

# Governance Renewal

February 2, 2021

...Building a proud  
prosperous and unified  
sovereign nation

# Ochapowace Vision:

To be a proud, prosperous  
and unified sovereign nation



# Sam Minde, MBA

- Served as Chief Executive Officer 2014-2020
- Served as an Elected Leader from 2011-2014
- 10 years of Board Governance Experience advising and directing
- Executive MBA, Bachelor of Management, Business Administration Diploma
- Life Long Learner in Nation Building



# What is effective “Governance”?

Governance is the set of systems, policies and practices implemented to achieve the Nation's objectives on behalf of citizens. For our Nation governance is delegated to our elected Council.

For any governance to be conducted effectively it's important for leadership to:

- provide clear direction
- establish controls, policies and laws
- empower employees to succeed by clearly outlining accountabilities and authorizations
- ensure proper supervision and oversee all operations

# Importance of Governance Renewal

- Our citizens require that the Council provides responsible, efficient, accountable and transparent leadership for our Nation.
- As the elected leaders, we must focus on the long-term vision and leadership of the Nation.
- We will oversee the Nation's administration and develop clear and fair policies and guidelines for our Administration area. We will empower the Executive Director of Operations and the Directors to manage the day-to-day business affairs of the Nation based on these policies and guidelines
- We must work towards self-determination and self-government in order to take an ever-increasing role in determining our future.



- Ensuring that all Ochapowace citizens are treated fairly and equitably.
- Collectively citizens are the first consideration in all Chief and Council decisions.



## Guiding Principle 1: Putting People First

- Ensuring that the Nation's Council and Administration are accountable and make wise, fair & well-informed decisions.



## Guiding Principle 2: Leading Responsibly

- Empowering the Nation's administrative leaders to take on the day-to-day tasks and make the decisions they were hired to do.
- The Chief and Council will adjust their roles to focus on long-term strategies that build a bright future for the Nation.
- Chief and Council together will ensure there is effective Administration, approve budgets and policies, and develop laws.
- Council will also step back from the day-to-day management of Ochapowace business entities by appointing a CEO and Board of Directors for Atoskewin.



**Guiding Principle:**  
**Balancing  
the Roles of  
Politics and  
Business**



- Improving services to citizens through clearly outlined policies and improvements to processes.
- Putting in place necessary controls and establishing levels of authority.
- Establishing clear service standards.



**Guiding Principle:**  
**Improving  
Organizational  
Structure,  
Policies and  
Processes**

- Achieving our vision for a bright future and ultimately achieving self-determination.



**Guiding Principle:**  
**Building a**  
**Brighter**  
**Future:**

- Regular progress reporting to citizens and stakeholders
- Information will be made available to citizens



**Guiding Principle:**  
**Transparency**



- Develop structures, controls, processes and policies that meet the long-term needs of the Nation and can be built upon over time.



**Guiding Principle:**  
**Long-term  
Sustainability**

# What have we done so far?

- Set a new overall structure of governance for Ochapowace First Nation
- Established a mandate structure for Council rather than a portfolio structure
- Identified specific mandates along with key priorities for each mandate
- Established a revised organizational structure for operations, programs and services
- Established position descriptions for Chief, Headpersons, and Executive Director (renamed Director of Operations to Executive Director)
- Established Terms of Reference (TOR) for Treasury Board & TB Chair position description
- Drafted a Whistleblower Policy
- Drafted Conflict of Interest and Conflict of Commitment Policy & Declaration
- Created a Council Meeting Charter and Confidentiality Agreement
- Drafted Office of the Clerk TOR and Clerk position description
- Created TOR for Dispute Resolution Office attached to Office of the Clerk
- Created TOR for Taskforces
- Scoped parameters for Family Representatives
- Appointed Council as the interim Board of Directors of Atoskewin
- Drafted Atoskewin Business Charter
- Drafted Atoskewin position descriptions for Directors, Chair, CEO
- Created Atoskewin Conflict of Interest/Conflict of Commitment Policy and Declaration
- Reviewed Atoskewin Investment Portfolio

# Council Commitment to Transparency of Governance

## Principles:

- Sharing information and acting in an open manner
- Allows citizens and/or stakeholders access to information of a public nature that may be critical to uncovering irregularities and defending their interests
- Create effective procedures for public decision-making and open channels of communication between citizens and/or stakeholders and officials
- Make a wide range of information available easily to all citizens who will be affected by such decisions and the application of these decisions
- Ensuring the criteria, process and systems of decision-making are openly known to all in a public manner
- Embed the principles of transparency of governance into the Nation's Constitution, or in a Law.



