

TEMAGAMI FIRST NATION

ADMINISTRATIVE GOVERNANCE POLICY

Approved by Council: December 16, 2019

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1. Definitions

“Committee”	refers to a group of people appointed by Council for the purpose of advising the Council or conducting decision-making activities assigned by Council which are convened on a regular long-term basis until or unless they are suspended or disbanded by the Council.
“Executive Director”	means the person who is responsible for leading the day to day administration or management of TFN and who reports directly to Council.
“Officer”	means the Executive Director, the Lands and Resources Director, Finance Manager and any other special project staff with direct reporting to Council
“Standing Committee”	refers to Committees which are meant to have a continued existence.
“Special Committee”	refers to a Committee which is formed for a specific purpose whose organization is dissolved when that purpose has been accomplished.
“Terms of Reference”	is a documented statement of the mandate, objectives, purpose, scope, functions and rules under which a Committee is expected to operate.

2. Introduction

The Chief and Council has developed this set of policies on how it will govern, setting certain rules that it will follow.

Philosophy

We will govern in a manner that clearly demonstrates that all those who are served by Council are equal, including the members of Council itself. We have been elected to protect the interests of the community as a whole and we will have the courage to stand on issues that put the community first.

The role of Council is to establish the mechanism for the community to establish a vision and direction. We will establish frequent and ongoing communication between the Council and the community for the purpose of listening to the voice of the community to identify the needs and the common goals. We will make every effort to provide coordination to the direction and vision they give us. We will translate this vision into strategies in various areas directed toward the overall health, well-being and enhancement of the community and its members. We will try and be open, fair and transparent in all of our dealings, with one another, with the staff and with community members.

During our term in office we will respect community members and treat them with dignity and respect in their dealings with the Temagami First Nation and its staff. We will build and develop our own human resources strategies so that our people are strengthened, community is sustained and the self-esteem of our members is enhanced. In our dealings with those outside the community, we will protect and promote the interests of our members and where conflict threatens to divide us, we will attempt to find a balance between the interests of all parties.

We will provide fairness and stability for the community so that people in future generations will have the knowledge that things will be consistent over time. We will practice our philosophy in our thoughts, words and actions. We will be held accountable to the decisions and actions we take during our term of office.

3. Chief and Council Governance

When matters come before it, the Chief and Council must continually ask itself whether the matter rightfully belongs to the staff (operational matters) or to the Chief and Council (governance matters). Chief and Council will normally not involve itself in operational matters and will restrict its responsibilities to those of governance. The Chief and Council can intervene in operational policies only through an intervention with the Executive Director.

In matters which are governed by Boards of Council, Council reserves the right to intervene with these Departments at the Board level but will not intervene directly with management or staff of these departments.

The Executive Director may seek the opinion of Council or individual Council members on any operational matter. On these occasions the Executive Director is not seeking direction or supervision. Decisions on operational matters remain with the Executive Director.

Membership

The composition of the Temagami First Nation Council is Chief, Second Chief and 6 Council members as per the TFN Tribal Constitution. Membership on the Council is accorded to those Band members duly elected as may be specified in the provisions of the Constitution or any future Election Code.

Members of Council may act both as a Council member and as a member of the staff at the same time. Council members must not use their Council position as a means of exerting influence over other staff members in a way that would be denied another staff member who is not a Council member.

Orientation of New Members

The Executive Director will ensure that new Council members are properly oriented to their governance functions. This will be achieved by:

- Providing information packages and briefing notes to new Council members including but not limited to:
 - The organizational structure
 - these governance policies which include the job description of the Executive Director
 - the annual budget
 - operational policies and procedures
 - the performance review policy and format for the Executive Director other items that the Council feels might be helpful
- inviting new members to attend meetings of the outgoing Council
- encouraging new members or those intending to seek office, to attend annual and quarterly community meetings
- the organization of a joint Managers and Council meeting where new members of Council can gain information on TFN programs and functions
- providing the governance training to new Council members

Member Training

Chief and Council will assume responsibility for the ongoing training of its members in matters related to governance. They will achieve this by:

- inviting staff from time to time to provide an update on trends that may affect Council in its decision making capacity
- encouraging Council members to attend conferences and workshops on new information or policy developments that may have an impact on their governance function
- committing itself to address annually all Council members skills in governance and to offer appropriate training or orientation

Roles and Responsibilities of Chief and Council

Some of the roles of Chief and Council are to:

- a) lobby government on behalf of the community
- b) ensure that policies and procedures are in place
- c) ensure that goals are developed and direction is provided
- d) establish and maintain ongoing dialogue with the community and consult with the community on the development of goals and direction
- e) govern themselves in accordance with their philosophy
- f) continue to educate themselves on how to govern better
- g) hold the Executive Director accountable for the achievement of goals provided to her/him
- h) approve operational policies and ensure that they are lawful and ethical
- i) support the Executive Director in the operational management of the First Nation
- j) ensure fairness for all community members and clients (Status and non-Status individuals) in their dealings with the Council
- k) build and maintain relationships and advocate on behalf of the community and its members, with key third parties that have the potential to influence the community and its members
- l) participate in national, provincial and local meetings that may impact Temagami First Nation or its members
- m) develop, review, maintain and live within the Financial Administration Law and by the governance policies of Council
- n) deal with any incident having to do with an individual Council member violating any of the governance or operating policies
- o) bring matters of public policy or matters related to major financial discussion to meetings of the community for decision
- p) annually approve the Audited Financial Statements
- q) annually disclose the remuneration paid and expenses reimbursed by the TFN and by any entity that is consolidated by the TFN, whether such amounts are paid while acting as councilor or in any other capacity. The disclosure form is attached as Appendix C.

Ethical and Performance Standards for Individual Council Members

Individual members of Council commit themselves to the following ethical and performance standards:

- a) To promote the interests of the community above those of the Chief and Council as a group or as individual members

- b) To ensure that as members of Council, the potential of creating a conflict of interest is minimized
- c) To abide by the governance and operational policies and procedures of the TFN
- d) To meet on a regular basis and to prepare the agenda for Council business
- e) To attend all meetings and give priority to the business of Council
- f) To always present themselves in a respectable manner at Council meetings and when travelling or attending meetings on TFN business.
- g) To respect the confidentiality of information acquired in the course of my service except when authorized or legally obligated to disclose
- h) To read the material that comes before Council
- i) To stay informed about issues affecting the community
- j) To execute the jobs assigned by Council and on Council business to the best of abilities
- k) To speak on behalf of Council with outside bodies when asked by Council to do so
- l) To offer constructive and supportive help to Council and other Council members for the purpose of improving the performance of Council

Council Monitoring Its Own Performance

- a) Chief and Council commits itself to monitor one another in a helpful and supportive way, looking for opportunities where they as individuals or as a group, can grow in their role as a Council or as a Council member.
- b) Chief and Council will continually monitor its own performance against expectations of the people it serves. Council will do this through one or more ways including:
 - from time to time, asking the members of Temagami First Nation directly
 - by seeking member feedback at the quarterly community meetings
 - at quarterly community meetings, reviewing progress made in the achievement of the goals established at the annual meeting
 - monitor achievements towards a balanced budget
 - recording violations of any of the governance or operating policies of the TFN
 - review attendance at Council meetings and quarterly and annual community meetings

4. Communication and Consultations with the Community

It is the responsibility of Chief and Council to establish and maintain ongoing dialogue with the community on all matters that affect band members. As such, Council commits itself to the following:

- a) To convene no less than four community meetings a year
- b) That one of these meetings be for the specific purpose of developing Chief and Council goals for the upcoming year
- c) To encourage community members to participate in board, committees and work groups of Council
- d) To keep the community informed on those matters that may affect them through such things as the publication of Council minutes, articles in the newsletter, flyers, one-to-one communication and other forms of information sharing

Community Consultations

Matters that require community consultation and approval will evolve over time based on experience and community direction. Some of these matters include the following:

1. Changes to the constitution of the TFN
2. Approval of or changes to a Membership Code or Election Code
3. Major infrastructure projects (over \$250,000)
4. New Impact Benefit Agreements
5. The terms of reference for any new corporate entity, e.g. an Economic Development Corporation
6. The terms of reference for any long-term investment entity, e.g. a Future Generations Fund or a Sovereign Wealth Fund
7. Any material business investment. For this purpose, “material” means greater than \$100,000. Advance community approval should be sought for any investment that might be controversial even if less than \$100,000.
8. Major Policy and By-law approvals and changes that directly affect community members ie. Housing Policy and Dog By-law

The Financial Administration Law and other administrative policies and practices for the day-to-day operations of the TFN are constantly being revised and updated. These do not require consultation or approval by the community however the community will be advised of the various policies that exist and amendments as they are made. Comments from community members on all policies are welcome at any time.

