

MDÀÀ HÍ



MOCCASIN TELEGRAPH



ISUU, ISAGHA

"Between alternate generations social expectations stressed the respect and restraint which the young owed to the dignity of age.... Grandparents deserved respect and deference because of their richer experience, authority, and ceremonial roles.

Grand father gave his grandson beneficial advice and exhorted him to be brave and kind while an old woman taught her granddaughter herbal medicine."

- Notes on Sarsi Kin Behavior



Please be advised that the T4's are now available at the Finance Department.

You can pick up your own T4 with identification only. Office hours are 8:00 AM to 12:00PM and 1:00PM to 4:00PM

Please note: Due to confidentiality laws you can only pick up your own T4 with proper ID.

All T4's that have not been picked up by February 26th will be mailed.

If you need to correct your address or want your T4 mailed immediately, please forward your name and address to Payroll@tsuutina.com. NO PHONE CALLS PLEASE. All requests will be handled within 48 hours.

Thank you

A handwritten signature in black ink, appearing to read "Johanne Larochelle". The signature is fluid and cursive, extending across the width of the page.

Johanne Larochelle PCP

Payroll Supervisor

Tsuut'ina Nation

Johanne.Larochelle@tsuutina.com

Payroll@tsuutina.com

(P) 403-238-6130 ext. 310

Smoke Alarms at Home

SMOKE ALARMS ARE A KEY PART of a home fire escape plan. When there is a fire, smoke spreads fast. Working smoke alarms give you early warning so you can get outside quickly.



SAFETY TIPS

- Install smoke alarms in every bedroom. They should also be outside each sleeping area and on every level of the home. Install alarms in the basement.
- Large homes may need extra smoke alarms.
- It is best to use interconnected smoke alarms. When one smoke alarm sounds, they all sound.
- Test all smoke alarms at least once a month. Press the test button to be sure the alarm is working.
- Current alarms on the market employ different types of technology including multi-sensing, which could include smoke and carbon monoxide combined.
- Today's smoke alarms will be more technologically advanced to respond to a multitude of fire conditions, yet mitigate false alarms.
- A smoke alarm should be on the ceiling or high on a wall. Keep smoke alarms away from the kitchen to reduce false alarms. They should be at least 10 feet (3 meters) from the stove.
- People who are hard-of-hearing or deaf can use special alarms. These alarms have strobe lights and bed shakers.
- Replace all smoke alarms when they are 10 years old.

FACTS

- ! A closed door may slow the spread of smoke, heat, and fire.
- ! Smoke alarms should be installed inside every sleeping room, outside each separate sleeping area, and on every level. Smoke alarms should be connected so when one sounds, they all sound. Most homes do not have this level of protection.
- ! Roughly 3 out of 5 fire deaths happen in homes with no smoke alarms or no working smoke alarms.



**NATIONAL FIRE
PROTECTION ASSOCIATION**
The leading information and knowledge resource
on fire, electrical and related hazards

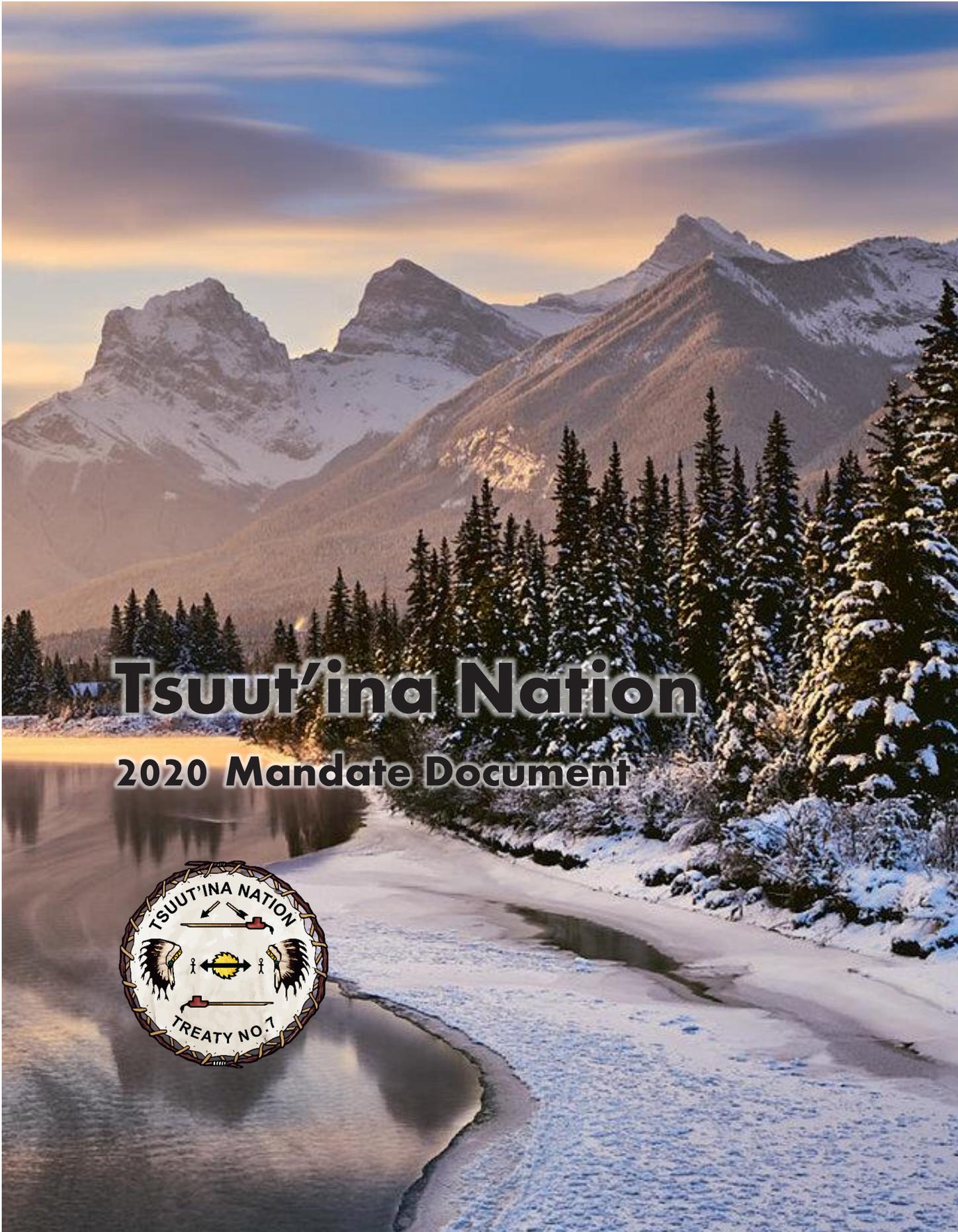
Any questions or concerns
please call 403 251 9335



