broad statement of purpose that set out the role, key functions and central activities. The core businesses of the Saulteaux First Nation Chief & Council are:

1. **Membership**
2. **Governance**
3. **Economic Development**

### Outcomes, Performance Measures, Strategies/ Initiatives for the Core Businesses of Saulteaux First Nation Chief and Council

#### Core Business 1: Membership

Goal 1: To approve and implement the Saulteaux First Nation *Citizenship Law, Election Law, and Land Use Code*

| Outcomes   | Performance Measures   | Strategies/ Initiatives  |
|--|--|--|
| <ol style="list-style-type: none"> <li>1. Ensure continuous Saulteaux First Nation citizenship</li> <li>2. Competent and capable leadership</li> <li>3. Land, water, and forest stewardship</li> </ol> | <ol style="list-style-type: none"> <li>1. # and % increase in citizens of Saulteaux First Nation</li> <li>2. # and % decrease in Saulteaux First Nation election appeals</li> <li>3. # and % increase in Saulteaux First Nation land base, with good water supply</li> </ol> | <ol style="list-style-type: none"> <li>1. Complete Saulteaux First Nation Citizenship Law – 3<sup>rd</sup> Reading and referendum vote</li> <li>2. Complete the Saulteaux First Nation Election Law – 3<sup>rd</sup> Reading and ratification vote</li> <li>3. Complete draft of Saulteaux First Nation Land Use Code, readings and ratification by referendum vote</li> </ol> |

Goal 2: To support the ongoing implementation of the Saulteaux First Nation Community Health Plan

| <b>Outcomes</b>   | <b>Performance Measures</b>   | <b>Strategies/ Initiatives</b>   |
|---|---|--|
| 1. Members are healthy (physically, mentally, emotionally, spiritually) and addictions-free | <ol style="list-style-type: none"> <li>1. # and % increase in Saulteaux First Nation members describing their health status as very good or excellent</li> <li>2. # and % decrease in suicide and self-harm reported by Saulteaux First Nation members</li> </ol> | <ol style="list-style-type: none"> <li>1. Review and approve the SFN Saulteaux First Nation Community Health Plan and Evaluation Report</li> </ol> |

**Core Business 2: Governance**

Goal 1: Strengthen the Saulteaux First Nation law-making process and policy governance model

| <b>Outcomes</b>   | <b>Performance Measures</b>   | <b>Strategies/ Initiatives</b>  |
|---|---|---|
| <ol style="list-style-type: none"> <li>1. Law and order within Saulteaux First Nation</li> <li>2. Safe community</li> </ol> | <ol style="list-style-type: none"> <li>1. # and % decrease in crime rates within Saulteaux First Nation</li> <li>2. # and % decrease in Saulteaux First Nation internal disputes</li> <li>3. # and % increase of Saulteaux First Nation members who report feeling safe in the community</li> </ol> | <ol style="list-style-type: none"> <li>1. Conduct an evaluation of the current Saulteaux First Nation law-making process and implement recommendations</li> <li>2. Continue to review and approve all administration and program policies and procedures</li> <li>3. Renegotiate the Community Tripartite Agreement with Aboriginal Policing Secretariats</li> <li>4. Conduct an evaluation of the Shared Governance Model</li> </ol> |

Goal 2: To develop a Sauteaux First Nation Constitutional Development Process

| <b>Outcomes</b>  | <b>Performance Measures</b>  | <b>Strategies/ Initiatives</b>  |
|--|--|---|
| <ol style="list-style-type: none"> <li>1. Sauteaux First Nation fundamental rules and laws established</li> <li>2. Sauteaux First Nation members know and exercise their rights and authority</li> </ol> | <ol style="list-style-type: none"> <li>1. # and % increase in Sauteaux First Nation Laws</li> <li>2. # and % increase in Sauteaux First Nation members who know their rights and authority under the Sauteaux First Nation Constitution</li> </ol> | <ol style="list-style-type: none"> <li>1. Develop a Sauteaux First Nation Constitutional development process in consultation with membership</li> <li>2. Acquire necessary resources to support the Sauteaux First Nation Constitutional development process</li> </ol> |

**Core Business 3: Economic Development**

Goal 1: To implement the Sauteaux First Nation Master Economic Plan

| <b>Outcomes</b>   | <b>Performance Measures</b>  | <b>Strategies/ Initiatives</b>  |
|---|--|---|
| <ol style="list-style-type: none"> <li>1. Self-sufficient Sauteaux First Nation</li> <li>2. Thriving and vibrant economy</li> </ol> | <ol style="list-style-type: none"> <li>1. # and % increase in net profit and return on investment</li> <li>1. # and % increase in employment due to successful business ventures</li> <li>2. # and % increase in successful Sauteaux First Nation and entrepreneurial business ventures</li> </ol> | <ol style="list-style-type: none"> <li>1. Develop and implement a Sauteaux First Nation business legal entity</li> <li>2. Delegate implementation of the Sauteaux First Nation Economic Plan to the business legal entity</li> <li>3. Develop a Human Resource Development strategy in partnership with Administration (Employment and Training, Education, HR etc.)</li> </ol> |

## Saulteaux First Nation Chief & Council Budget Forecast 2011 - 2013

|                             | 2010 - 2011 | 2011- 2012 | 2012 - 2013 |
|-----------------------------|-------------|------------|-------------|
| <b>REVENUE</b>              |             |            |             |
| Band Revenue                | \$          |            |             |
| Investment Income           | \$          |            |             |
| <b>TOTAL</b>                | <b>\$</b>   |            |             |
| <b>EXPENDITURES</b>         |             |            |             |
| Conference/Meeting Expenses | \$          |            |             |
| Office Supplies             | \$          |            |             |
| Honorarium                  | \$          |            |             |
| Telephone                   | \$          |            |             |
| Training                    | \$          |            |             |
| Legal Costs                 | \$          |            |             |
| Travel                      | \$          |            |             |
| Wages                       | \$          |            |             |
| Other Costs                 | \$          |            |             |
| <b>TOTAL</b>                | <b>\$</b>   |            |             |