5. Chief and Council / Executive Director Relationship

Chief and Council are hereby delegating the authority to the Executive Director to achieve the annual goals in the manner that s/he sees fit and in accordance with the job description attached as Appendix E. Unless otherwise stated the Executive Director shall have full freedom to make the decisions necessary to achieve the goals of Chief and Council.

Achievement of Goals

The Chief and Council will provide, on a yearly basis, the Executive Director with a set of goals for the staff to achieve. In working to achieve those goals, the Executive Director shall:

- a. Operate within the governance and operating policies
- b. Act in a professional manner and in the best interests of the entire community
- c. Obtain approval for major program changes or changes outside the goals of Chief and Council as set out in the annual plan.
- d. Inform the Chief and Council of progress toward the achievement of the community goals.
- e. Inform the Chief and Council of current trends, events, policies or circumstances in or outside the community that may impact on the goals
- f. Prepare an annual work plan with all Department Managers. These plans will provide objectives related to the manner in which Chief and Council goals are to be achieved, when, by whom and at what cost.
- g. Monitor the annual work plan to consider, on an ongoing basis, changes in program and services, including achievement toward goals, delivery dates, deadlines for applications for

funding, project milestones, program completions, etc. These updates on goals will be prepared and delivered to Chief and Council monthly.

Executive Director Support to the Chief and Council

The Executive Director shall support Chief and Council in its work by providing administrative support including:

- a. The preparation of Band Council Resolutions (BCR's)
- b. Maintaining complete records of previously passed BCR's
- c. Providing easy access to BCR's for Council members
- d. Ensuring that signed original BCR's are permanently filed
- e. Taking, preparing, circulating and filing minutes of Council meetings
- f. Deliver any and all correspondence addressed to Council

Additionally, the Executive Director shall:

- a. Follow the direction or requests of Council acting as a whole except where a person or persons have formally been delegated by Council to represent them
- b. Provide background information necessary for Chief and Council to conduct their business
- c. Prepare and circulate a quarterly update on behalf of Chief and Council to be included in the Bear Island Blast
- d. Inform Council of absences from position

Review of Executive Director Performance

- a. Chief and Council will conduct a performance review of the Executive Director at least yearly and consistent with the Governance policies on this matter. The review will be done on the basis of the Executive Directors ability to achieve the goals as set out annually by Chief and Council.
- b. The performance review of the Executive Director will be conducted by no fewer than the Chief and all Counselors at a special meeting called for this purpose. The meeting will be face-to-face. The Chief will be responsible in ensuring that this review takes place at scheduled intervals.
- c. Chief and Council will see the review of the performance of the Executive Director as a helpful and constructive process. Every effort will be made to ensure that the process is informal, yet fair.
- d. Decisions of Council with respect to the performance of the Executive Director will be conveyed in writing to the Executive Director with a copy placed on this person's personnel file. Council will abide by the policy on the performance review of the Executive Director in the human resources manual.

6. Meetings of Chief and Council

All Council meetings will be open to Temagami First Nation members. Proper notice will be posted in two places, three clear days before the scheduled meeting..

Meetings of Chief and Council will normally be held twice a month but may be held more frequently as required. The Chief will normally be the person who calls a meeting but any member

may do so. If a meeting needs to be called which does not fall into the regular meeting schedule (e.g. Emergency meeting), the Chief can call the meeting with 48 hours notice to all members of Council. The meeting may be held earlier if there is consensus from the other members of council.

Quorum

As per the TFN Tribal Constitution, a quorum of Chief and Council to hold a duly convened meeting shall be defined as the Chief plus 50% of the balance of Council. The Chief may delegate his authority to Second Chief during any absences. A quorum can be achieved by members participating by telephone.

Attendance at Meetings

All Councillors are expected to attend all meetings of Council except when circumstances do not permit. If the Chief or a Councillor fails to attend meetings on a regular basis, Council will discuss the matter with the Councillor and if performance does not improve they may seek the advice of an elder or the community as a whole.

One or more members of Council may attend the meeting by telephone.

Chairperson

The Chief or acting Chief will be the Chairperson for all meetings of Council.

Rules of Order

Council members agree to conduct their business in a respectful way using the following as their guide in discussions:

- give one another adequate time to make their point or argument
- provide all members of Council with equal time and opportunity to speak to an issue
- be respectful of one another by not interrupting, yelling or making personal attacks
- respect the time limits of Council and speak to the topic

Meeting Agenda

The agenda of Council will normally be set by the Chief with input from the Council members. The Chief will solicit suggestions for meetings from Council members prior to sending out the agenda. The Council agenda will normally be directed toward the following areas:

- Monitoring the performance of Temagami First Nation by ensuring the Executive Director prepares a monthly report
- Developing and reviewing governance policies
- Developing and monitoring the goals and direction of the organization
- Maintaining an active dialogue with the community
- Monitoring factors in the environment that may change the direction of the First Nation

Minutes of Meetings

- a) The Chief is responsible for taking minutes of the meetings although this may be a

delegated task. Normally the Executive Director will take minutes during the Council meeting. These minutes will be checked and approved by the Chief prior to being distributed to Council at the next meeting. Council will, through their normal decision-making process, ratify the minutes at their next meeting.

- b) Council minutes will normally contain the following items:
 - Date of the meeting
 - Those attending
 - Summary of issues discussed
 - Record of decisions made through motions or Band Council Resolution and person(s) responsible for follow-up action
- c) Council may, from time to time, hold a meeting 'in camera'. In these cases Council will excuse all staff and community members with the exception of the Executive Director.
- d) The minutes of all Council meetings will be signed and dated by the Chief once they have been ratified by Council.
- e) Council will ensure that minutes are available to community members. The minutes will outline any operational items that need to be followed up by the Executive Director are done so through communication to him/her. This will be the responsibility of the Chief at the direction of Council.
- f) Minutes will normally be made available in the Band Office and will remain there for the duration of the calendar year.
- g) The minutes resulting from community meetings will be developed and available in the same manner as identified in e) above
- h) In camera meeting minutes will not be circulated but will be filed in a confidential manner

Decision Making

- a) Decisions of Council will be made through consensus building. If consensus cannot be reached then a vote will be held. As per the TFN tribal constitution, a decision of Council by vote requires the Chief plus 50% of the balance of Council.
- b) In matters of major public interest or of major financial importance, the Chief and Council will defer the decision to the community, as per the Constitution.

7. Policies Procedures and Practices

Policies, procedures and practices will be created that reflect TFN's accepted practices as well as meet law and regulatory requirements that affect TFN's financial administration and service delivery. Council will approve all policies and ensure that policies are reviewed on a regular basis and revised or rescinded as needed.