TSUUT'INA NATION FIRE & RESCUE

nfpa.org/education ©NFPA 2018

CHIEF & COUNCIL



Tsuut'ina Nation 2020 Mandate Document

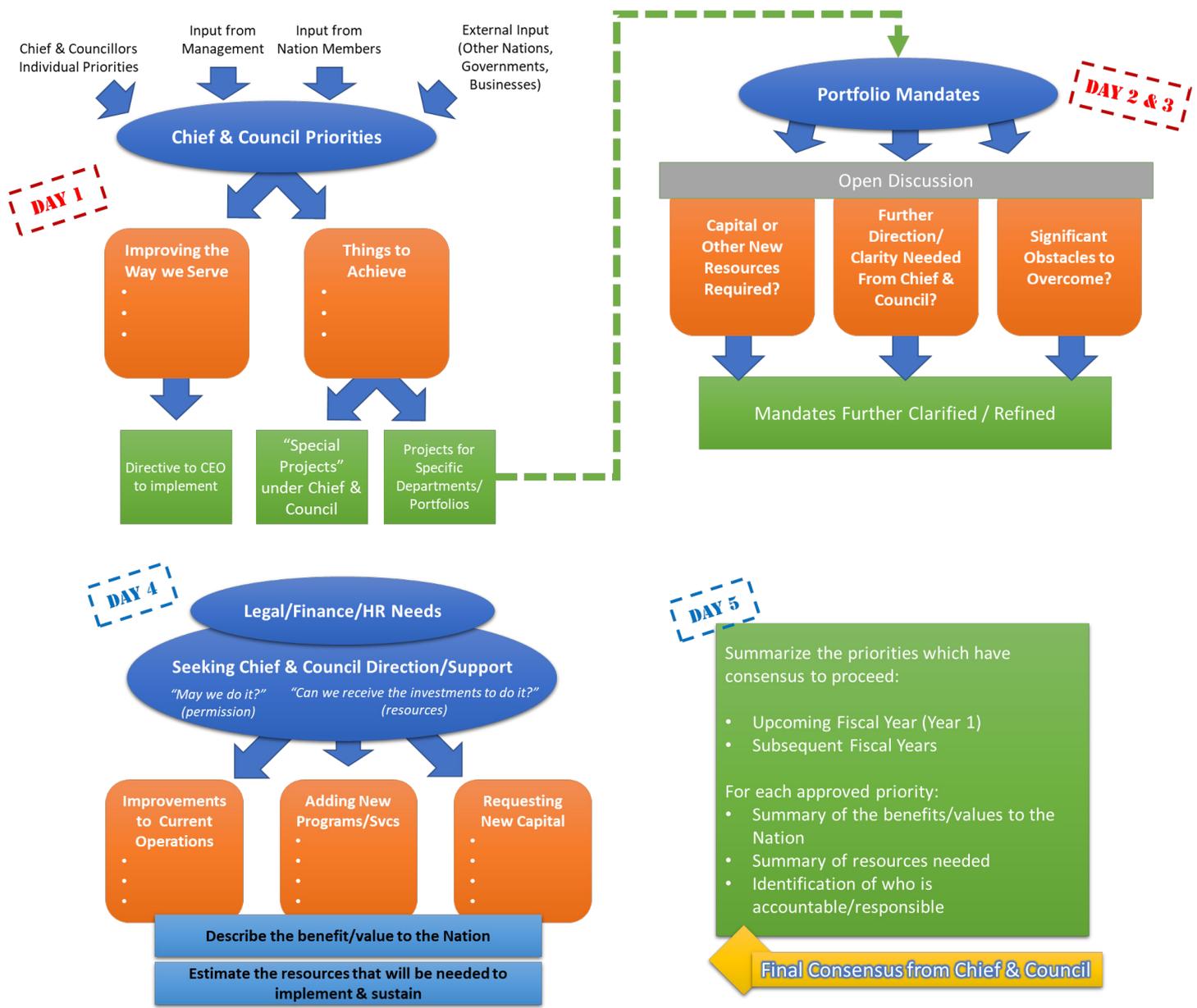




INTRODUCTION

At the inauguration ceremony for the current Chief and Council, Xakiji Roy Whitney stated a commitment to develop a 5-year plan for the Tsuut'ina Nation (the Nation). In response to this directive, senior staff and a committee of Councillors organized a week-long planning workshop to define strategic priorities, which would form the foundation of the 5-year plan.

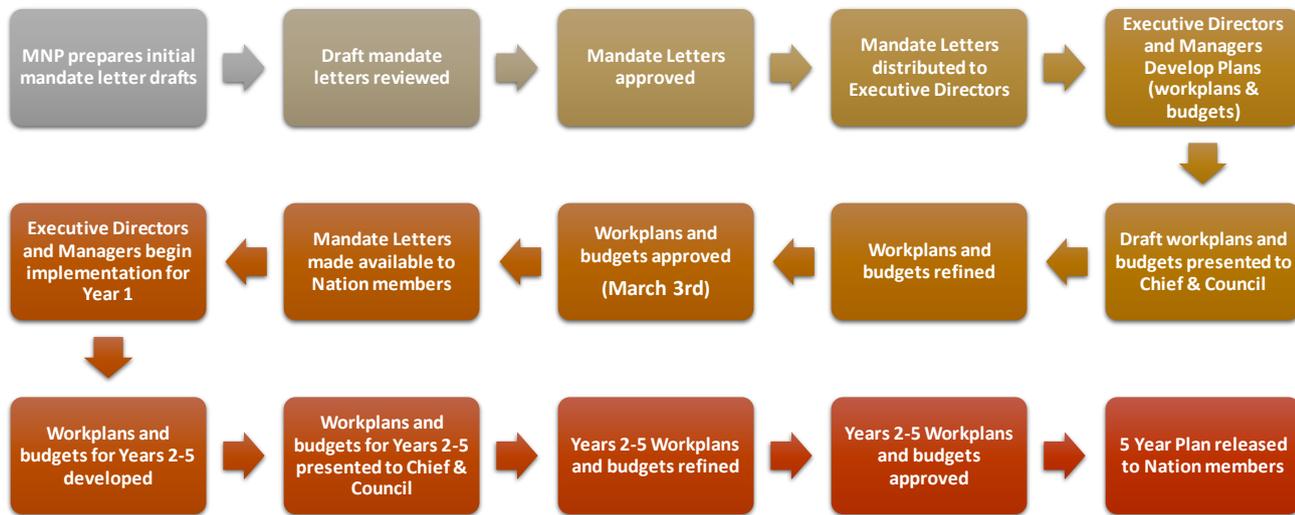
MNP was engaged to work with this planning committee to plan-out the workshop and facilitate the workshop. MNP and the planning committee worked together to develop the following mandate setting process:



