



SUCKER CREEK FIRST NATION
STRATEGIC PLAN: April 2019 – March 2022

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Sucker Creek First Nation

SCFN Strategic Plan

For the Periods Ending: 2020 to 2022

Summary

This document comprises the Nation Strategic Plan for Sucker Creek First Nation, including:

Mission, vision and guiding principles

Objectives - Three Years

Objectives - Next Year

Prepared by: Tope Roth BA, CPA, CGA.

Mission, Vision and Guiding Principles

Mission

We will lead the development of strategies and actions to strengthen our community and improve the well-being and self-reliance of our members. Sucker Creek First Nation will strive for economic sustainability by engaging with industry partners to develop and/or promote commercial development in creating employment and training for membership in our Treaty 8 Traditional Lands. We will serve our Membership by striving for economic self-sufficiency (sustainability), preservation of our language and culture, and protection of our traditional land and treaty rights.

Vision

Sucker Creek First Nation members will strive to obtain economic prosperity and continue to strengthen and preserve our Community, Culture, Language and Traditions.

Guiding Principles (Values)

A Nation that will uphold the following Cultural Values (Natural Law) in all that we do and with all people we interact with now and in the future.

Seven Teachings of Natural Law:

- Love
- Honesty
- Courage
- Truth
- Respect
- Humility
- Wisdom

Objectives - Long Term (Three Years)

Objective:

Sucker First Nations Chief and Council has developed a list of overall objectives for they would like to tackle in their three-year term, which can be continued on after their term has been concluded.

- Indigenous Tourism
- Green House Initiative
- Funding and research into building a Multiplex Centre
- Revision of the Custom Regulations and Natural Laws
- Creating a Community Support Committee
- Indigenous Culture teaching to be included in the education system
- Seeking Funds to rebuild the SCFN Administrative Band Office
- Review and revision of the SCFN residency By-Laws and Codes
- Hemp Project
- First Nation Training Institute

Objectives - Short Term (One Year)

Objective:

- Updated and revised policies and procedures for all departments
 - Bullying Policy
 - Social Media Policy
 - Drug Policy
- Accreditation for the Daycare
- Identify available lands the Nation can acquire for potential initiatives

Sucker Creek First Nation Strategic Plan

- Revisions to the Website to be a useful tool for the SCFN membership
- Highway 2A maintenance and safety
- Gravel for the roads (ongoing)
- Industrial site clearing (ongoing)
- Feedback on the Economic Development Survey
- Gaming License
- Restructuring the SCFN departments

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	Action	Who's Involved	2019/2020	2020/2021	2021/2022	Status/ Progress Notes
Short Term Objectives (One Year)	Updated and revised policies and procedures for all departments	<ul style="list-style-type: none"> Paulette Campiou Tope Roth 	X			
	Accreditation for the Daycare	<ul style="list-style-type: none"> Paulette Campiou Alvin Cardinal 	X			
	Identify available lands the Nation can acquire for potential initiatives	<ul style="list-style-type: none"> Paulette Campiou Alvin Cardinal Barb Okemow 	X			
	Revisions to the Website to be a useful tool for the SCFN membership	<ul style="list-style-type: none"> Paulette Campiou Debbie Willier 	X			
	Highway 2A maintenance and safety	<ul style="list-style-type: none"> Roderick Willier Chief and Council 	X			
	Gravel for the roads (ongoing)	<ul style="list-style-type: none"> Roderick Willier 	X			
	Industrial site clearing (ongoing)	<ul style="list-style-type: none"> Paulette Campiou 	X			
	Review the SCFN residency By-Laws and Codes - Immediate concerns	<ul style="list-style-type: none"> Barb Okemow Noella Willier 	X			
	Feedback on the Economic Development Survey	<ul style="list-style-type: none"> Chief and Council 	X			
	Gaming License	<ul style="list-style-type: none"> Barb Okemow Alvin Cardinal 	X			
	Cemetery Policy	<ul style="list-style-type: none"> Allan Willier Paulette Campiou 	X			
	Restructuring the SCFN departments	<ul style="list-style-type: none"> Barb Okemow Tope Roth 	X			
	Long Term Objectives (Three Years)	Indigenous Tourism	<ul style="list-style-type: none"> Paulette Campiou 	X	X	X
Green House Initiative		<ul style="list-style-type: none"> Paulette Campiou Alvin Cardinal 	X	X	X	
Funding and research into building a Multiplex Centre		<ul style="list-style-type: none"> Alvin Cardinal Tope Roth 	X	X	X	
Seeking Funds to rebuild the SCFN Administrative Band Office		<ul style="list-style-type: none"> Chief and Council Tope Roth 	X	X	X	
Revision of the Custom Regulations and Natural Laws, Sovereignty		<ul style="list-style-type: none"> Alvin Cardinal Chief and Council 	X	X	X	
Creating a Nation Support Committee		<ul style="list-style-type: none"> Barb Okemow 	X	X	X	
Indigenous Culture teaching to be included in the education system		<ul style="list-style-type: none"> Paulette Campiou Alvin Cardinal 	X	X	X	
Hemp Project		<ul style="list-style-type: none"> Paulette Campiou Alvin Cardinal 	X	X	X	
First Nation Training Institute		<ul style="list-style-type: none"> Alvin Cardinal Noella Willier 	X	X	X	
Review the SCFN residency By-Laws and Codes - Review and Revision	<ul style="list-style-type: none"> Barb Okemow Noella Willier 	X	X	X		