Responsibilities

- (1) All persons affected by this policy are required to understand and comply with the policies and procedures appropriate to their responsibility and interaction.

- (2) Finance and Audit Committee is responsible for making recommendations to Council for the issuance, revision or rescission of any finance policy.
- (3) The Executive Director is responsible for:
 - a. reviewing all policy and procedure document requests and submit to Council for approval where the Executive Director supports the request;
 - b. determining if the policy and procedure document request needs to be referred to a subject matter expert or other departments for additional review;
 - c. maintaining a comprehensive list and repository of all existing policies and procedure documents;
- (4) The Finance Manager is responsible for:
 - a. ensuring proposed or revised financial policy and procedure documents incorporate the requirements of TFN's laws and regulatory requirements;
 - b. ensuring that existing finance policy and procedures are kept current by reviewing periodically.
 - c. conducting an assessment for each significant function or activity of TFN's financial administration to determine if a policy and procedure document is required e.g. policies and procedures that ensure control of the financial management system and safeguarding of all TFN assets.
- (5) The document initiator is responsible for:
 - a. preparing a draft policy and procedure document (for new policies)
 - b. revising an issued policy and procedure document
 - c. preparing a written request to rescind an outdated or inaccurate policy and procedure document;
 - d. submitting all policy and procedure document requests to the Executive Director or delegated authority for review and recommendation of approval.

Procedures

Policy Creation

- a. Any employee or department may recommend a policy to the Executive Director
- b. Financial policies will be reviewed by the Finance Manager and the Finance and Audit Committee.
- c. Policies should include the following elements:
 - i. A clear statement that indicates the protocol or rule affecting the specific area
 - ii. The reason or rationale underlying the policy and procedure
 - iii. Definitions – Any specialized terms that are not otherwise defined
 - iv. Responsibilities – Describes who, using generic titles or positions, is responsible for implementing or maintaining the policy and procedure
 - v. Procedures – Describes the steps, details, or methods to be used to implement and maintain the policy and procedures

- vi. Attachments (optional) - forms, reports, or records that are generated from the policy

Policy Approval

- a. The Executive Director or Finance and Audit Committee will make a recommendation to Council for policy creation or changes.
- b. Once approved by Council, the new or revised policy must be communicated and accessible to all affected departments and persons.

Policy Maintenance

- a. The document initiator may recommend the revision or rescission of an issued policy and procedure by providing the Executive Director with the reasoning.
- b. At least every two years, all issued policy and procedures documents will be reviewed for completeness, accuracy, and relevancy and revised or rescinded accordingly.

8. Code of Conduct

Councillors, Committee members, all employees and contractors must make an annual Code of Conduct Declaration so that there is a clear understanding of expected conduct and recognition of conflicts of interest in the performance of responsibilities.

Responsibilities

- (1) Council members are responsible for reading and understanding the Code of Conduct and signing the Code of Conduct Declaration (attached as Appendix A) and Conflict of Interest Disclosure form (attached as Appendix B) upon commencement of their term of office with TFN.
- (2) The Executive Director is responsible for ensuring that all officers, employees and contractors are informed of the Code of Conduct (attached as Appendix B in the Human Resources Policy) and for ensuring training/orientation on the Code of Conduct is provided to Councillors, employees and contractors, in a timely manner upon being hired or elected.
- (3) Immediate supervisors of existing and new employees and contractors are responsible for ensuring their supervised employees and contractors sign the Code of Conduct Declaration annually and submit it to the Human Resources Department in a timely manner.

Procedures

- a. Code of Conduct Declaration forms are signed by new employees when hired and yearly during the performance review and submitted to the HR department for retention in the employee's personnel files.
- b. The signed Code of Conduct Declaration forms and Conflict of Interest forms for Councillors will be held by the Executive Director or designate.

- c. The HR department will inform the Executive Director of all employees and contractors who have not submitted a Code of Conduct Declaration form.

9. Committee Establishment and Dissolution

Council will establish any Standing Committees and any Special Committees it deems necessary to fulfill its mandate or to assist in meeting statutory obligations. The purpose is to establish an effective governance system that ensures that Committees are consistently and purposefully structured to carry out its specified functions assigned by Council or in First Nation laws.

Responsibilities

- (1) Council is responsible for:
 - a. the establishment of any Council Committee and its mandate;
 - b. approval of the Terms of Reference for each Committee;
 - c. determining the minimum qualifications and eligibility requirements of Committee members and chairpersons;
 - d. evaluating the effectiveness of each Committee.
- (2) The Executive Director is responsible for:
 - a. maintaining detailed descriptions and current membership lists for each Committee;
 - b. ensuring that the minutes of all Committee meetings are retained
- (3) The Chairperson is responsible for:
 - a. chairing Committee meetings and ensure they are conducted in an efficient and effective manner;
 - b. scheduling Committee meetings as necessary and planning Committee activities to ensure that the Committee is successful in fulfilling its mandate and addressing its functions, duties and responsibilities, including working within its approved budgetary resources;
 - c. approving Committee agendas;
 - d. ensuring that minutes are prepared and that they accurately reflect meeting outcomes;
 - e. recruiting qualified Committee member candidates and recommending them to Council;
 - f. evaluating Committee members and their contributions;
 - g. recommending member appointments and removals to Council; and
 - h. reporting to Council on behalf of the Committee.
- (4) The Committee members are responsible for:
 - a. preparing for meetings for those Committees of which he or she is a member by reading reports and background materials prepared for each meeting and acquiring adequate information necessary for decision making;
 - b. becoming knowledgeable of the Committee functions;
 - c. participating fully and frankly in the discussions of the Committee;
 - d. attending all Committee meetings;

- e. avoiding conflicts of interests and complying with conflicts of interest policies and procedures established by Council or under First Nation laws.

Procedures

Establishing / Dissolving of a Committee

- a. Council may establish or dissolve a committee, other than the Finance and Audit Committee, by passing a motion.
- b. Council will establish Terms of Reference regarding the Committee's mandate, objectives and expected outcomes.
- c. For each new committee, the Executive Director and respective Manager will develop and recommend to Council for approval the Terms of Reference which will include, at a minimum, the following:
 - i. mandate or purpose of the committee
 - ii. composition of members, including minimum number of councillors and any requirements for specific experience, skills, knowledge or expertise, residency;
 - iii. quorum and voting rules;
 - iv. term of the committee members and honorariums provided;
 - v. detailed role, functions and expectations of committee members;
 - vi. meeting and reporting obligations

Appointment of Committee Member.

- a. The Executive Director or a designate will develop and implement a recruitment strategy to fill Committee vacancies.
- b. The Executive Director will meet with and assess the qualifications eligibility and interest of each member candidate and provide the chairperson with a list of qualifying and eligible candidates.
- c. The Chairperson, based on consultations with the Committee, will recommend to Council the appointment of new individuals to the Committee.

Monitoring and evaluating Committee performance

- a. Annually, the Committee will evaluate their progress against its Terms of Reference, objectives, and stated outcomes. The results of the analysis will be presented to Council and used as the basis for the following year plan for the Committee.
- b. The Chairperson will continually monitor the performance of Committee members against their terms of appointment.

Removal of Committee Members

- a. Committee member may be removed on the recommendation of the Committee chairperson if the Committee member has committed a breach of the Code of Conduct, breach of confidentiality, or otherwise had breached a First Nation policy, fails to perform expected duties of a Committee member, or is no longer qualified or eligible to be a Committee member.

10. Appointment of Officers

Council will make the appointment or removal of the Executive Director, the Lands and Resources Director and the Finance Manager.