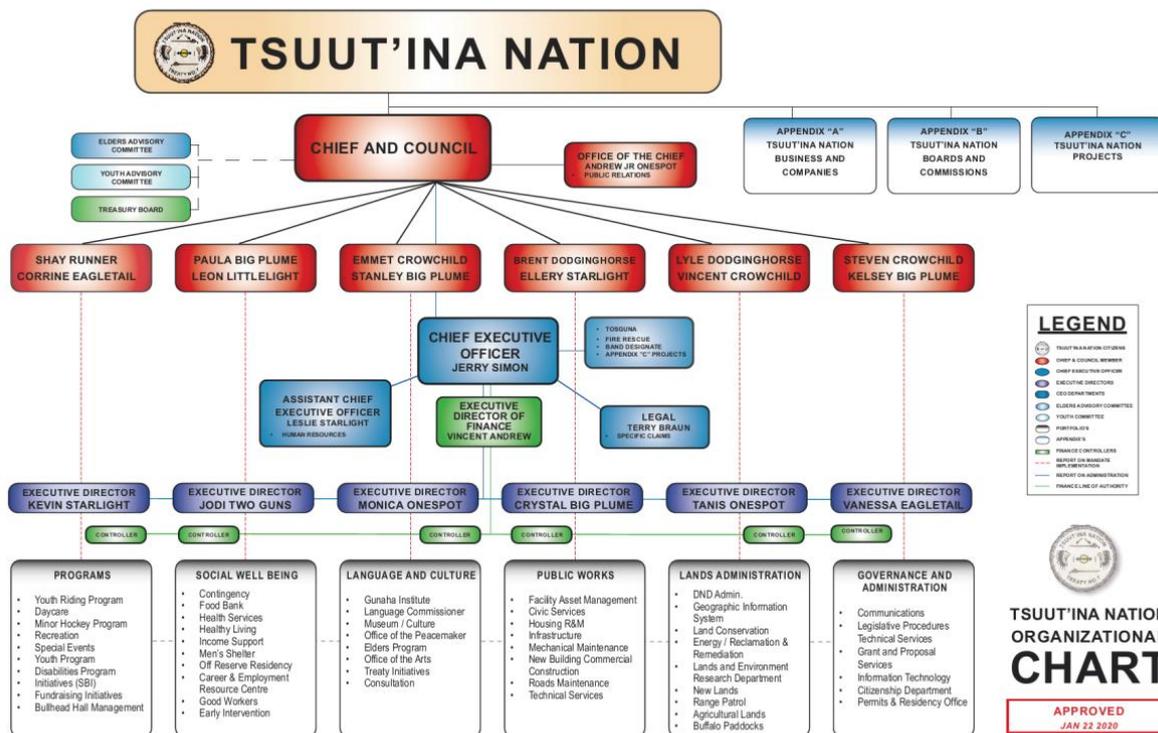


The intention was for the week-long workshop to produce clear priorities for each of the Nation's 6 Portfolio areas. The priorities are to be captured in the form of Mandate Letters to each of the Executive Directors and the related Council Portfolio holders.

Based on the Mandate Letters, there would also be a short-term need to inform the budget approval process for the fiscal year starting April 1, 2020.



During the workshop, the Chief and Council also approved the following organizational structure:





Based on the approved organizational structure, it's been determined that the most appropriate direction for the Mandate Letters is to address them to the Executive Directors who oversee the 6 major Portfolios which encompass the majority of the Nation's Administration.

Additional Nationwide priorities, and special projects that do not necessarily fit within an existing Portfolio will remain directly with the office of the CEO and Chief and Council.

NATIONWIDE MANDATES

Through the workshop, a number of priorities were voiced by Chief and Council and these particular priorities were universally applicable to the entire Nation Administration – not a specific Portfolio. These Nationwide mandates are to be directed to all Senior Managers to implement, with the mandate assigned to the CEO to oversee the implementation and provide progress updates to Chief and Council.

1. Increased Administrative Collaboration

Chief and Council acknowledge that there is existing collaboration and communication between Managers within Administration, and wishes to see further evidence of this collaboration and communication in order to:

- Produce new innovative programs/services to better meet Citizen needs;
- Produce operational savings; and
- Better utilize existing resources.

Accountability: The CEO shall support the efforts of the Executive Directors (and their direct reports) to accomplish this and provide Chief and Council with updates throughout the year on steps being taken, and the measurable outcomes from this.

2. Incorporation of Tsuut'ina Language Throughout Administration

Preservation of the Tsuut'ina language, and growth in its fluency across the Nation is a significant priority for Chief and Council. To support this priority, the CEO is directed to work with the Executive Director for Language and Culture to define clear expectations and examples for the incorporation of the Tsuut'ina language throughout Administration. Once approved by Chief and Council, the CEO is expected to work with the Executive Directors to implement the Language Incorporation Plan.

Accountability: Expectations for language incorporation are defined and communicated to all staff.
The approved Language Incorporation Plan fully implemented

3. Improved Engagement and Communication with Nation Citizens

Each Portfolio/Program must engage with Citizens to understand current and future needs in order to develop and deliver programs/services aligned to those needs. This will also allow for increased Citizen involvement and participation.



There needs to be a higher quality and frequency of communication with Nation Citizens to keep them informed of major events, initiatives and issues of importance. The goal being to ensure that Nation Citizens are able to participate in activities and decision-making on an informed basis.

Accountability: Current programs and services demonstrating that their plans (and associated budgets) include conducting citizen engagement activities in some form, and that their future planning incorporates the feedback from this engagement, in order to receive support from Chief and Council.

4. Policy and Legislation Gaps Closed Efficiently

It is recognized that there is a significant amount of legislation and policy approval required to support the work of each Portfolio. In order to address these gaps efficiently, each Portfolio shall clearly define their current policy and legislation needs, and work with the Governance and Administration Portfolio to:

- Determine which policies require Chief and Council’s approval, and then direct the remaining policies to the appropriate decision-making body;
- Work collaboratively with Legislative Procedures, and other Departments/Portfolios/Entities to draft the necessary policy language and legislation; and
- Coordinate with Legislative Procedures to develop a schedule for bringing the legislation to Chief and Council in a streamlined manner.

Accountability: Policies which do not require Chief and Council approval are directed to the appropriate body for approval.

Policy and Legislation gaps are closed

5. Employing Our Own

The Nation is challenged with a high unemployment rate, and a large number of Citizens who face barriers to employment. While the Social Well Being Portfolio develops a comprehensive Employment Strategy, Chief and Council expect greater effort on the part of Nation Administration to employ Nation Citizens.

Hiring Managers are expected to work with Human Resources to:

- Give preference to qualified Nation Citizens to fill vacant positions;
- Identify opportunities to provide long-term/short-term employment opportunities for elders, Citizens with disabilities and other Nation Citizens working to overcome barriers to employment;
- Develop succession plans to ultimately hire Nation Citizens into Managerial, Supervisory and Professional positions; and
- Supporting the expansion/adoption of employment programs, such as apprenticeship programs, summer student employment programs, as well as through partnerships with external organizations.

The Nation’s Human Resources Department, in collaboration with various departments, is expected to develop training and related supports for Managers to facilitate the hiring and retention of persons with disabilities and those overcoming barriers to employment including addictions recovery.



6. Peacemaking Training for Nation Employees

Chief and Council is proud of the Peacemaking Program and the success that it has demonstrated to resolve conflicts and restore personal relationships. The skills and techniques contained within this program can be of great use to management and employees for conflict resolution. Chief and Council support the initiative to expand this training to Managers and employees across the Nation by directing the CEO to work with the Executive Director of Language and Culture to develop and implement a Peacemaking Training program for all Managers and key employees.

Accountability: Key management and staff positions identified for training
Training completed for those in identified positions

PORTFOLIO MANDATES

Mandates have been established for each of the established Portfolios under the Nation's Administration, as well as the office of the CEO, Legal Department, Finance Department and Human Resources Department.

Office of the CEO/Assistant-CEO

Aside from Nationwide mandates, there are specific departments/programs/projects under the office of the CEO.

7. Completion of the Comprehensive Community Planning (CCP) Process

Ensure that the CCP process is completed in a timely manner in order to provide direction for other mandates contained in this document. The CCP should be one all encompassing document that is also aligned with the strategic direction and mandates of Chief and Council.

8. Manage Overall Accountability for Mandates

The CEO will be responsible for working with all the Executive Directors to support them in their efforts to achieve their respective mandates. This support may be direct, or in the form of providing administrative/project management resources to support the Executive Directors.

The CEO will ensure that workplans and budgets are prepared in a consistent manner for presentation to Chief and Council for approval. The CEO will also ensure that regular updates are provided to Chief and Council on the progress being made against each mandate. The CEO will also ensure that progress against each mandate is tracked and incorporated into the performance management of each Executive Director.

9. Organize Mandate Task Forces

Where cross-Portfolio task forces are established for specific mandates, the CEO will chair those task forces or identify an individual to lead them. The CEO will ensure there are clear terms of reference for each task force, and that there is an approved workplan and budget for each.