Sucker Creek First Nation

Governance

For the Periods Ending: 2020 to 2022

Summary

This document comprises the support center plan for SCFN Governance.

Prepared by: Tope Roth BA, CPA, CGA.

Objectives

Objective:

- Develop, adapt, enhance Governance Frameworks
- Effectively communicate with membership
- Enhance ability of leadership to effectively govern
- Establish a strategic planning committee

Strategy to achieve objective:

Review and uphold the SCFN Code Ethics of Conduct, Financial Custom Laws and Membership Code. Chief and Council will ensure relevant information is made available to membership, whilst being available to address members issues at the band office, in the community and at monthly band intake. Professional development in the areas of governance and leadership will be ensure Chief and Council are prepared to address the ongoing challenges.

Who/When:

- Chief and Council
- Nation Manager

First quarter progress

Governance Strategic Plan Summary

- The Code of Conduct is signed by the Newly Elected Chief and Council.
 - Budgets are approved for the upcoming fiscal year.
 - Chief and Councils professional development plan has been established
-

Second quarter progress

- Chief and Council governance training policy has been established
-

Third quarter progress

- Strategic Planning Committee has been established.
-

Fourth quarter progress

- Revision of the Custom Election Code has started
- Revision to the Membership Code has started
- Leadership has completed their established professional development plans

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Obectives	Action	Who's Involved	2019/2020	2020/2021	2021/2022	2022/2023	Successful Outcome Indicators	Status/ Progress Notes
Develop, adapt, enhance Governance Frameworks	Review the SCFN Code of Conduct, Ethics and Procedures for potential conflict with the Election Code.	<ul style="list-style-type: none"> Chief & Council Membership for ratification 	X				The Code of Conduct is signed by the Newly Elected Chief and Council.	
	Uphold the SCFN Code of Conduct Ethics and Procedures	<ul style="list-style-type: none"> Chief & Council Nation Manager 				X	Code of Conduct, Ethics and Procedures is followed.	Signing at time of each election
	Implement and uphold the SCFN the Finance Custom Law through a formal/written binding process for staff, Leaders and Administrators.	<ul style="list-style-type: none"> Chief & Council Nation Manager Program Directors 	X	X	X		The policy enables, guides and governs effective financial management.	Annual fiscal year end reviews
	Review and revision of Election Code and Membership Code	<ul style="list-style-type: none"> Chief & Council Nation Manager Program Directors Membership 	X	X			These documents are accepted and signed by The Minister of Indigenous Services Canada to ensure consistency and to avoid contradiction.	Work in progress.
	Review portfolio structure	<ul style="list-style-type: none"> Chief & Council 					<ul style="list-style-type: none"> Portfolios have been identified Effective advocacy and advisor to the programs Reviewed quarterly 	Chosen at the beginning of each term and reviewed annually
	Review committee operations and structure	<ul style="list-style-type: none"> Chief & Council 		X			<ul style="list-style-type: none"> Chief and Council establish Committees via call out to members as per terms of reference and as required Presentation at time of annual audit 	C&C to review qtrly reports & conduct ann.rev.
	Establish a Strategic Planning Committee.	<ul style="list-style-type: none"> Chief & Council Nation Manager Program Directors 					<ul style="list-style-type: none"> Chief and Council establish Committees via call out band admi staff. Presentation at Annual Budget meetings 	
Effectively communicate with membership	<ul style="list-style-type: none"> continue monthly newsletter update website community town hall meetings canvassing household by household monthly band intake meetings continue to make monthly Council meeting minutes available to membership 	<ul style="list-style-type: none"> Chief & Council Nation Manager Program Directors Website developer 	X	X	X		<ul style="list-style-type: none"> Monthly newsletter distribution Website completion Quarterly town hall meetings 	
Enhance ability of leadership to effectively govern	<ul style="list-style-type: none"> Orientation at beginning of each term (1 week) Annual refreshers (1 day) Governance training within first quarter of first year of term for each elected councillor Support professional development for Leadership. Chief & Council to develop Governance Training policy. 	<ul style="list-style-type: none"> Nation Manager Chief and Council 	X	X	X		Leadership successfully complete professional development, and increase their knowledge and abilities. Governance abilities increase.	