Responsibilities

- (1) The Executive Director is responsible for leading the planning, organization, implementation and evaluation of the overall management of the day to day operations of the TFN with the exception of the Lands and Resources Department. The Executive Director reports directly to Council. A complete job description is attached as Appendix E.
- (2) The Lands and Resources Director is responsible for the day to day management of TFN's Lands and Resources Department and reports directly to Council. A complete job description is attached as Appendix F.
- (3) The Finance Manager is responsible for the day-to-day management of financial administration systems and records. This position reports to the Executive Director. A complete job description is contained in the Finance Policy as Appendix B.

Procedures

Appointment

- a. As outlined in the Human Resources Policy

Appendix A – Code of Conduct Declaration

I hereby confirm that I have read and understand the Conduct Expectations and Schedule – Avoiding and Mitigating Conflicts of Interest set out in TFN’s Financial Administration Law (“the Law”) and agree to comply fully with them.

I agree that I will adhere to the following principles and responsibilities governing my professional and ethical conduct.

To the best of my knowledge and ability:

I will comply with the Law, any other applicable First Nation law and any applicable standards.

I will act with honesty, good faith and in the best interest of TFN.

I will exercise the care, diligence and skill that a reasonably prudent individual would exercise in comparable circumstances;

I will avoid any real, potential, or apparent conflicts of interests.

I will act with due care, competence, and diligence, without misrepresenting material facts or allowing my independent judgement to be subordinated.

I will respect the confidentiality of information acquired in the course of my service except when authorized to do so in the performance of my duties or am otherwise legally obligated to disclose.

I will ensure responsible use of and control over all First Nation assets and resources entrusted to me.

I will be accountable for adhering to this declaration.

Declaration of Understanding

Print Name

Signature:

Date:

Appendix B –Conflict of Interest Disclosure Form

CONFLICT OF INTEREST DISCLOSURE FORM
<p>A Councillor/Committee Member has a “conflict of interest” when the Councillor/Committee Member exercises a power or performs a duty or function and at the same time knows or ought reasonably to have known that in the exercise of the power or performance of the duty or function there is an opportunity to benefit the Councillors/Committee Members private interests.</p> <p>A Councillor/Committee Member has an apparent conflict of interest if a reasonably well-informed person would perceive that their ability to exercise a power or perform a duty or function of their role may be affected by their private interests.</p> <p>All Councillors/Committee Members are required to declare any actual, potential or apparent conflicts of interest. Conflicts of interest could arise from “personal interests” which include:</p> <p><i>The individuals spouse;</i></p> <p><i>A person under the age of eighteen (18) years in respect of whom the individual or the individual’s spouse is a parent or acting in a parental capacity.</i></p> <p><i>A person, other than an employee, who is financially dependent upon the individual or the individual’s spouse or on whom the individual is financially dependent; and</i></p> <p><i>An entity in which the individual or the individual in combination with any other person described in this section has a controlling interest.</i></p> <p><i>Close family or personal relationships with an interest in information, competitive, intellectual or other interests of TFN.</i></p>
<p>Declaration: I disclose the following actual, potential or apparent conflicts of interest:</p>
<p>Councillor/Committee Member name (print):</p>
<p>Councillor/Committee Member signature:</p>
<p>Title:</p>
<p>Date:</p>

Appendix C – Disclosure Statement

It is the responsibility of Chief and all Councillors to complete this Disclosure Statement annually within 30 days of the fiscal year end.

Definitions:

“entity” means a corporation or a partnership, a joint venture or any other unincorporated association or organization, the financial transactions of which are consolidated in the financial statements of the first nation in accordance with Public Sector Accounting Standards;

“expenses” includes the costs of transportation, accommodation, meals, hospitality and incidental expenses, and

“remuneration” means any salaries, wages, commissions, bonuses, fees, honoraria and dividends and any other monetary and non-monetary benefits.

Disclosures:

1) Based on the above definitions, I am disclosing the following remuneration paid and expenses reimbursed by the First Nation or by any entity during the fiscal year ending March 31, 202__:

	Name of Entity	Remuneration Received	Expenses Reimbursed	Comments
1.	Temagami First Nation	\$[●]	\$[●]	Council honoraria and reimbursement of eligible expenses
2.	Daki-Menon Lands and Resources Corporation	\$[●]	\$[●]	
3.	Other	\$[●]	\$[●]	

I certify that I have disclosed all “remuneration” paid and “expenses” reimbursed as defined above during the fiscal year ending March 31, 202__.