10. Updated Business Plan for Seven Chiefs Sportsplex

The Sportsplex Committee will lead the development and implementation of an updated business plan for the Sportsplex to achieve the revenue potential for the facility and ensure that proper management practices



are in place to ensure long-term success for the facility. The plan will be developed in conjunction with the Office of the CEO, with final approvals and direction from Chief and Council. Thereafter it will be handed over to the Programs Portfolio for implementation and ongoing management.

11. Identify Location for New Fire Hall

The growth of the Nation, specifically the Taza development, will represent a significant strain on the ability for the fire department to respond in a timely and safe manner to fires and other hazards. It is determined that another location be established in closer proximity to the expected growth areas on the reserve. The CEO will support the Fire Chief in the identification of the optimal location for a new fire hall, in consultation with Language and Culture and Public Works Portfolios.

12. Complete Renegotiation of the Tripartite Agreements for Tosguna and Child & Family Services

The tripartite agreements shall be reviewed and if possible, renegotiated and increased funding from the Government of Alberta is sought to ensure that there is an appropriate share of funding going forward, and that funding is long-term and sustainable.

13. Provide Oversight and Direction on Legal Matters

The Legal Department shall continue to provide legal advice to Chief and Council and to Nation programs, departments and companies. In relation to the litigation matters, priority shall be given to resolving the DND claim and to advancing the Glenmore Reservoir claim. In relation to corporate matters, priority shall be given to Taza and Grey Eagle Resort and Casino. In relation to other matters, priority shall be given to the extension of the Redwood Designation and Head Lease, the Sportsplex Head Lease and the Grey Eagle Hospitality Sublease.

Governance & Administration

Executive Director: Vanessa Eagletail Portfolio Holders: Kelsey Big Plume
 Steven Crowchild

14. Complete the Process for Developing and Adopting the Tsuut'ina Constitution

The formal adoption of the Tsuut'ina Nation Constitution is critical in supporting other Mandates and the Nation's goal of asserting its sovereign right to self-governance.

- Based on work completed-to-date, the final draft of the Constitution is scheduled for presentation to Chief and Council in September 2020
 - Based on direction from Chief and Council on the degree of Citizen engagement, a Nationwide vote could occur as early as December 2020
- Ensuring that communication plan ensures that Nation Citizens have shared understanding of what the Constitution is.

15. Streamline and Manage the New Legislation Process

A significant amount of legislation is being contemplated or drafted for review and approval by Chief and Council. The completion of many other Mandates is dependent of this legislation and therefore the process of drafting and approving the legislation requires a streamlined process, clear roles and responsibilities for both Legislative Procedures and the Department requiring the legislation, and structured and consistent



scheduling of drafting, review and approval sessions to make efficient use of time from Chief and Council and staff.

16. Ensure that Important Tsuut'ina Records Are Preserved

To ensure that there is an effective mechanism for the storage and management of important Nation records, design and implement a Tsuut'ina Data Centre, related policies and legislation. The Data Centre will hold both administrative records as well as historical records and records of cultural significance.

- Coordinate with other Portfolios to define their data needs
- Identify options to encourage Nation Citizens to bring forward their documents/photos/artifacts
- Phased plan to develop a master database & physical archive

17. Develop and Implement a Citizen Communication/Engagement Plan

In order to improve the level and quality of communication, consultation and engagement with Nation Citizens, Chief and Council supports the development and implementation of a new Citizen Communication/Engagement Plan. While developed within the Governance and Administration Portfolio, the plan will be developed and implemented in collaboration with other Portfolios to support their needs for Citizen communication and engagement.

- Ensure productive two-way communication between Nation Citizens and Administration
- Avoid Citizen fatigue through overly-frequent engagement, and duplication between departments
- Provide meaningful incentives to encourage Citizen participation and acknowledge the value of their time and input

18. Pursue New Telecommunications Infrastructure and Related Business Opportunities

To meet the telecommunications needs of the Taza development lands, as well as other underserved parts of the Nation, Chief and Council supports the establishment of new telecommunications infrastructure, and the exploration of business opportunities related to the infrastructure. This will require collaboration between the Governance, Lands and Public Works Portfolios.

Establishing a telecommunications company should be explored. This company would be tasked with operating and maintaining the infrastructure, while providing access to users on a fee-for-service basis. The revenue generated through access fees would be used to sustain the maintenance and capital replacement of the infrastructure into the future for long-term sustainability. This will require collaboration with Tsuut'ina Businesses to develop the business model.

Lands Administration

Executive Director: Tanis Onespot Portfolio Holders: Lyle Dodginghorse
Vincent Crowchild

19. Complete the Establishment of the Land Board

The Land Board has been identified as the governance body for land planning, management and protection. Work has already been completed to define the terms of reference for the Land Board and recruitment is underway to identify appointees. Chief and Council support the continuation of this work and looks forward to making appointments to fill the positions within the Land Board so that it may begin its work.



It is understood that the Land Board will be directly involved in supporting:

- Land use planning;
- Defining land management/enforcement programs, policies and related legislation;
- Developing dispute resolution processes related to lands; and
- Reviewing and recommending updates to new and existing land laws for Chief and Council approval.

20. Conduct Comprehensive Land Use Planning, Including New Lands

Plan and implement a comprehensive land use planning project, including new lands recently added to the Nation’s reserve. Chief and Council expects that the land use planning will have a significant role for the Nation’s elders, including planning, engagement and drafting. The land use planning must also address:

- Land for future housing needs
- Policies and guidelines
- Hunting regulations
- Permitting for approved land use
- Engagement of elders and Nation’s hunters for input on game management (not just fencing)
- Environmental Management

21. Collaborate with Governance Portfolio for Retention/Preservation of Lands Records

Records pertaining to the Nations lands must be preserved and properly archived to support future lands management. Chief and Council support the ongoing work to identify these records and restore/preserve them for future use. This will require collaboration with the Governance and Administration Portfolio which has been Mandated to develop a Tsuut’ina Nation data center for storage of important records such as these.

22. Expand the Nation’s Agriculture Program

An expanded Agriculture Program will be of strategic importance to the Nation in the following areas:

- Development of a sustainable source of on-reserve hay for the Nation and its Citizens which will reduce the dependency on non-Nation suppliers
- Collaboration with Social Well Being and Programs Portfolios to introduce various programs for employment and youth engagement
- Explore acceptable uses for former DND lands which can be certified as safe
- Support food sovereignty initiatives
- Development of policies (and related enforcement) for invasive species & noxious weeds, including regulations on the commercial use of pesticides and herbicides

Public Works

Executive Director: Crystal Big Plume Portfolio Holders: Brent Dodginghorse
 Ellery Starlight



23. Complete Organizational Improvements

The Public Works Portfolio includes a number of departments that are dealing with continuous growth and demands for service. The Executive Director will establish a more resilient and robust organization and hire a Commercial Infrastructure Manager. The Executive Director will work closely with Human Resources on team structure, performance management plans and professional development.

24. Address High-Priority Facility Repairs

Chief and Council support the efforts of the Asset Management department to ensure that all Nation-owned capital assets are properly identified, assessed and managed in order to maximize their useful life while minimizing the capital investment needed for new assets.

Through improved asset management practices, Chief and Council expects that high priority repairs and renovations (those affecting health and safety) can be better planned and budgeted for. Chief and Council support the need for the high priority work to be prioritized and addressed as soon as possible.

25. Develop and Implement a Plan for Nation Roads

An updated roads assessment should be completed to determine the full costs associated with full repair/rehabilitation/replacement of existing roads across the Nation. This assessment will form the basis for a prioritized list of roads projects to be brought forward to Chief and Council for funding.