Sucker Creek First Nation

Administration & Finance

For the Periods Ending: 2020 to 2022

Summary

This document comprises the highlights of the strategic plan for SCFN Administration and Finance.

Prepared by: Tope Roth BA, CPA, CGA.

Objectives

Objective:

- Effectively manage and monitor SCFN Financial Custom Law and Policies
- Improve programming and services delivered to the members
- Ensure accountability of SCFN employees

Strategy to achieve objective:

Update, implement and reinforce SCFN administrative policies and procedures across all departments. SCFN Administrative managers and directors will ensure staff understand the budgeting and reporting requirements, and the staff have resources and software required to effectively and efficiently perform their duties. SCFN Administration will strive to maintain a positive environment and support staff professional development.

Who/When:

Nation Manager

Program Directors

Employees

First quarter progress

- The Policy and Procedures Manual is approved, followed and adhered to, and effectively guides the actions and operations of Administration.
 - An organizational structure is developed and approved and is implemented through inclusion in the SCFN Policy and Procedures Manual.
-

Second quarter progress

- The Human Resources Policy is approved, followed and adhered to.
 - A new accounting and administrative software have been sourced, presented and implemented.
-

Third quarter progress

- Updated roles and responsibilities and new performance evaluations for all staff
 - Updated job descriptions
 - Updated Orientation Manual
-

Fourth quarter progress

- Budgets presented to Chief & Council in a clear and understandable manner.
- Budgets and Cash Flow projections presented to Chief & Council the 3rd week of February preceding the upcoming new fiscal period.

Obectives	Action	Who's Involved	2019/2020	2020/2021	2021/2022	Successful Outcome Indicators	Status/ Progress Notes
Effectively manage and monitor SCFN Financial Custom Law and Policies	Establish an organizational structure for Sucker Creek First Nation Administration.	<ul style="list-style-type: none"> Chief and Council Nation Manager 	X			An organizational structure is developed and approved, and is implemented through inclusion in the SCFN Policy and Procedures Manual.	
	Revise and implement the SCFN Policy and Procedures Manual .	<ul style="list-style-type: none"> Chief and Council Nation Manager 	X			The Policy and Procedures Manual is approved, followed and adhered to, and effectively guides the actions and operations of Administration.	
	Review, approve and implement the SCFN Human Resource Policy. <u>Supporting Action:</u> Ensure an appropriate policy statement and procedures outlining support for staff in professional development aspirations are included in the Policy Manual.	<ul style="list-style-type: none"> Chief and Council Nation Manager Program Directors 	X			The Human Resource Policy is approved, followed and adhered to. Leads to effective and efficient organizational operation and a high level of service to the SCFN members through trained, motivated and competent employees.	
	Update orientation manual	<ul style="list-style-type: none"> Nation Manager Program Directors 	X			<ul style="list-style-type: none"> Updated Orientation Manual 	
	Find and alternate software soltion for the adminstraive office.	<ul style="list-style-type: none"> Nation Manager Program Directors employees 	x			Use the P&ID funding to source a new Accounting and Administrative software Train staff on new software Implement new program	
	Clarify policy, budgeting & reporting processes with staff	<ul style="list-style-type: none"> Program Directors Finance Director Nation Manager 	X	X	X	<ul style="list-style-type: none"> Budgets followed by Directors. Budgets presented to Chief & Council in a clear, understandable manner Budgets and Cash Flow projections presented to Chief & Council the 3rd week of February preceding the upcoming new fiscal period. Review and update the Strategic Plans quarterly by programs directors to determine if established targets are being meet. 	
Improve programming and services delivered to the members	Clarification of roles & responsibilities of all staff positions Update (including job descriptions & performance evaluations)	<ul style="list-style-type: none"> Chief and Council Nation Manager Program Directors 	X	X	X	<ul style="list-style-type: none"> Updated roles and responsibilities and new performance evaluations for all staff Updated job descriptions 	
	Develop and implement Departmental policies	<ul style="list-style-type: none"> Nation Manager Program Directors 	X	X	X	<ul style="list-style-type: none"> Effective management Synergies between departments 	
	Update orientation manual	<ul style="list-style-type: none"> Chief and Council Nation Manager Program Directors 	X	X	X	Department reports submitted monthly to Chief & Council	
Ensure accountability of SCFN employees	Establish process for External meetings reporting back process	<ul style="list-style-type: none"> Chief and Council Nation Manager Program Directors employees 				External meetings reported on to the chain of command and ultimately to Chief & Council	
	Establish a strategic planning committee	<ul style="list-style-type: none"> Chief and Council Nation Manager Program Directors employees 	x	x	x		