Signature _____ Date _____

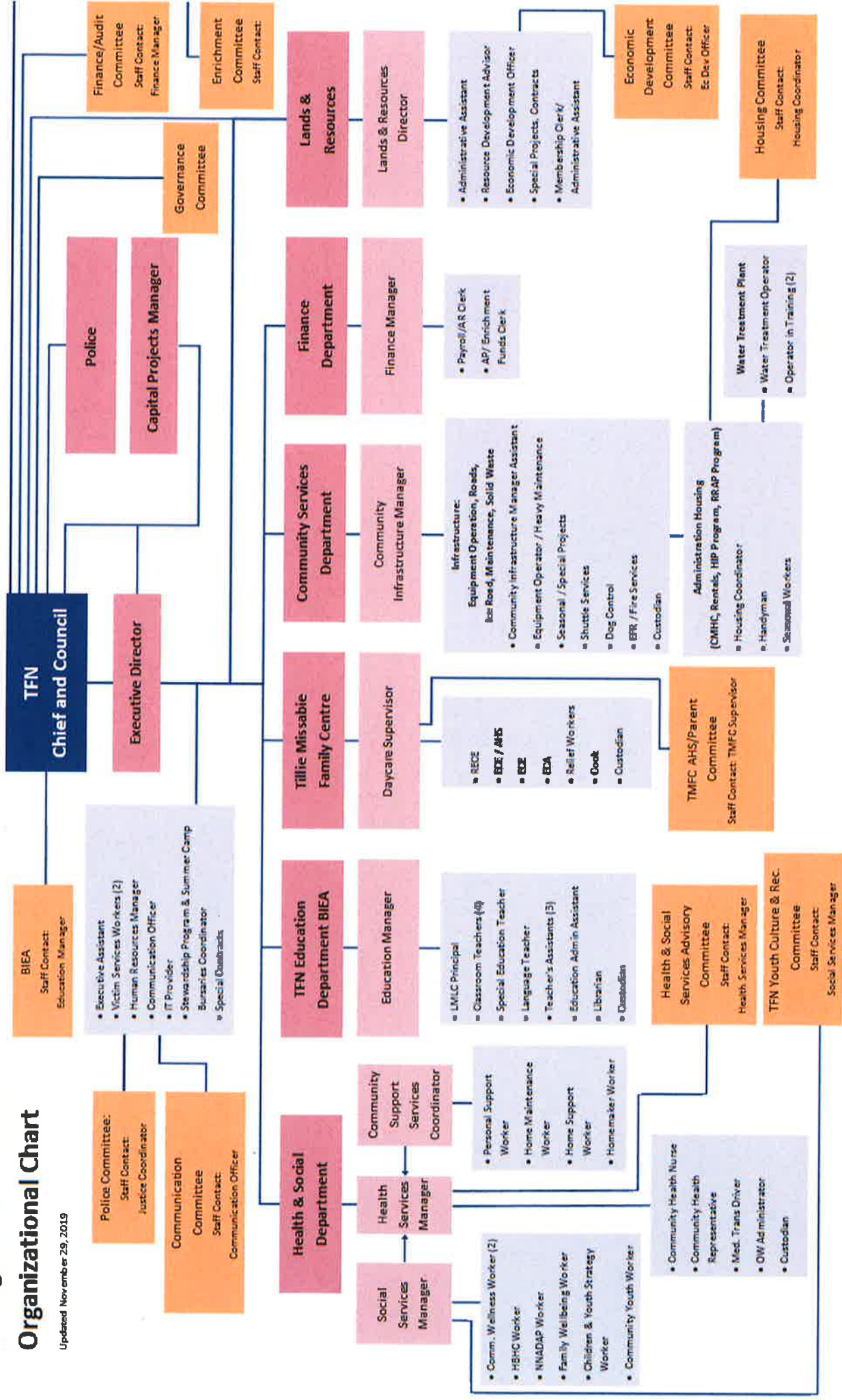
Printed Name _____

Appendix D – Organization Chart

NAME OF COMMITTEE OR BOARD	STAFF CONTACT NAME & DEPT	PORTFOLIO HOLDER NAME	PH ALTERNATE NAME	MEMBERS & NOTES
Bear Island Education Authority	Lynn Mongrain, Education Manager	Councillor Wayne Potts	Councillor Jamie Saville	Chair: Boshk A Members: Delma, Tyler, Shelly F, Robin Potts
Communication	Comm Officer - Heidi Jobson	Councillor Jamie Saville	Councillor Alice Becker	Casey, Resigned Douglas
Enrichment	Bev St. Denis, Finance Enrichment Clerk	Councillor Alice Moore	Councillor Mike Paul	Chair Marie Paul Co Chair Lillian Hare, Tyler Paul, Cathy Metcalfe, Maria Sams
Governance	TBD	2nd Chief John Turner	Councillor Wayne Potts	Joy C. Peter McK, Kim M.
Health & Social Services Advisory	Wayne Potts HSM DPHC & Annette & Rachel	Chief Arnold Paul	Councillor Jamie Friday	Chair: Maria Cathy, June, Liliane & Hope
Housing Advisory Committee	Elizabeth Potts, Coord Housing	Councillor Doug McKenzie Sr., Chair	2nd Chief John Turner	Boshk, Marie, Joy, Jesse Operating with 4 no reply for 5th member
Police Committee	Virginia McKenzie Chair/Coord.; Nancy Shipman	2nd Chief John Turner	Councillor Wayne Potts	John McK; Kim M; OPP - Brad/Tom Chair: Virginia McKenzie
TMFC AHS/Parent	Michelle Polson, AHS /TMFC A/Supervisor	Councillor Mike Paul	Councillor Jamie Friday	Patsy, Liz, Nancy S Chair: Patsy
Language Commission	Patsy Turner, LMLC	2nd Chief John Turner	Councillor Mike Paul	Theresa, Tyler, Duane Chair: Patsy
Economic Development	John Shymko, EDO	Councillor Jamie Saville	Councillor Doug McKenzie Sr.	Casey, Deva, Duane, Chair: John Shymko
Lands & Resources/ Land Code	Robin Koistinen, L&R Director	Councillor Mike Paul	2nd Chief John Turner	Chair: Marie Paul 4 vacancies – 1 applicant
Finance and Audit Committee	Vicky Blake, Finance Manager	Councillor Doug McKenzie, Vice Chair	Jamie Saville – 2nd councillor on FAC	Chair Walter Ross Community members Tom Mathias and Courtney Saville
Culture & Recreation, Youth Committee	NEW – TBD	Councillor Jamie Friday	Chief Arnold Paul	TBD

Temagami First Nation Organizational Chart

Updated November 29, 2019



Appendix E – Executive Director Job Description

CORE COMPETENCIES

Achievement of Goals:

- Provide staff with goals that need to be achieved by following the direction provided by Chief & Council
- Inform Chief & Council of the ongoing development of organizational plans and major program changes
- Present an annual plan highlighting achievable goals and milestones to be achieved throughout the fiscal year
- Align annual goals with strategic plan and vision of Chief & Council's organizational plan of development

Treatment of Staff:

- Provide a respectful, fair, safe and dignified workplace
- Provide appropriate confidentiality and privacy to any situation that may require the use of such tact
- Demonstrate respect to all staff members regardless of their political, religious, or cultural point of view
- Ensure that treatment of staff is equitable and with the same degree of fairness
- Ensure that staff are informed regarding Band regulations, policies, and the impacts of those policies on them
- Establish and reinforce policies that exist as indicated within the TFN Personnel Policy and Procedure manual
- Conduct meetings with all staff at a minimum, quarterly
- Direct Human Resources (HR) to provide annual performance evaluations to supervisors/managers for all applicable employees
- Ensure all employees are aware of TFN policies by directing HR to provide every employee with a complete orientation to TFN including and orientation to applicable TFN Personnel Policies and Procedures (This is very similar to 3 bullet pts above, could they be joined or these items moved to the section below as per the first bullet)

Human Resources and Human Capital

- Direct HR to acquaint staff with policies and procedures of TFN
- Provide direction to HR regarding job descriptions and expectations
- Ensure that HR is providing necessary information to staff on an ongoing basis
- Direct HR to provide employees with their employee rights and policies
- Ensure that any changes that are made to the Personnel Policy and Procedure manual will be shared with staff at the onset of the changes to ensure staff understand the new expectations
- Ensure that the HR department is making every effort to hire all new employees in a manner that is fair and transparent
- Will make every effort not to deviate from the hiring policies as indicated within the TFN Personnel Policy and Procedure manual, recognizing that major deviances are brought to Chief & Council for approval
- Ensure departments are adequately and appropriately staffed to meet TFN's goals in place by Chief & Council within the budgeted amounts as allocated to each department

- Ensure job descriptions and job titles are in place for every employee by overseeing HR personnel management, and reviewing each description at least once each fiscal year
- Inform Chief & Council of any significant staffing changes

Relationship with Staff:

- Maintain a complete staffing plan to ensure programs and services are being delivered, on an ongoing basis (would this be better in the section above – HR & HC?)
- Treat all TFN employees with respect and dignity regardless of race, religion, political outlook, sexuality, creed etc. (repeat of bullet 3 in treatment of staff)
- Respect the authority of those underneath them and provide guidance and mentorship to those they oversee (put in treatment of staff?)
- Establish and maintain effective liaison, communications and working relationships with staff, external contacts, and elected officials employing contemporary service excellence principles using considerable knowledge of protocol, tact, diplomacy and discretion (maybe this could go in the achievement of goals section and remove “Relationship with Staff”)

Relations with Community Members

- Treat community members with respect and dignity, ensuring that services are delivered in a sensitive and professional way
- Inform community members of any regulations/policies/issues that may impact them
- Respond to needs, interests, and complaints of community members in a timely and professional manner and without discrimination
- Maintain general knowledge about TFN services to support community members in gaining access to services
- Provide a safe environment for community members while conducting TFN business in any Band administration location

Relationship with Contractors

- Ensure that work being completed by contractors is to the standards as specified in the work agreement
- Will operate with a competitive buying policy unless sole sourcing is the only obvious choice
- Will only enter into contractual relationships with suppliers/contractors with a written & signed contract

Financial Responsibilities

- Actions taken by the ED will adhere to all applicable financial policies and procedures including but not limited to, tendering, petty cash, authorization of expenditures, asset protection, purchase orders, voucher package, check signing authorization, lending or leasing property & equipment, and contract
- Financial planning for any fiscal year or the remaining part of any fiscal year, is not to deviate from the goals established by Chief & Council, risk financial jeopardy, or fail to be derived from a Chief & Council planning process
- Direct Finance Manager in ensuring assets of the organization are protected, adequately maintained, or not unnecessarily put at risk
- Keep an inventory of physical equipment and assets
- Review inventory annually and prepare report of missing and outdated assets