26. Complete Information Gathering on Homes and Underground Utilities

It is acknowledged that there are important information gaps to be filled in order for the Public Works Portfolio to fulfill its Mandate. The two most significant gaps to be filled are:

- Complete inspections of all existing Nation houses in order to have a complete picture of the existing condition of the houses which will be used to prioritize and budget for repairs and renovations in future years. The Housing Department must create a schedule for inspections to be done on a multi-year basis to track ongoing house conditions.
- Obtain as-built drawings for all underground utilities on Nation lands to support future maintenance of this underground infrastructure and to avoid accidental damage and safety issues related to accidentally digging into this infrastructure.

27. Develop a Prioritized Capital Plan for Existing Aging Infrastructure and Structures

There are several major capital projects identified for Public Works. Location, design details, project timelines and estimated costs must be produced for presentation to Chief and Council. A prioritization of these projects should also be part of the presentation. Capital projects for Public Works include:

- New transfer station
- New roads building – collaborate with other Portfolios to identify mechanical repair needs that are currently being taken off-reserve, to support the business case for a new building
- High School lagoon

28. Develop a Renewable/Sustainable Energy Strategy for the Nation

In order to lower energy costs and reduce the Nation's environmental footprint, Chief and Council direct the Public Works Portfolio to develop an energy strategy for the Nation based on increased adoption of renewable and sustainable energy sources.



The energy strategy should leverage proven technology and be tailored to the specific needs of the Nation’s public, commercial and residential buildings. Any plans for the addition of energy infrastructure (generation and distribution) on Nation land will require collaboration with the Lands Portfolio.

29. Develop a Sustainable Waste Management Plan for the Nation

Chief and Council have requested the development of a Sustainable Waste Management Plan for the Nation that includes the reduction of waste delivered to landfill and the introduction of recycling and compost collection.

The Waste Management Plan should also consider the waste management needs for the Taza development. Collaboration with the Lands Portfolio will be required for planning and permitting for new waste management sites on-reserve.

30. Develop and Implement Taza Services Model & Capacity Based on Opportunities and Obligations for the Nation

The demand for civic services within the Taza development continues to increase and the ability to grow sustainably to meet those needs will be an important success factor for the development.

In order to prepare for this growth, the Public Works Portfolio will collaborate with the Taza Limited Partnership and Tsuut’ina Contracting to determine how to partner with Nation entrepreneurs to capitalize on opportunities. As an outcome to this work, the Public Works Portfolio will develop procurement/contracting processes that address what opportunities will be given to Nation, Nation-owned businesses, and Nation entrepreneurs. A communication strategy will be developed in collaboration with the Social Well Being Portfolio to ensure entrepreneurs and the Nation’s workforce are fully aware of the opportunities available and can prepare for those opportunities.

31. Apprenticeship Programs Coordinated with Education and Social Well Being

The nature of the work performed by the Public Works Portfolio is well aligned to support apprenticeship opportunities for Nation Citizens. The Public Works Portfolio is expected to continue working with the Social Well Being Portfolio and Tsuut’ina Education to expand apprenticeship opportunities within Public Works and through external businesses who provide services to Public Works.

Language & Culture

Executive Director: Monica Onespot Portfolio Holders: Emmet Crowchild
 Stanley Big Plume

32. Develop and Implement an Official Languages Act

The Tsuut’ina language must be supported and maintained throughout the Nation. A Tsuut’ina Official Languages Act provides the legislative authority and clear direction on how the Tsuut’ina language will be incorporated through the governance and Administration of the Nation.

The Executive Director will collaborate with Legislative Procedures on the legislation, while also developing the associated implementation plan with the Language Commissioner, Museum Director and Gunaha Institute Director.

In the meantime, the Executive Director will work with the CEO to identify short-term actions to further incorporate the Tsuut’ina language into day-to-day Administration.



33. Develop New Fluent Tsuut'ina Language Speakers

The number of fluent Tsuut'ina speakers is declining. In order to reverse this trend, a more aggressive plan to significantly increase the number of new fluent speakers is necessary. The Executive Director will develop and implement a plan to develop new fluent speakers. The plan will incorporate:

- A compensation model to encourage new language speakers and to compensate existing speakers
- A teaching model through partnership with the University of Victoria (mentor/apprentice model)
- Training Nation Citizens so that they can provide the technical resources necessary to support recording and other digital media activities rather than relying on non-Nation Citizens

34. Develop Elders Programs and Services

Chief and Council support the ongoing effort to develop new programs, services and policies to support the Nation's elders. Specifically, the Executive Director is expected to engage with the Elders Advisory Committee to examine ways to incorporate needs-based eligibility into the current Elders' benefits programs.

The Executive Director will also work with the Elders Advisory Committee and Social Well Being Portfolio to develop and implement programs to prevent ongoing elder abuse.

The Executive Director will also work with the Elders Advisory Committee and Social Well Being Portfolio to support the Nationwide Mandate to identify meaningful employment opportunities for elders within Administration.

35. Plan a New Corrections Society Building

Continue to pursue negotiations with the Government of Alberta for funding for this new facility utilizing the successful model which led to the Peacemaker Court House.

36. Open the Tsuut'ina Nation Peacemaker Provincial Court House

Coordinate with Chief and Council for the grand opening ceremony for this new facility. The Executive Director shall also work with the Government of Alberta to identify options for removing or minimizing the presence of the word "Provincial" from the building.

Social Well Being

Executive Director: Jodi Two Guns

Portfolio Holders:

Paula Big Plume
Leon Littlelight

37. Proceed with New Food Bank Building

Chief and Council have approved a budget for a new Food Bank facility. The Executive Director shall ensure that the planning and design for the new facility is finalized for construction to begin in 2020. Coordination with the Lands and Public Works Portfolios will be expected to ensure that the location for the new facility and related infrastructure are addressed.

38. Proceed with Women's Shelter

Chief and Council agree with the need for a Women's Shelter to provide safe housing for women in need. The Executive Director shall proceed with the design and planning for the Women's Shelter, and provide a plan and budget to Chief and Council for approval.



39. Develop and Implement a Comprehensive Employment Strategy

Chief and Council have tasked the Executive Director with the development and implementation of a comprehensive employment strategy aimed at significantly reducing the level of unemployment experienced within the Nation.

The strategy is expected to address the following:

- A new Income Support policy
- Establishment of a database for Labour Force Skills Inventory
- Increased collaboration/integration between programs
- Follow-through of individuals throughout various programs
- Incorporating/expanding the Wrap Around approach where possible
- Targeted programs to engage youth (15-17)
- Expansion of apprenticeship programs/opportunities in collaboration with Public Works and Education

40. Develop a Tsuut'ina Addictions Strategy

Chief and Council have tasked the Executive Director with the development and implementation of a comprehensive addictions' strategy aimed at significantly reducing the level of drug and alcohol abuse experienced within the Nation. The strategy must be developed in consultation with Nation Citizens and foster a greater sense of ownership amongst Nation Citizens.

The strategy, and the process for developing the strategy, should:

- Engage multiple departments/programs including Health, CFS, Tosguna, Fire, Healthy Living Program, Four Directions, Peacemaking, Community Citizens, Housing.
- Maximize collaboration between Portfolios/Departments to leverage skills, resources and provide more integrated program/service offerings
- Incorporate transition housing/assisted living facility
- Develop necessary wellness legislation to enable the implementation of the strategy
- Address enforcement activities aimed at removing drug houses and related criminal structures/presence from the Nation
- Databases & analysis to support programming and decision-making
- Establish workplace policies/protections for addictions workers.