Sucker Creek First Nation

Economic Development

For the Periods Ending: 2020 to 2022

Summary

This document comprises the Strategic Plan for SCFN Economic Development

Prepared by: Tope Roth BA, CPA, CGA.

Objectives

Objective:

- Operate proactively, with a long-term perspective, maximizing the use of limited resources.
- Enhance the self-reliance and economic well-being of SCFN members thru programming delivery.
- Develop an area of land on reserve specifically designated for economic development.
- Develop and maintain positive relationships with government, industry and training/education stakeholders.
- Operate and manage Sucker Creek Holdings Ltd. to maintain fire tack member status and create employment opportunities.
- Effectively communicate programming and other economic development & human resource development initiatives with SCFN Programs & Services and community members.
- Ensure that all members of the working age population have the education, training and experience required to succeed in employment.
- Expand community services as required to remedy any systemic barriers to employment for the population resident on-reserve.

Economic Development Strategic Plan

Strategy to achieve objective:

Assess SCFN's current economic profile and environment and set the economic development goals. Enhance the self-reliance and the economic well-being of its members, through entrepreneurship and business development.

Communication with the members of the SCFN community, as well as other SCFN Programs and Services are essential for successful program delivery.

Who/When:

Economic Development Director

Chief & Council

Consultation Department

First quarter progress

- Develop a 5-year strategy
- Apply for, implement and manage social investment funding from industry stakeholders

Second quarter progress

- Develop & maintain an inventory of the working age population, (confidential, searchable electronic database).
- Delivery of Small Business Assistance Programs
- Develop and implement training programming required by contractors from off-reserve (e.g., construction) to employ local labour and facilitate on-the-job training.

Third quarter progress

- Develop & maintain an inventory of the working age population, (confidential, searchable electronic database).
- Determination of development initiatives on Designated Lands

Fourth quarter progress

- Develop a comprehensive Human Resource Development Plan.