- Ensure there is a policy regarding lending or leasing TFN owned equipment and property and enforce the policy appropriately
- Ensure all TFN buildings are meeting the minimum Health & Safety standards
- Ensure all a TFN owned assets are maintained to acceptable standards (this is the same as 5 bullet points up...direct finance manager..)
- Will not knowingly endanger or allow to be endangered, TFN, Chief & Council, it's staff or members
- Does not deviate from any TFN financial policies and guidelines as directed by a Band Council Resolution
- Provide a financial report to Chief & Council on a timely basis that includes any variance of plus or minus 10% on any budget line, provide written quarterly reports of progress being made towards achievement of goals, keep informed about/report opportunities for funding current and new programs, responsible for making timely applications for funds and provide timely reports on funds already received or to be renewed, and will inform changes to program, services and funding sources

Over Expenditures

- Will report any overspending of the annual budget to Chief & Council
- Will not create a budget deficit at any time during any fiscal year
- If unforeseen circumstances lead to the creation of a deficit, will prepare a recovery plan for Chief & Council to consider/approve

Conflict of Interest

- Will abide by and sign all Conflict of Interest guidelines and policies as indicated within the TFN Policy and Procedure Manual

QUALIFICATIONS

- **REQUIRED:** Five (5) years of related work experience
- **REQUIRED:** Obtaining a valid Ontario driver's license
- A degree in Business Administration, Human Resources, Public Administration or related field—*if there is no degree at the time of hire, continuous training will be required and undertaken by employee*
- Extensive experience in leading a management team and supervising staff
- Strong familiarity with Federal, Provincial and other funding agreements and reporting requirements
- Superior written and oral communication skills
- Success in working with Chief & Council or Board including offering advice and guidance as requested
- Experience in developing and interpreting policy and financial statements
- Well defined sense of diplomacy including solid negotiation, conflict resolution, mediation and people management skills
- Able to identify key issues and apply creative and strategic problem-solving skills to overcome internal challenges or obstacles
- Excellence in organizational management with the ability to mentor staff
- Ability to act with tact and discretion in addressing and processing a variety of matters, some of which are highly confidential, sensitive or political in nature
- Excellent verbal and written communication skills including the ability to independently prepare narrative and statistical reports and complex correspondence

- Ability to work independently, organize workload and set priorities, and to be flexible with changing priorities and deadlines
- Sound knowledge of human resource management, budget preparation and financial monitoring
- Ability to plan, coordinate and implement public and community special events
- High degree of proficiency in operating computers using a variety of desktop technology and other standard office equipment; specific proficiency in the Microsoft Office suite of programs
- Sound analytical, problem solving, planning, prioritization and execution skills
- Ability to analyze and evaluate office systems, methods and procedures and to initiate and implement solutions and improvements
- Ability to work independently and within a team
- Excellent integrity and professionalism
- Passionate and creative
- High level of integrity, confidentiality and accountability
- Excellent leadership and teambuilding skills
- Working knowledge of related government regulations and policies (AANDC, Canada Labour Code etc.)
- Knowledge and experience in Aboriginal policy development, recommendations and implementation
- Knowledge of First Nation culture and governance

Appendix F – Lands & Resources Director Job Description

JOB TITLE:	Director - Lands and Resources		
Reports to:	Chief and Council and Executive Director	Salary Grade:	MNGR 6
Department:	Lands and Resources	Date Created:	July 06 2016

Director - Lands and Resources

Reports To

Chief and Council

Executive Director (administration and finance only)

Summary

The Director - Lands and Resources, under the direction of the Chief and Council, will primarily be responsible for the effective management of Temagami First Nations' lands and resources and economic development. This position will develop an operational plan which incorporates goals and objectives that work towards the strategic direction of the First Nation.

Responsibilities

Policy Advisor

- Provide leadership for strategic development and planning issues on major decisions
- Set strategic objectives for the First Nation and ensure that planning initiatives are implemented to maximize strategic growth
- Act as the lead for the current and any future Impact Benefit Agreements
- Prepares regular briefing notes for Chief and Council
- Develop and implement both short- and long-term strategic plans in accordance with the First Nations goals and objectives
- Identify and evaluate risks to the First Nation, both internal and external
- Develop an operational plan which incorporates goals and objectives that work towards the strategic direction of the organization
- Develops policies and procedures, goals, and work plans; implementing activities, evaluating, and modifying as needed
- Develop and uphold the First Nation's mission, vision, and values
- Stay up-to-date with changes or emerging innovations to the lands and resources industry
- Organizes and facilitates community consultations and workshops
- Responds to consultation requests from Federal and provincial and local government proposed legislative amendments
- Participate in applicable committees, working groups, conferences, meetings and consultations with community and key associates
- Ensure interdisciplinary research and development projects are being conducted, yielding positive, worthwhile results
- Ensure that Chief and Council are kept fully informed on the condition of the department and all important factors influencing it

- Advocates Temagami First Nation views and recommendations as an appointee on various working groups

Land Management

- Ensure environmental audits are continuously completed in order to minimize undesirable environmental effects of new or expanded operations
- Manages delivery of land management practices, projects, and services for Temagami First Nation Lands and the Traditional Territory
- Participate in field-based activities including monitoring and research assistance
- Ensure air and water quality testing and assessments, and environmental monitoring and protection activities are completed on a regular basis, and results are in compliance with standardMaintains a current land registry and a comprehensive paper and electronic filing system
- Receive and review applications for access and land use activities to Temagami first Nation, such as quarries, road construction, trapping/hunting and harvesting, and cabin building, negotiating terms and conditions of land use activities by applicants, and monitoring activities to ensure compliance with terms and conditions of approved use

Economic Development

- Oversee the creation of Lands & Resource, and Economic Development policies and procedures, ensuring they meet or exceed compliance requirements and best practice standards
- Conduct research on local market opportunities
- Facilitate, promote and ensure community and economic development in order to secure opportunities for business development
- Identify and foster economic development opportunities to secure funding for growth and innovation
- Identify opportunities for joint ventures between local businesses, organizations, and individuals, and serve as a liaison between the involved parties
- Maintain files and records on local businesses and economic development opportunities
- Positively promote and maintain the vision, mission, and policies of Temagami First Nation and the people we support
- Develop strategic performance metrics and targets that are consistent with company goals
- Translate strategic goals into practical actions
- Establish and maintain relationships with strategic business partners and key stakeholders

Administration and Finance

- Develop and control annual budget and long-term financial plans
- Allocate resources to implement policies and programs
- Determine the need for consultants/contractors, and initiating hiring/selection, and monitoring the work of consultants and contractors
- Develop an annual plan of projects and manage the projects
- Assess and complete final reports as required
- Adequately and appropriately staff his/her department to meet the goals of Chief and Council and within the budgeted amounts as allocated
- Respond to the needs, interests and complaints of the members in a timely and professional manner and without discrimination

- Conduct Evaluations with staff supervised ensuring review occurs within initial probation period and once per year thereafter
- Provide assistance in hiring departmental staff when requested
- Identify areas in need of further training
- Maintain a high level of commitment to professional growth and development within the priorities and limitations of the organization
- Cultivate a work environment committed to the health, safety, and wellness of all employees
- Perform other duties as required

Job Requirements

Policy Advisor

- Extensive knowledge and experience working in a First Nation organization
- A clear and solid understanding of the issues faced by the First Nation and the industry
- Well defined sense of diplomacy, including solid negotiation, conflict resolution, mediation, and people management skills
- Sound analytical thinking, planning, prioritization, and execution skills in a timely manner
- Sound understanding of risk management
- Ten years of progressive experience in a management role within the lands and resources industry
- Strong formal and informal leadership skills
- Success in working with Council or Board, including offering advice and guidance as requested
- Ability to act with tact and discretion in addressing and processing a variety of matters, some of which are of a highly confidential, sensitive or political in nature
- Ability to identify issues and implement creative and strategic solutions to overcome/solve problems
- High level of critical and logical thinking, analysis, and/or reasoning to identify underlying principles, reasons, or facts