41. Health to Proceed with Transition Planning & Negotiation

Chief and Council acknowledge the need for increased investment in health and wellness, and support the development of a Tsuut'ina health model as the basis for negotiation on health transition and future funding.

The planning for Tsuut'ina health must include:

- Capital and operating funds for future specialized medical facility and elder care facility;
- Expansion of the existing Health Centre; and



- Greater support for mental health and the addictions strategy

42. Establish a More Robust Child and Family Services Organization

The Executive Director will work with the Child and Family Services Board and Director to review the current workplace climate and identify root causes of employee turnover. A plan to address the root causes and ultimately lead to a more robust, high performing organization will be developed and implemented.

Programs

Executive Director:	Kevin (Kevin Interim)	Starlight Littlelight,	Portfolio Holders:	Shay Runner Corrine Eagletail
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43. Childcare Improvements

To ensure that the Nation's youngest Citizens receive high quality childcare, in a safe environment, the Executive Director shall work with the Daycare Director to review existing operations and identify areas for improvement including operational changes, training for staff, and new policies and procedures.

These improvements will be based on best practices as well as feedback from engagement with Nation Citizens – specifically parents.

44. Develop a comprehensive Childcare Strategy

There is an increased need for childcare and early childhood development as the Nation's birthrate remains at a high level. In anticipation of this growth, the Executive Director will work with the Daycare Director to develop a plan for Childcare that meets the following expectations:

- Based on input from Daycare management and Citizenship, incorporating Treaty, UNDRIP, RCAP, Tsuut'ina constitution, and other foundational/directional documents
- Identify recommendations for various childcare models including daycare, day homes, kinship care, etc. to meet needs of parents.
- Identify early childhood development expectations including the incorporation of Tsuut'ina culture/history and language.
- Define the specifications for a second daycare, including its capacity, programs and location.
- Identify and develop recommendations to close policy and legislation gaps within existing childcare service delivery.

45. Increase Opportunities Citizen Participation in Programs/Events

There are a number of programs and events organized for the information and benefit of Nation Citizens throughout the year. It is acknowledged that participation in these activities is affected by various factors. The Executive Director will identify a plan to increase the participation by minimizing the instances of multiple programs/events being scheduled at the same time – requiring Nation Citizens to choose one over the other. Similarly, the Executive Director will coordinate communications to Nation Citizens to ensure that there is sufficient lead time provided, and that multiple channels for communication are used, to provide as much notice and awareness as possible for Nation Citizens.



46. Pow Wow Arbour and Rodeo Grounds Improvements

These grounds are frequently used and require improvements to ensure they can continue to be used into the future, and provide a safe and enjoyable environment. The Executive Director will collaborate with the Programs Portfolio to examine what improvements are needed, and develop a plan and budget to address the improvements for presentation to Chief and Council.

The Executive Director will also ensure that these grounds and their future use are part of the CCP process and the comprehensive Land Use Planning.

47. Agriplex Improvements

The Executive Director will collaborate with the Programs Portfolio to develop a plan for a new/upgraded Agriplex facility and related infrastructure. The Executive Director will also develop plans and budget for any additional equipment needed.

48. Youth Recreation Strategy

The Executive Director will develop a strategy to increase the overall participation rate of the Nation's youth in various sports and recreation. This work should be done in collaboration with the Youth Advisory Committee, and focus on leveraging the existing hockey and rodeo programs, while also looking to diversify with investments in other sports and recreation activities to offer a wider range of options for youth.

The strategy must also address barriers to participation such as affordability, diversity and inclusion. The strategy should also reinforce the need for education completion and align with the Nation's attendance policy.

Chief and Council

There are a number of priorities which are deemed to need direct oversight and involvement from Chief and Council. These are priorities which may fall outside the scope of any specific Portfolio or require further definition and development before being transitioned to Executive Directors or Managers.

49. Chief and Council Priorities for Review and Approval

The following items are in progress within one or more Portfolios. They will be presented to Chief and Council for review and ultimately for approval. Chief and Council will ensure that these matters are given sufficient time and attention.

- Tsuut'ina Nation Constitution
- Approval of the Tsuut'ina Nation Vision Statement
- Comprehensive Community Plan
- Appointment of Land Board members
- Tosguna Tripartite Funding Agreement
- Child & Family Services Funding Agreement
- Women's Shelter Project Plan & Budget
- Response to Bill C-92 (An Act respecting First Nations, Inuit and Métis children, youth and families)
- Terms of Reference for the Elder Advisory Committee



- Terms of Reference for the Youth Advisory Committee
- Updated Business Plan for Seven Chiefs Sportsplex

50. Review of all Board Mandates

Chief and Council participate on several boards, external to the Administration. It has been deemed important to ensure alignment of each Board's mandate with the strategic direction of Chief and Council. A review of each mandate includes:

- Procurement
- Business
- Language & Culture Committee
- Child and Family Services
- Citizenship Tribunal
- Citizenship Evaluation
- Dit'onik'ozda Charity
- Education & Headstart
- Treasury
- Tosguna Commission
- Gaming, Hospitality and Entertainment
- Liquor Control

51. Pursue Adequate, Sustained Funding for Education

Educational achievement for Nation Citizens is an important pillar for the future success of the Nation. It is important that the Nation receive adequate funding to be able to deliver the quality of primary and secondary education its Citizens deserve. It is also important that the Nation be able to develop its own education model that encompasses curriculum that is specific to the language, history and traditional knowledge of the Tsuut'ina people.

Without adequate funding, committed over many years, it will be extremely difficult for the Nation to significantly increase the educational achievement results it needs. Through direct negotiation with the Government of Canada, as well as renegotiation of tuition agreements within the provincial school system, additional operating and capital funds must be secured for:

- New schools and transportation needs
- Hiring additional teachers, teaching aides, and other resource staff
- Incorporating more language and cultural courses/programs
- Increasing graduation rates
- Increasing post-secondary attainment
- Linking future Nation workforce needs into career planning for youth
- Developing and implementing a plan for the full implementation of the Attendance Policy



52. Strategic Direction on Fiscal Relationships

The Government of Canada and the Province of Alberta both provide funding to various programs, services and capital projects across the Nation. This funding comes with numerous conditions and requirements which are inconsistent with a “Nation-to-Nation” treaty relationship.

Now these two levels of government are introducing new funding models and Chief and Council must give strategic direction to senior management and Executive Directors on how to respond to these funding proposals in a consistent manner across all program areas but specifically Education, Health and Child and Family Services.

53. Government of Alberta Strategy

There are many touchpoints between the Nation and the Government of Alberta. Chief and Council will gather all of these touchpoints and consider its relationship strategy with the Government of Alberta at a strategic level to ensure that the Nation’s long-term best interests are advanced, and that all interactions and negotiations with the Government of Alberta are handled consistently in line with these strategic perspectives.

Chief and Council will identify areas where there is negotiating leverage for the Nation and utilize this leverage to pursue strategic priorities related to the Government of Alberta.

Current touchpoints include, but are not limited to:

- Springbank Dam
- Bragg Creek Traffic Circle
- Roads Access into New Lands
- Support for Additions Strategy
- Long-Term Care Facility for Elders
- Southwest Calgary Ring Road

54. Government of Canada Strategy

The Tsuut’ina Nation has long held its right to self-government and self-determination. Chief and Council will work to develop an overall strategy for advancing its vision of establishing a self-government relationship with Canada, that is more closely aligned with its definition of the treaty relationship.