Objectives	Action	Who's Involved	2019/2020	2020/2021	2021/2022	Successful Outcome Indicators	Status/Progress Notes
1. Operate proactively, with a long term perspective, maximizing the use of limited resources.	1.1 Develop a 5 year strategy	<ul style="list-style-type: none"> Ec Dev Director 	X			A strategy that is of use and of benefit to the Director, Nation Manager and Chief & Council	
	1.2 Review and update and maintain annually	<ul style="list-style-type: none"> Ec Dev Director Nation Manager 		X	X		
2. Enhance the self-reliance and economic well-being of SCFN members thru programming delivery.	2.1 Delivery of Small Business Assistance Programs	<ul style="list-style-type: none"> Ec Dev Director 				<ul style="list-style-type: none"> Entrepreneurship training is available to all Nation members living on reserve/small business people working as sub-contractors to band owned corporations - including exposure to successful FN business people as role models/mentors. Awareness by interested members of the type of business opportunities controlled by the First Nation (e.g., school bussing, house construction, retail businesses on-reserve, contracts from the primary resource sector) that are available to businesses privately owned by members. Program run and managed in accordance with the guidelines 	
	2.2 Delivery of Traditional Arts & Crafts, Hunting, Fishing & Trapping and Agriculture Programs	<ul style="list-style-type: none"> Chief & Council (as required) 	X	X	X		
3. Develop an area of land on reserve specifically designated for economic development.	3.1 Assess Infrastructure Costs for Development of specified 12 acre portion of Designated Lands	<ul style="list-style-type: none"> Chief & Council Nation Manager Ec Dev Director 	X			Costs determined. Fundraising activities started.	
	3.2 Determination of development initiatives on Designated Lands	<ul style="list-style-type: none"> Consultants 	X	X		Initiative(s) determined & plans developed.	
	3.3 Develop Infrastructure of parcel on Designated Lands	<ul style="list-style-type: none"> Engineering/ construction companies TBD 			X	Infrastructure development completed.	
4. Develop and maintain positive relationships with government, industry and training/education stakeholders.	4.1 Network effectively with stakeholders (e.g., to obtain information regarding employment opportunities)	<ul style="list-style-type: none"> Ec dev director 				<ul style="list-style-type: none"> Current information on available funding assistance for HRD & Ec Dev activities Direct training to employment linkages Training providers aware of and responsive to SCFN training needs Report results to key stakeholder(s). 	
	4.2 Apply for, implement and manage social investment funding from industry stakeholders	<ul style="list-style-type: none"> Consultation 	X	X	X		
	4.3 Develop and distribute info pamphlet(s) for various events	<ul style="list-style-type: none"> Chief & Council 					
5. Operate and manage Sucker Creek Holdings Ltd. to maintain fire tack member status and create employment opportunities.	5.1 Apply for government/industry funding	<ul style="list-style-type: none"> Ec Dev Director 				<ul style="list-style-type: none"> fire tack member status maintained 	
	5.2 Hiring and manage SCFN members as required	<ul style="list-style-type: none"> Chief & Council 	X	X	X	<ul style="list-style-type: none"> employment opportunities created and annual contractual obligations met. 	
	5.3 Purchase & manage assets	<ul style="list-style-type: none"> Finance Clerk 					
	5.4 Manage program(s)						
	5.5 Report on results to Chief and Council and gov't/industry partner						

Objectives	Action	Who's Involved	2019/2020	2020/2021	2021/2022	Successful Outcome Indicators	Status/Progress Notes
6. Effectively communicate programming and other economic development & human resource development initiatives with SCFN Programs & Services and community members.	Direct communication with members: <ul style="list-style-type: none"> Open house meetings/info sessions Monthly Newsletter Door to door visits Information sent to homes via kids (distribution on school busses) With non-members (via website) 	<ul style="list-style-type: none"> Ec Dev Director Portfolio holder 	X	X	X	Members of the SCFN labour force are: <ul style="list-style-type: none"> Attending info sharing events/website Verbal feedback (i.e. testimonial by elders, requests from community members for more info sessions) Growth in awareness and knowledge of FNDF, Social Programs, Learning Centre Training Programs, Social Initiatives, Counselling/career development services offered by Alberta Works 	
7. Ensure that all members of the working age population have the education, training and experience required to succeed in employment.	7.1 Develop & maintain an inventory of the working age population, (confidential, searchable electronic database).	<ul style="list-style-type: none"> Ec Dev Director Data input clerk 	X	X	X	Inventory developed and updated annually.	
	7.2 Develop a comprehensive Human Resource Development Plan.	<ul style="list-style-type: none"> Ec Dev Director Social workers Education Director 				HRD Plan developed and updated annually	
	7.3 Enlist the support of Chief & Council in "marketing" investment in the Human Resource Development Plan.	<ul style="list-style-type: none"> Ec Dev Director 				Resources required are invested by, and to the satisfaction of, key stakeholders	
	7.4 Efficiently manage Learning Centre	<ul style="list-style-type: none"> Ec Dev Director 				Number of courses/programs held annually.	
	7.5 Develop and maintain an inventory of on-reserve employment opportunities which no qualified members are available, and provide active counseling and post-secondary education services to enable members to develop the educational qualifications and work experience required to qualify to take over these jobs.	<ul style="list-style-type: none"> Ec Dev Director Ec Dev Assistant 				<ul style="list-style-type: none"> Building and maintaining infrastructure (e.g. water, sewer, power, gas and roads) jobs are filled by Nation members 	
	7.6 Develop and implement training programming required by contractors from off-reserve (e.g., construction) to employ local labour and facilitate on-the-job training.	<ul style="list-style-type: none"> Ec Dev Director Project manager Contractor 				<ul style="list-style-type: none"> Local labour employed On-the-job training provided 	
	7.7 Support existing SCFN employees in upgrading their qualifications so they can progress in their careers with the SCFN, including secondments to other governments and employers off-reserve.	<ul style="list-style-type: none"> Ec Dev Director LSLIRC HRD Education Director 				<ul style="list-style-type: none"> Advancement of SCFN employees 	
8. Expand community services as required to remedy any systemic barriers to employment for the population resident on-reserve.	8.1 Coordination of transportation 8.2 Provision of daycare services 8.3 Coordination of drug testing	<ul style="list-style-type: none"> Ec Dev Director 	X	X	X	<ul style="list-style-type: none"> Number of people using the transport van Reduced or eliminated barriers to employment 	