Land Management

- Knowledge of land management issues and legislation affecting First Nations both locally and nationally. Knowledge of the principles and practices of land resource planning and management

Economic Development

- Experience in business development, economic development or related field
- Experience with strategic development and initiative-based project leadership

Administration and Finance

- Experience in developing and interpreting policy and financial statements
- Experience with budget preparation and management

Other Job Requirements

- Degree in a field relating to natural resources is preferred
- Excellent verbal and written communication skills
- Ability to delegate, set expectations, and monitor progress of all direct reports
- Ability to work independently as well as demonstrate team work and team building skills
- High degree of resourcefulness, flexibility, and adaptability
- High level of integrity, confidentiality, accountability and professionalism
- Excellent leadership and teambuilding skills

- Knowledge of Aboriginal culture, communications styles and value systems
- Politically and culturally sensitive
- Ability to function in a cross-culture environment
- Familiarity with available community resources in our service delivery area
- First Nation membership is a significant asset
- Valid Class 'G' license would be an asset

Work Conditions

- High levels of stress and pressure
- Operation of desktop computer and peripherals
- Attendance and conducting of presentations
- Frequent overtime
- Travel is required

Appendix G – Finance and Audit Committee Terms of Reference

TEMAGAMI FIRST NATION

Finance and Audit Committee Terms of Reference

Chief and Council of the Temagami First Nation (TFN) hereby resolves to establish a Committee to be known as the Finance and Audit Committee (the Committee). The Committee is an excellent learning opportunity for those with an interest in the finances of Temagami First Nation.

1. Purpose

The purpose of the Committee is to contribute to ensuring strong financial accountability (gway a ko chi gewin) in the TFN. The Committee will work to improve the quality of the financial information available to the TFN and to ensure that this information is presented to the community in meaningful and understandable ways.

2. Membership

The Committee shall consist of a minimum of 4 members with financial experience or interest. At least 2 members will be Council representatives and the balance will be community members which may include an external member.

Council representatives will be appointed by Council to the Committee as soon as possible following their election to Council and serve to the end of their term on Council. Community members will serve 3-year terms with option for renewal. Continuity is a guiding principle in selecting community members.

A Chair and Vice-Chair of the Committee will be appointed by Council, one of whom shall be a Council representative. Quorum shall be a majority of the Committee members or in the case of an even number of committee members, at least half must be present.

3. Meetings

Committee members are expected to attend all meetings, either in person or by conference call, prepared to participate fully in the meeting.

The Finance Manager and the Executive Director of the TFN (TFN management) will normally attend meetings. A representative of the external auditors will attend any meetings relating to the external audit.

Meetings shall be held not less than four times a year. A meeting will be held prior to the year end to review the audit plans and approve audit fees. A second meeting will be held following completion of the audit to review the annual financial statements and the audit findings. Additional meetings as required, shall review the quarterly financial reports. The Chair of the Committee or the external auditor may request a special meeting of the Committee.

4. Authority

The Committee is authorized by Chief and Council to investigate any activity within its terms of reference. It is authorized to seek any information it requires from any employee. With Council approval, the Committee may obtain outside legal or other independent professional advice if it considers this necessary.

5. Duties

The duties of the Committee shall be:

- to consider the appointment of the external auditors, the audit fee and any questions of resignation or dismissal (in the absence of the external auditors where appropriate).
- to discuss with the external auditors before the audit commences the nature and scope of the audit.
- to review the annual financial statements before final approval by Chief and Council, and subsequent presentation to the Community, focusing particularly on:
 - the appropriateness of the accounting policies used,
 - any changes in accounting policies and practices,
 - major judgmental and risk areas,
 - significant adjustments resulting from the audit,
 - compliance with accounting standards as prescribed by the Public Sector Accounting Standards Board of the Chartered Professional Accountants of Canada,
 - compliance with the TFN Financial Administration Law, and
 - compliance with ISC (Indigenous Services Canada) reporting requirements as outlined in the ISC Year End Financial Reporting Handbook and funding requirements, and other legal requirements.
- to discuss problems and reservations arising from the interim and final audits and any matters the auditors may wish to discuss (in the absence of management where appropriate).
- to review the external auditors' management letter and management's response.
- To review the quarterly financial report prepared by the Finance Manager prior to submission to Chief and Council

.../3

- monitor the Investment Policy of the TFN and provide periodic reports to Chief and Council. These reports shall include a summary of the short and long- term investment performance, recommendations for any changes to the Investment Policy or for any change in the Portfolio Manager, and a recommendation for a sustainable spending level relating to the invested assets.

6. Reporting and Committee support

The minutes of the Committee meetings shall be prepared by TFN management and circulated to members of the Committee. Draft minutes will be provided to Council following each Committee meeting. TFN management shall provide support as required to the Committee and Chair.

Appendix H – Governance Committee Terms of Reference

**Temagami First Nation
Governance Committee
Terms of Reference**

1. GOAL

The Governance Committee (hereafter “the Committee”) will make recommendations to Chief and Council on matters that will foster and enhance good governance within the Temagami First Nation community. The Committee will assist with the development and implementation of our nation’s good governance plans and policies in striving to create laws that benefit our citizens and reflect our culture and traditions. At the center of Temagami First Nation governance are the values of the Seven Grandfathers teachings: 1) Nbwaakaawin (Wisdom); 2) Zaagi’idiwin (Love); 3) Aakwa’ode’ewin (Bravery); 4) Debwewin (Truth); 5) Minaadendamowin (Respect); 6) Dibaadendisiwin (Humility); 7) Gwekwaadiziwin (Honesty), and the customs and values of Temagami First Nation. These principles are the foundation of the Committee, and the Committee will strive to incorporate the seven grandfather teachings within all decision-making

2. MEMBERSHIP

The Committee shall be comprised a maximum of five (5) members as outlined below:

- One (1) ex-officio member of Chief and Council (with alternate)
- Four (4) Temagami First Nation or Teme Augama Anishnabai citizen representatives

To ensure input from diverse perspectives, Chief and Council shall make an effort to appoint members who represent a broad cross-section of the Temagami First Nation population.

Chief and Council will strive to appoint both an elder and a youth member on the Committee membership

A Chairperson of the Committee will be appointed by majority vote of Committee members.

By consensus or a majority vote, the Committee may recommend to Chief and Council the removal and/or replacement of any Committee member who misses three (3) consecutive regular meetings of the Committee. Where a removal or replacement of a Committee member is recommended by the Committee to Chief and Council, Chief and Council will provide the final decision-making on such removal or replacement.

Members who are requesting a temporary leave of absence or are intending to resign from the Committee should provide written notification to the Chairperson of the Committee thirty (30) days prior to such action.

If at any time the Committee size drops below 3 members, Chief and Council shall appoint an appropriate number of members.

Committee members will be required to be aware of relevant Temagami First Nation policies, programs and other initiatives in carrying out their activities.

3. MEMBERSHIP TERM

The Committee members shall be appointed for the term of Chief and Council.

A Committee member who has proven to service Temagami First Nation with accountability and results may be re-appointed for an additional term if directed by new elected Chief and Council.

When a Temagami First Nation Chief and Council general election occurs, the existing Committee members will remain in place and functioning until otherwise formally directed by any newly elected Chief and Council.

4. DUTIES AND FUNCTIONS

The main role and responsibility of the Committee is to meet regularly to develop draft strategies, plans and policies that will be recommended to Temagami First Nation Chief and Council for approval or for further consultation with the Temagami First Nation community.

The following are examples of key areas for which the Committee may be required to provide recommendations to Chief and Council:

The Committee will always being mindful of our culture and our inherent rights in all decision-making.

All members are required to devote time between meetings to review relevant materials and to be respectfully prepared for meetings.