55. Increased Revenues Through Taxation

Chief and Council respect the importance of the income tax exemption for its Citizens. Chief and Council also recognize that there is significant revenue generated through taxation, which is collected on the Nation’s lands, and from Nation Citizens when they make purchases off-reserve. This revenue flows directly to the Government of Canada and does not come back to the Nation in a proportional manner.

Chief and Council believe that the implementation of a Tsuut’ina Nation tax to replace the existing federal excise tax/GST, will mean that that majority of these dollars will return to the Nation to fund programs, services and capital projects to meet the growing needs of the Nation.

Chief and Council will direct the CEO and Executive Director of Finance to develop a Tsuut’ina Nation tax that will capture these revenues for the benefit of the Nation, while also avoiding a financial burden on Nation Citizens.



56. Plan to Address Redwood Meadows Head-Lease

Chief and Council will focus on next steps regarding the current head-lease for the Redwood Meadows lands. Chief and Council will define a clear direction forward and parameters for negotiations. This direction will be provided to the Nation's legal department to form the basis for negotiations with the Government of Canada and sub-lease discussions with the Redwood Meadows Council, Administration and residents.

57. Elder Long-Term Care Facility

The current fiscal relationship between the Nation and Government of Canada for Health does not include funding for on-reserve long-term care. Chief and Council will advocate for funding from both the Government of Canada and the Government of Alberta for this type of facility and pursue design and planning for the facility on-reserve in consultation with the Elders Advisory Committee, Health Centre and Public Works.

58. East Gravel Pit Remediation/Reclamation

Clean-up of the east gravel pit is required and Chief and Council will work with the Governance, Lands and Public Works Portfolios to develop the plan and budget for this work, as well as the necessary policy and legislation to support it.

- Transportation Study to identify areas for greater sharing and utilization of transportation resources
- East Gravel Pit Remediation/Reclamation

59. Direction and Support on Economic Development Opportunities

There are numerous business opportunities facing the Nation, its businesses and its entrepreneurs. Chief and Council will provide direction on which opportunities will be pursued by the Nation, Tsuut'ina Businesses and Nation Citizens. Business opportunities for consideration include, but are not limited to:

- Development of a telecommunications corporation to provide data/voice connectivity to the Taza development lands and other parts of the Nation;
- Provision of other services to tenants within the Taza Development
- Cannabis cultivation, processing and/or retailing

Chief and Council, on behalf of the Nation Citizens, are the shareholders for Tsuut'ina Businesses. To respect the governance structure of these companies, Chief and Council will communicate clear shareholder expectations for profitability and investments to the CEO and Board.



ACCOUNTABILITY & IMPLEMENTATION

There are a significant number of projects represented by the mandates within this document, and the Mandate Letters that will be addressed to each Executive Director. Chief and Council acknowledges that it has set an ambitious mandate for the Nation collectively, but it has done so with a commitment to implementation over a 5-year period.

To achieve greater accountability for achievement of these mandates, Chief and Council expects to receive a detailed 5-year plan, made-up of each Portfolio's 5 year plan as well as plans from the CEO's Office, Legal Counsel and Executive Director of Finance. The plan shall include details such as:

- Annual budgets for the 5 years showing the timing and amount of financial investments and expenditures for the various mandates;
- Quarterly milestones over the 5 years to track progress;
- Areas where the Portfolios/departments will collaborate closely on specific mandates;
- Specific assignments for Chief and Council to support the various mandates;
- Citizen engagement/communication activities; and
- Deadlines for negotiation of major agreements.

General Roles and Responsibilities

Chief and Council	Portfolio Holders	Executive Directors	CEO
<ul style="list-style-type: none"> • Setting strategic direction • Approving legislation and certain policies • Political support for negotiations with other governments 	<ul style="list-style-type: none"> • Serving as a liaison between the Executive Director and Chief and Council • Briefing Chief and Council on progress and emerging issues • Communicating direction from Chief and Council to the Executive Director 	<ul style="list-style-type: none"> • Providing direction and support to Managers and Directors within their Portfolio • Facilitating cross-department/Portfolio collaboration • Providing technical support/ subject-matter expertise to Chief and Council • Provide regularly scheduled progress updates 	<ul style="list-style-type: none"> • Providing administrative support to Executive Directors • Implementing Nationwide mandates and other broad Chief and Council directives • Lead specific key projects and task forces
Finance and Legal Departments provide specific technical support			
Elder and Youth Advisory Committees provide input and support citizen engagement			



Specific Implementation Structures

The volume and complexity of mandates contained in this document require additional resources to manage and deliver. Two specific implementation structures to support implementation are Task Forces and the Project Management Office.

Task Forces

These focused groups of people will have specific assignments over a finite period of time. They will typically be organized to address complex issues that span multiple Portfolios and therefore require dedicated focus, and a multi-disciplinary approach.

Typical Composition	Typical Scope of Work
<p>CEO Or Assistant CEO</p> <p>Representatives from Chief and Council</p> <p>Executive Directors/Directors/Managers /Workers Representing Specific Subject-Matter Expertise</p> <p>Contractors Who Bring Additional External Expertise/Capability</p> <p>Advisory Committee Citizens</p>	<p>Defining the Current Issue</p> <p>Defining A Range of Options for Chief and Council to Respond to The Issue</p> <p>Presenting Recommendations to Chief and Council</p> <p>Developing Implementation Plans Based on Chief and Council Decisions</p> <p>Implementing the Plans (or Transitioning Implementation to Specific Portfolio/Department)</p>

Project Management Office

It is recognized that the mandates outlined in this document represent a significant additional workload above and beyond the existing day-to-day Administration of the Nation. To support Chief and Council, senior management and Executive Directors, a Project Management Office (PMO) will be established.

The PMO will be a support organization, designed to provide project management support to all of those individuals and groups who are tasked with one or more mandates. The PMO’s responsibilities will be to:

- Work with each Executive Director to develop 5 year workplans and budgets for each of their assigned mandates
 - This may include other Directors/Managers within the specific Portfolio
 - This may include Executive Directors/Directors/Managers from other Portfolios who need to be involved
- Work with the CEO, Assistant CEO, Executive Director of Finance and Legal Council to develop 5 year workplans and budgets for each of their assigned mandates
- Organize all of these workplans and budgets using a common format so that they can be consolidated into a Nationwide 5-year plan.

The level of support provided will vary depending on the capacity of each Executive Director, the CEO, etc.

- Support the presentation of the workplans and budgets to Chief and Council for approval.



- Support the implementation of the workplans and budgets by providing Gantt charts, templates and other administrative supports to the Executive Directors, CEO, etc.
- Track progress for each mandate and provide regular reporting to Chief and Council.
- Work with financial controllers to track the use of budgets for each mandate.

The PMO will report directly to the Assistant CEO who will provide ongoing updates to the CEO.

CONCLUSION

This mandate document outlines the key priorities deemed of greatest urgency to address, by Chief and Council. It is intended that these mandates, when conveyed in Mandate Letters to the Executive Directors and Portfolio Holders, will form the basis for taking the Tsuut'ina Nation in a strategic direction for long-term success.

It is of utmost importance for the future success of the Nation, that these mandates are given the necessary effort and investment by Administration and Chief and Council. Together, with strong engagement of Nation Citizens, we can all succeed in setting the Nation on the right direction for the benefit of our future generations of Nation Citizens.