Sucker Creek First Nation

Housing & Public Works

For the Periods Ending: 2020 to 2022

Summary

This document comprises the Strategic Plan for SCFN Housing and Public Works.

Prepared by: Tope Roth BA, CPA, CGA.

Objectives

Objective:

- Effectively manage SCFN housing assets
- Remain responsive to the growing housing needs in the community
- Effective delivery of housing services

Strategy to achieve objective:

The Housing and Public works department will update the current policies and procedures use to administer the department. A updated housing asset list will be maintained, which will allow for the creation of a current and future housing demands schedule. A housing maintenance schedule will be required to ensure the needs of the community are met.

Who/When:

Director of Housing and Public Works

Nation Manager

Works Coordinator

Staff

First quarter progress

Housing and Public Works Strategic Plan

- Update department policies and procedures
- Updated maintenance schedule

Second quarter progress

- Revise the community housing policies
- Monitor the strategy for continued rent collection

Third quarter progress

- Assess the current and future housing demands
- Plan for an increase in supply
- Begin staff performance evaluations

Fourth quarter progress

- Develop the annual training plan for the next fiscal period.

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Obectives	Action	Who's Involved	2019/2020	2020/2021	2021/2022	Successful Outcome Indicators	Status/ Progress Notes
Effectively manage SCFN housing assets	<ul style="list-style-type: none"> Develop and maintain an inventory of all housing assets Continue to input data into TSAG's HCAP database Complete survey of housing maintenance history, occupancy, current condition. 	<ul style="list-style-type: none"> HCAP Students Housing and Public Works Coordinator Housing/Public Works Director 	X	X	X	<ul style="list-style-type: none"> Up to date and current inventory that is maintained on an ongoing basis Easily accessible information 	
	<ul style="list-style-type: none"> Develop and maintain a housing maintenance schedule Continue to input data into TSAG's HCAP database 	<ul style="list-style-type: none"> HCAP Students Housing and Public Works Coordinator Housing/Public Works Director 	X	X	X	<ul style="list-style-type: none"> Up to date and current maintenance schedule that is maintained on an ongoing basis Easily accessible information 	
Remain responsive to the growing housing needs in the community	<ul style="list-style-type: none"> Assess the current and future housing demand plan for an increase in supply subdivision/batch development options 	<ul style="list-style-type: none"> Housing and Public Works Coordinator Housing/Public Works Director 	X	X	X	Housing constructed compared to response to call out is similar	
Effective delivery of housing services	Clarification of roles & responsibilities of all staff positions Update (including job descriptions & performance evaluations)	<ul style="list-style-type: none"> Housing and Public Works Coordinator Housing/Public Works Director 	X	X	X	<ul style="list-style-type: none"> Updated roles and responsibilities and new performance evaluations for all staff Updated job descriptions 	
	Develop and implement Departmental Policies	<ul style="list-style-type: none"> Housing/Public Works Director 	X	X	X	<ul style="list-style-type: none"> Effective management Synergies between departments 	
	Ensure regular departmental Reporting to Nation Manger and C&C	<ul style="list-style-type: none"> Housing/Public Works Director 	X	X	X	Department reports submitted monthly to Chief & Council	
	<ul style="list-style-type: none"> Develop Housing Policies Revision of policy currently proposed to C&C 	<ul style="list-style-type: none"> Chief and Council Nation Manager Housing/Public Works Director 	X			Approve Housing Policies the community can reference	
	Develop and maintain annual training plans for management and housing staff	<ul style="list-style-type: none"> Management and staff 	X	X	X	Contiued Knowledge and development to provides a better service to the community.	

Sucker Creek First Nation

Education

For the Periods Ending: 2020 to 2022

Summary

This document comprises the Strategic Plan for SCFN Education.

Prepared by: Tope Roth BA, CPA, CGA.