# Seven Generations

- Elders have taught us that "the decisions we make today should result in a sustainable world seven generations into the future".
- Using this thinking, Council is taking on a role that is more forward-looking and builds a brighter, more prosperous future. Protection of our lands, people, language, culture and traditions.
- Guided by this philosophy, we are moving from the portfolio structure to mandate structure

# Moving from Portfolios to Mandates

- We eliminated the Portfolio structure and assigned specific mandates to each Council member
- Mandates are focused on the future needs of the Nation
- The management of existing day-to-day programs and services will be the sole responsibility of the Administration, but will continue to be monitored by Council
- Consequently Council members will not have responsibility for specific Program and Service areas. Directors will report only to the EDO and not take direction from individual Council members
- The Council as a body will be the decision maker, as opposed to individual members of Council.
  - This will prevent any real or perceived conflicts of interest
  - Helps ensure fair and equitable treatment of all citizens

# Ochapowace Nation Mandates:

Nation to Nation Relationships, Treaties & Trusts

Wealth Creation

Justice & Laws

Language & Culture

Lifelong Learning - Education Training & Employment

Health & Wellness

Land, Natural Resources & Infrastructure



# Ochapowace Chief & Council Mandates

## **Nation to Nation Relationships, Treaties & Trusts:**

Lead: Okimaw Iskeww Margaret Bear

## **Wealth Creation:**

Lead: Headwoman Shelley Bear;

Vice Lead: Headman Luke George

## **Justice & Laws:**

Lead: Headwoman Lynn Bear;

Vice Lead: Headwoman Audrey Isaac

## **Language & Culture:**

Lead: Headman Luke George;

Vice Lead: Headman Ross Allary

## **Lifelong Learning, Education & Employment:**

Lead: Headwoman Petra Belanger;

Vice Lead: Headwoman Lynn Bear

## **Health & Wellness:**

Lead: Headwoman Audrey Isaac;

Vice Lead: Headwoman Petra Belanger

## **Land, Natural Resources & Infrastructure:**

Lead: Headman Ross Allary;

Vice Lead: Headwoman Shelley Bear

# NATION TO NATION RELATIONSHIPS, TREATIES AND TRUSTS

- Nation to Nation relationships, Treaties and Trusts are the most important foundations to Nationhood and self-government. They set the parameters of how the Nation will co-exist with the Federal and Provincial governments of Canada. This mandate will assist in the oversight & development of relationships with other Nations, governments and entities to promote and ensure the interests of the Nation.
- The overall objective of this mandate is to lead our Nation towards self-government, and in the evolution of programs and services, laws, and the Constitution of the Nation.





# WEALTH CREATION

- The Wealth Creation mandate will assist in the oversight and direction of entities owned by Ochapowace Nation involved in wealth creation, such as Atoskewin; and in the promotion and development of programming to assist in citizen entrepreneurship.
- The objective of the Wealth Creation mandate is to work towards the creation of new and sustainable streams of wealth for our Nation; both collectively on behalf of the Nation and for the individual betterment of our citizens through entrepreneurship opportunities and job creation.





# JUSTICE AND LAWS

- As a sovereign Nation we will establish and enforce our own set of laws, which apply to Nation Lands and its people. In order to be recognized as a self-governing Nation, we need our own Laws that will govern us. The Justice & Laws mandate will assist in the oversight, development and enhancement of Laws and Bylaws for our Nation & its entities. Once our judicial system has been created you will also work closely with them as they adjudicate our laws.
- The overall objective of this mandate is to ensure that our Nation has in place appropriate laws that meet our needs for sustained peace, prosperity, health and wellness, and governance.





# LANGUAGE AND CULTURE

- The Language and Culture mandate will protect, preserve and promote our language and culture as given to us by the Creator. We desire to lay a solid learning foundation for the revitalization of our culture and language.
- The overall objective of this mandate is to ensure that our language and traditional culture are preserved and fostered, so that we may live in harmony, carry on the traditions and ceremonies of our ancestors and teach future generations about our Nation and heritage.





# LIFELONG LEARNING, EDUCATION & EMPLOYMENT

- In partnership with parents, families and the community, we will strive to build a more inclusive curriculum that will foster an environment to nurture and promote lifelong learning. Our inclusive learning environment will ensure each individual is valued and that they are treated with dignity and respect.
- The overall objective of this mandate is to ensure that our citizens have every opportunity to realize their dreams and potential through access to education, training and employment.