PROGRAMS

HOURS OF OPERATION

MON - FRI
SAT / SUN

6:30AM - 10PM
9AM - 7PM

7 CHIEFS FITNESS CENTRE





Tournament Dates



**March 26-29, 2020
Calgary, AB**



**April 2-5, 2020
Edmonton, AB**

**For more information contact
Kyle Dodginghorse, Tsuut'ina Hockey Coordinator
kyle.dodginghorse@tsuutina.com
403-354-5846**



@ttnhockey



Tsuut'ina Hockey Information



TSUU'INA SPORTS & RECREATION PRESENTS

"TRY A DIFFERENT SPORT DAY"

FEB, 4TH AND FEB 10TH 6-8PM.
SEVEN CHIEFS SPORTSPLEX.

Heading

We are happy to announce we will be having a try a different sport day with the following participating associations: Calgary Bulldogs football club, Calgary Southwest United Soccer club, Rocky Mountain Little league baseball and Calgary Sabrecats Lacrosse.

Ages 7-17.

This event will allow the youth to discover other sports they may be interested in trying, with the participating sports groups assisting and showing them how to play the designated sport they wish to try.

Bulldogs Football.

**Calgary United
Southwest Soccer.**

**Rocky Mountain
Little League
Baseball.**

**Sabrecats
Lacrosse.**

**Tsuut'ina Warriors
basketball.**

**Open to all TTN
members/commu
nity members.**





TSUU'INA SPORTS & RECREATION PRESENTS "TRY A DIFFERENT SPORT DAY"

- FEB 4TH SOCCER 6-7PM
- FEB 10TH LACROSSE 6-7PM
- FEB 10TH BASEBALL 6-7PM
- FEB 12TH FOOTBALL 6-7PM
- FEB 14TH BASKETBALL 6-7PM

Bulldogs Football.

Calgary United Southwest Soccer.

Rocky Mountain Little League Baseball.

Sabrecats Lacrosse.

Tsuut'ina Warriors basketball.

Open to all TTN members/community members.



PUBLIC WORKS



TSUUT'INA NATION HOUSING REPAIR AND MAINTENANCE

PUBLIC WORKS BUILDING 48 BULLHEAD

9911 CHIILA BLVD. SW TSUUT'INA, AB T2W 6H6

PHONE: 403.281.0754 FAX: 403.255.1261

NEW HOUSE APPLICATION CALL OUT

Housing is asking all Tsuut'ina nation citizens to UPDATE your NEW HOUSE APPLICATION as soon as possible.

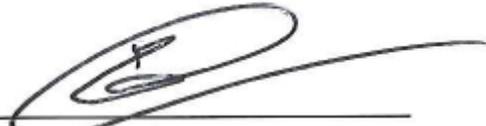
Update applications yearly or when....

- **Medical Condition Changes:** (with doctors letter)
- **New Citizen:** (birth certificate, citizenship document, residency document)
- **Marriage/Common-law/Divorce:** (with marriage certificate, statutorily declaration from legal dept., divorce documents)
- **Phone Number Update/Contact Info:** (we have called many applications to update only to find out phone number CHANGED or is OUT OF SERVICE)
- **Become A New ELDER:** (60+)
- **New Employment:** (letter of employment)
- **School Start/Finish:** (Enrollment letter from school/training certificate)

UPDATE NEW HOUSE APPLICATIONS AS SOON AS POSSIBLE!!!

PLEASE CALL HOUSING IN PUBLIC WORKS @ 403-281-0754 TO UPDATE NEW HOUSE APPLICATIONS

Siyisgaas,



Kyle Eagletail
Housing Manager
Tsuut'ina Nation Housing Department
Housing Repair & Maintenance Manager

HOME DEVELOPMENT



Provided by Off Reserve Residency

The Off Reserve Residency Program is currently in the process of building a 6 plex townhouse style homes. The completion date we are looking at is April 1, 2020. They will be open to Nation Members that are currently on the Off Reserve Residency Program. This building will still be managed by the Program. We have looked at purchasing units in the city but this option was best for the Nation in the long run because it will always be an asset to the Nation and be able to provide transitional homes on Reserve rather than off. This is very exciting for the Program and the Nation Members that get to reside in these townhouses.

They are 1100 square feet 2 bedroom 1.5 bathrooms with great features gas fireplace, fenced yard, parking pad, upgraded appliances. With the building we have also included solar panels. This has been in the works for many years and I feel that it is a great start for the Program. This wouldn't have been possible without our funding sources, Chief & Council, Tech Services, and our Finance Department. I would also like to commend Weaselhead Construction Dean Big plume and his team for all the hard work in building this for our Nation Members.





Contractor: Dean Big Plume, Weaselhead Construction

“Weaselhead construction is extremely thankful and grateful to the nation to be granted the opportunity in building the nation’s first six plex townhouse. We take pride in a lot of work, and ensure that our work is of top quality. We couldn’t have done this without our subcontractors, most of whom have been with Weaselhead since the beginning with the new home builds”.

“Amongst our crew, we have nation members and community members who contribute greatly to the completion of the multi unit build. Various nation members in numerous trades were involved in the build, and our subcontractors have persons who identify as Indigenous amongst their crews.”



SOCIAL WELL-BEING



Corona Virus (2019-nCoV)



The Tsuut'ina Health Centre has been in communication with Alberta Health Services and First Nations Inuit Health Branch in regards to the unfolding Novel Coronavirus situation. We are ensuring we work together to provide the best preparedness for the community.

Important information for the public

- At this time, the risk for Albertans is extremely low.
- At this time most cases are mild to mid level and do not require hospitalization.
- As this is a Viral infection Antibiotics will not work for treatment.
- The best protection from Corona Virus is the same as Flu virus protection.
 1. Proper and frequent hand washing.
 2. Avoid touching your face, nose or mouth with unwashed hands.
 3. Avoid close contact with people who are sick.
 4. Clean and disinfect surfaces that are frequently touched.
 5. Stay at home and away from others if you are feeling ill.
 6. Frequently wash hands.

Information will be distributed to the various Public Service departments on the Nation, and will be updated accordingly.

For additional information please visit <http://ahs.ca/ncov>

TRADING POST



JOB FAIR

Indigenous
SPRING

- Featuring 50 employers & 100's of job opportunities
- Bring your resume & apply for jobs
- Enter to win a grand door prize
- Walking distance from Southland LRT station

FIND YOUR NEXT JOB!

THURSDAY, MARCH 19, 2020

1:00PM - 3:30PM

**DELTA HOTELS BY MARRIOTT
CALGARY SOUTH**

135 SOUTHLAND DRIVE SE

FOR MORE INFORMATION VISIT WWW.ABORIGINALFUTURES.COM OR CALL 403.253.5311

Aboriginal Futures Community Futures Treaty 7 Canada Alberta

TSUUT'INA SPORTS & RECREATION FAMILY DAY



DATE FEB 16TH 12-5PM SEVEN CHIEFS SPORTSPLEX

HOSTED BY YOUTH PROGRAM

ARCH BALL AGES 10 +

FAMILIES VS FAMILIES DODGEBALL TOURNAMENT,
1ST 2ND & 3RD PLACE PRIZES.

FAMILY RELAY RACES, TOP 2 FAMILIES WIN.

FAMILY SCAVENGER HUNT, TOP 3 TEAMS WIN PRIZES.

FAMILY KICKBALL TOURNAMENT.

FACE PAINTING.

EGG RACES.

BOUNCY HOUSES.

HAIR BRAIDING CONTESTS, FASTEST TIME AND
BEST DESIGN.

BEST FRY BREAD CONTEST, 1ST 2ND & 3RD.

PHOTO BOOTH.

INDIAN SQUEEZE CHALLENGE.

FOR MORE INFORMATION
PLEASE CONTACT

WAYLON BIG PLUME

587-577-7497

WBIGPLUME@TSUUTINA.COM