Objectives

Objective:

- Maintain health, food preparation and service, building safety standards
- Effective management of all funding
- Coordinate Programming Logistics to remove/avoid any obstacles to service provision
- Ensure policies and agreements are current

Strategy to achieve objective:

Staying up to date on certification standards and maintain regular reporting. Existing funding agreement will be followed, and new funding opportunities will be sought after to increase funding. The children and students need will be met through daycare and lunch programs and living allowances. Updated policies, accreditation and new service agreements are key components to provide the services the community requires.

Who/When:

Education Director

Education Counsellor

Chief and Council

Nation Manager

Staff

First quarter progress

- Regular Reporting
 - Updated policies
 - Begin work on updating the Service Agreements
 - Ensure existing agreement are followed
-

Second quarter progress

- Updated policies for K-12 for approval by C&C
-

Third quarter progress

- Manage Student Bus Transportation
 - Review the lunch program
 - Identify students requiring monthly living allowances
-

Fourth quarter progress

- Work on the Daycare Accreditation initiative.

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Obectives	Action	Who's Involved	2019/2020	2020/2021	2021/2022	Successful Outcome Indicators	Status/ Progress Notes
Maintain health, food preparation and service, building safety standards	<ul style="list-style-type: none"> Ongoing awareness/knowledge of certification standards/ requirements Regular reporting in accordance with certification authorities 	<ul style="list-style-type: none"> Education Director Education Counsellor 	X	X	X	Up to date knowledge Effective service delivery	
Effective management of all funding	Ensure existing Funding agreements are adhered to	<ul style="list-style-type: none"> Education Director 	X	X	X		
	Research new funding opportunities and pursue opportunities to increase funding	<ul style="list-style-type: none"> Education Director 	X	X	X		
	Follow up on Innovation in First Nations Education Grant proposal to ensure that the proposal and dollars are being followed and spent properly.	<ul style="list-style-type: none"> SCFN Councillor/ Portfolio holder Chief and Council Education Director Education Counsellor Alberta Education 	X	X		Obtain and utilize grant funding	
	Ensure student receive monthly living allowances	<ul style="list-style-type: none"> Education Department 	X	X	X	Students are supported	
Coordinate Programming Logistics to remove/avoid any obstacles to service provision	Oversee lunch program and high school incentive program in cooperation with FNDF	<ul style="list-style-type: none"> Education Director 	X	X	X	Students receive a proper lunch	
	Manage student bus transportation services	<ul style="list-style-type: none"> Education Director 	X	X	X	Students are on time for school	
	Obtain accreditation for daycare licensed to enable SCFN members to qualify for subsidy.	<ul style="list-style-type: none"> SCFN Councillor/ Portfolio holder Chief and Council Education Director Education Counsellor Alberta Government 	X			Obtain Accreditation	
	Collaborate with HPSD No. 48 to bring land based learning to SCFN.	<ul style="list-style-type: none"> SCFN Councillor/ Portfolio holder Chief and Council Education Director Education Counsellor HPSD representatives 	X	X	X	Traditional knowledge is taught	
Ensure policies and agreements are current	Update policies (K-12 and Post Secondary) and get approved from C&C.	<ul style="list-style-type: none"> Chief and Council SCFN Councillor/ Portfolio holder Nation Manager Education Director Education Counsellor Alberta Education 	X			Implementation of updated policies	
	Replace and update Service Agreement currently in place with HPSD No. 48 & HFCRD No. 37	<ul style="list-style-type: none"> SCFN Councillor/ Portfolio holder Chief and Council Education Director Education Counsellor 	X			New agreement in place	

Sucker Creek First Nation

Health

For the Periods Ending: 2020 to 2022

Summary

This document comprises the Strategic Plan for SCFN Health Department

Prepared by: Tope Roth BA, CPA, CGA.

Objectives

Objective:

- Improve access to Mental Health and Addictions programs

Strategy to achieve objective:

Provide needed services to the community and identify resources for membership to access available services both in the community and outside the community specializing in Mental Health and Addictions.