# LAND, NATURAL RESOURCES & INFRASTRUCTURE

- Ochapowace Nation is the proud steward of homelands and traditional territory. We need to protect and enhance our natural resources, minerals, trees, air, land and water; our wildlife, fish and the ecosystems that sustain all life. We will ensure that all means are executed to exert our right to self-determination and self-government over our lands.
- The overall objective of this mandate is to ensure that the lands and resources within the Nation's territory are effectively managed and protected for the benefit of our current and future citizens, and that we provide the infrastructure to our citizens to ensure they are able to enjoy access to the amenities and structures appropriate for our way of life.





# HEALTH AND WELLNESS

- Wellness is the foundation behind a healthy community. We will ensure the treaty “Medicine Chest” promises are upheld to the highest standard.
- We will take a more proactive and holistic approach to provide the services our people require. We need to provide quality wellness and health care services in a caring and supportive environment. This means our efforts to support wellness for the individual must include working to create a healthy community that supports the well-being of its members. We will act with integrity and respect and a commitment to confidentiality. We will respect the well-being and dignity of each patient.
- The overall objective of this mandate is to ensure that citizens are aware of the resources available to them to lead full and healthy lives and that those resources are available and accessible on a timely and effective basis.



# Restructuring of the Administration

## Empowering the Administration

- Administration takes on full responsibility for the management of all day-to-day operations of the Nation without political interference.

## Executive Director of Operations leads Administration

- Director of Operations position becomes **Executive Director of Operations**.
- Responsible for day-to-day management of the Administration.
- Responsible for executing the Ochapowace Nation Strategic Plan that is approved by Council.

## Council provides direction and monitors the Administration through the Executive Director of Operations

- Approves the annual Ochapowace Nation Strategic Plan.
- Approves budgets, policies and procedures.
- Supervises the EDO.
- Reports to citizens.



# What changes are being made?

- Redefined Roles for Chief and Council
- Reorganization of Programs and Services
- Move from Standing Committees to Taskforces
- Created New Policies
  - Conflict of Interest Policy
  - Whistle Blower Policy
- Created New Terms of Reference
  - Council
  - Treasury Board
  - Dispute Resolution Office
  - Clerk's Office
  - Taskforces
- Created New Position Descriptions
  - Chief and Council Members
  - Executive Director of Operations
- Atoskewin
  - Appointing new board and CEO

# Treasury Board

- The Treasury Board plays an important role in reviewing the Nation's accounting, risk management, internal control practices, and protection of the Nation's assets.
- The Treasury Board also serves to provide confidence in the integrity of these practices.
- The Treasury Board performs this role by providing independent advisory and assurance services to the Council.

# Clerk's Office

The Clerk's Office mission is to build citizen's trust and confidence in the government of Ochapowace Nation.

The primary services include:

- administering the Nation's elections
- managing the decision-making process by supporting Council and committee meetings
- making information accessible to the citizens while protecting privacy
- providing leadership in matters of protocol
- providing administrative support to Members of Council
- administering the Dispute Resolution Office.



# Dispute Resolution Office

In the event that citizens are not satisfied with a program or service decision made by the Ochapowace administration. Citizens can appeal the decision to the Dispute Resolution Office.

The Dispute Resolution Office offers a fair and equitable resolution to issues for all citizens, by ensuring there are no real or perceived conflicts of interest.

Members:

- 3 members of Council
- 2 independent members

# Taskforces

- We will be establishing a Taskforce structure in place of Standing Committees.
  - Taskforces will be created as necessary and with a specific purpose and timelines.
  - Taskforces will be utilized by Council and Administration in order to:
    - Provide information and recommendations.
    - Gather feedback and input.
  - Taskforces are not decision-making bodies.



# OCHAPOWACE NATION STRUCTURE

## Programs & Services

### Administration

- Land
- Natural Resources
- Livestock
- Accounting
- Accounts Payable
- Accounts Receivable
- Procurement
- Registry
- Taxation
- Human Resources
- Communications
- Information Technology

### Education

- Employment Readiness
- Labour Force Development

### Infrastructure

- Housing
- Public Works
- Multiplex
- Community Buildings

### Human Services

- Social Development
- Health
- Language
- Elders
- Justice
- Income Support
- Sport, Culture & Recreation



# Questions?