Who/When:

Health Director

Staff

Ongoing progress

- Work with Health Canada to bring a psychologist to the community
- Utilize telehealth for Mental Health services, Opioid programs, and training opportunities.
- Increase number of workshops and training for community members

Objectives	Action	Who's Involved	2019/2020	2020/2021	2021/2022	Successful Outcome Indicators
Improve access to Mental Health and Addictions programs	Work with Health Canada to bring a psychologist to the community	<ul style="list-style-type: none"> • NNADAP • Public Health • AHS • Transportation 	X	X	X	Psychologist on site 2 days/week twice monthly
	Utilize telehealth for Mental Health services, Opioid programs, and training opportunities.	<ul style="list-style-type: none"> • NNADAP • Public Health • AHS • Transportation 	X	X	X	Increased numbers in usage of telehealth programs/services available to membership (Data to be provided by Health Canada site usage reports)
	Increase number of workshops and training for community members in: <ul style="list-style-type: none"> - Grief Recovery - Anger Management - Medicine Wheel Teachings - Mental Health 1st Aid - Stress & Anxiety - Naloxone training 	<ul style="list-style-type: none"> • NNADAP • Public Health • AHS • Transportation 	X	X	X	Improved participation in workshops and training brought to the community (Data to be collected through evaluations & CBRT reports)
	Identify resources for membership to access available services both in the community and outside the community specializing in Mental Health and Addictions. <ul style="list-style-type: none"> - Referral for treatment - Aftercare programming - Create programming and awareness in regards to the Opioid Crisis 	<ul style="list-style-type: none"> • NNADAP • Public Health • AHS • Transportation 	X	X	X	Develop/Update resource lists for members requiring referrals to external resources
	Increase number of workshops and training for community members <ul style="list-style-type: none"> - Traditional Parenting - 7 Teachings - Traditional Healers - Herb Gathering & Medicine Prep teachings - Conversational Cree - Introductory Cree - Preparing and preserving traditional foods 	<ul style="list-style-type: none"> • Health Centre Employees/Contractors 	X	X	X	Improved participation in workshops and training brought to the community (Data to be collected through evaluations and CBRT reports)
	Contract instructors to teach <ul style="list-style-type: none"> - Introductory Cree - Conversation Cree - Utilize Elders to develop Cree program. 	<ul style="list-style-type: none"> • Health Centre Employees/Contractors 	X	X	X	Increase in member's ability to speak and understand Cree.

Sucker Creek First Nation

Social Development

For the Periods Ending: 2020 to 2022

Summary

This document comprises the Strategic Plan for SCFN Social Development.

Prepared by: Tope Roth BA, CPA, CGA.

Objectives

Objective:

- Empower members toward self-sufficiency, education &/or career development
- Ensure appropriate levels of case management resources are in place
- Improve Upon and Expand existing scope of services
- Increase the level of awareness and knowledge of what Social Development does

Strategy to achieve objective:

Provide services to the community to promote financial self-sufficiency. Education, training and Job referral services will be provided. Collaboration with other departments to ensure job opportunities are identified and available funding opportunities are explored.

Who/When:

Social Development director

Income support workers

Chief and Council

Staff

First quarter progress

- Develop SCFN Departmental Policy to supplement existing ISC policy

Ongoing progress

- Provide referral services to other SCFN departments &/or other off reserve education and training resources
- Identify and address clients needs, providing referrals as required
- Explore funding opportunities

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Objectives	Action	Who's Involved	2019/2020	2020/2021	2021/2022	Successful Outcome Indicators	Status/ Progress Notes
Empower members toward self-sufficiency, education &/or career development	Provide referral services to other SCFN departments &/or other off reserve education and training resources Accurately identifying clients needs Needs are either addressed and/or referred to external service providers	<ul style="list-style-type: none"> • Social Development Director • Income Support Worker • HRD Directory 	X	X	X	Clients not returning to Social Development or use less of the SD resources and moving towards self reliance. Reduced numbers of returning clients	
Ensure appropriate levels of case management resources are in place	Request additional resources for: <ul style="list-style-type: none"> • Counselling services • Client support staff • Job-readiness Work with other departments to explore other funding opportunities	<ul style="list-style-type: none"> • Social Development Director • Income Support Worker • HRD Directory 	X	X	X	Meeting Members' requirements/needs Ability to respond to and assist members with different barriers to employment &/or education or training	
Improve Upon and Expand existing scope of services	Develop SCFN Departmental Policy to supplement existing ISC policy Addresses very basic needs	<ul style="list-style-type: none"> • Social Development Director • Income Support Worker • SCFN Councillor/ Portfolio holder • Chief and Council 	X	X	X		
Increase the level of awareness and knowledge of what Social Development does	<ul style="list-style-type: none"> • Newsletters • Job fair • Info sessions • website 	<ul style="list-style-type: none"> • Social Development Director • Income Support Worker • SCFN Councillor/ Portfolio holder • Chief and Council • Community members 	X	X	X		

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