To assist in this regard the committee may, from time to time, request Chief and Council to make staff and/or consultants available to advise the committee appropriately.

5. MEETINGS & DECISION-MAKING PROTOCOL

A quorum will consist of three (3) members of the Committee. The ex-officio Chief and Council member, either appointed representative or alternate, is required to be present for quorum to exist.

The Committee shall normally meet for a regular meeting once a month, or at the call of the Chairperson with adequate notice to be given to all Committee members.

Where a meeting has been called and quorum is not present, the meeting will adjourn one half hour after the scheduled time of meeting. If a quorum is not present after the adjournment time, the lack of quorum will be noted for the record.

The public will be welcome to attend meetings and share opinions.

The Committee meeting Agenda (see Appendix A) will be utilized for each Committee Meeting.

The Committee Meeting Minutes template (see Appendix B) will be utilized for the Committee's minute taking.

6. REPORTS

The Committee shall prepare an annual Status Report and Work Plan which shall be submitted to Chief and Council in February of each year. The report shall report on the following types of matters:

- a) Summarization of the activities and achievements of the Governance Committee over the previous year;
- b) Description of ongoing activities and issues and identify new priorities/concerns;
- c) Outline the Committee's primary projects for the upcoming year including anticipated budgetary needs.

7. FINANCING

Financial support for the Committee will be reviewed annually as part of the Temagami First Nation regular budget preparation process.

Additional, special projects funding requests may also be submitted by the Committee from time to time for consideration by Chief and Council.

8. AMENDMENTS

These terms of reference may be amended by a Chief and Council. The Committee may make recommendations to Chief and Council where it feels amendments are required.

APPENDIX A

GOOD GOVERNANCE COMMITTEE MEETING AGENDA TEMPLATE

1. Opening prayer
2. Meeting called to order
3. Adoption of meeting Agenda
4. Disclosures of Conflict of Interest
5. Adoption of previous meeting Minutes
6. Unfinished business from previous meeting
7. New business
 - a. Correspondence
 - b. New business items
8. Motion to close meeting
9. Closing prayer

APPENDIX B

GOOD GOVERNANCE COMMITTEE MEETING MINUTES TEMPLATE

MEETING – MINUTES

Meeting Date:

Meeting Time:

Meeting Location:

Committee Members in Attendance:

Committee Members Absent:

Others Present or Absent:

1. Opening prayer
2. Meeting called to order
3. Adoption of meeting Agenda
4. Disclosures of Conflict of Interest
5. Adoption of previous meeting Minutes
6. Unfinished business from previous meeting
7. New business
 - a. Correspondence
 - b. New business items
8. Motion to close meeting
9. Closing prayer

FROM AGENDA ITEM #	ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE
1	a)		
2	b)		

PARKING LOT ITEMS FOR NEXT MEETING AGENDA
•

MEETING MOTIONS					
Motion #	Motion Text	1 st by	2 nd by	Abstentions (Y/N)	Consensus (Y/N)
1	•				
2	•				

Appendix I – Communications Committee Terms of Reference

TEMAGAMI FIRST NATION



BEAR ISLAND
LAKE TEMAGAMI, ONTARIO P0H 1C0
TEL 1.888.737.9884 or 705.237.8943
FAX 705.237.8959
www.temagamifirstnation.ca



Terms of Reference Communications Committee

Purpose and Scope

- The Communications Committee exists for the purpose of developing and implementing a Communications Strategy, to be completed and implemented by March 31, 2018. This Strategy will be developed with the supervision and input of the Executive Director. The final version of the Strategy, and any amendments post-final, will be approved by the Executive Director prior to execution. Timeline and execution of the Strategy Plan will be developed by the Communications Committee.
- The Communications Committee will work with and advise the Communications Officer on the development and implementation of projects, research, issues, or matters related to the Communications Strategy and its objectives. This work will include consultation with community members in a structured manner as needed.
- Members of the Communications Committee may be asked to perform tasks in support of the objectives of the Communications Strategy. The task work performed will be compensated for in form of honourariums, amount of which is determined by the Executive Director. The Executive Director will use the Finance Policy and similar honourariums issued to determine the amount given in relation to work performed.
- The Communications Committee may continue to exist for a specified time or indefinitely after March 31, 2018 if there is sufficient reason to do so, i.e. to monitor new communications protocols. This will be determined by the Executive Director in cooperation with the Communications Committee members.

Meetings

- The Communications Committee shall hold monthly meetings.
- The Chair may call for additional special meetings for time-sensitive or critical matters.
- Attendance: Committee members are expected to attend all meetings, arrive on time, and prepared to participate fully in the meeting.
- Quorum shall be a majority of the committee members, or, in the case of an even number of committee members, at least half must be present.
- The meeting will be formal as the following agenda:
 1. CALL TO ORDER
 2. ADOPT AGENDA
 3. DECLARATION OF PECUNIARY INTEREST
 4. PROJECTS

TEMAGAMI FIRST NATION



BEAR ISLAND

LAKE TEMAGAMI, ONTARIO P0H 1C0

TEL 1.888.737.9884 or 705.237.8943

FAX 705.237.8959

www.temagamifirstnation.ca



5. DELEGATIONS
 6. COMMUNICATIONS OFFICER REPORT
 7. COMMITTEE MEMBER'S REPORTS (As Needed)
 8. REGULAR BUSINESS
 9. CORRESPONDENCE
 10. NEW BUSINESS
 11. ADJOURNMENT
- The Communications Committee meetings shall be open to the public.

Membership

- The Communications Committee shall consist of a maximum of six (6) members: one member of Council, the Communications Officer, and four (4) appointed members from the Community. One (1) of the four (4) members from the Community will have career experience in Communications and the ability to mentor the Communications Officer.
- The Chair of the Communications Committee shall be selected on an equal rotation basis, allowing each member to act as Chair.
- The Chair of any particular meeting may select an Acting Chair, as required, for a meeting or part thereof, for example in the case of a conflict of interest.

Appendix J – Health and Safety Committee Terms of Reference

TEMAGAMI FIRST NATION



TERMS OF REFERENCE FOR HEALTH & SOCIAL SERVICES ADVISORY COMMITTEE

MANDATE

The Temagami First Nation Chief and Council provides the following mandate to the Health & Social Services Advisory Committee.

The Health and Social Advisory Committee is to serve in an advisory capacity as an avenue for regular community input into the planning, development and implementation of the programs and services offered by the Health and Social Services Department. It is anticipated that the lines of communication between the Health and Social Services Department and community members will be opened and maintained by providing the committee with regular opportunities to maintain awareness of, review and discuss existing and planned health and social related programs and services.

PRINCIPLES

The following are guiding principles upon which the Health & Social Services Advisory Committee will function:

- A holistic approach to health and social, which encompasses physical, mental, emotional and spiritual aspects of life;
- Will guide the planning and delivery of health and social promotion and activities;
- Promote and create awareness of a healthy ways of living through community based programming and service delivery;
- The interests of all community members on health and social related matters must be taken into account in the planning, development and implementation of the community health care and social systems.

SCOPE OF RESPONSIBILITIES

The scope of the Health and Social Services Advisory Committee includes the following responsibilities:

- The provision of advice to the Health Services Manager and Social Services Supervisor relating to the planning, development and delivery of current or new programs and their service;
- Maintain a thorough understanding of the current health and social programs and services;
- The development of recommendations relating to community Health & Social concerns and/or needs;
- The proposal of changes and additions to existing programs, services and policies.

In situations where a Health and Social related program or service has its own mandate, the Health Services Manager and Social Services Supervisor will give precedence to the mandate for its specific program.

MEMBERSHIP

- The Health and Social Advisory Committee shall consist of a maximum of eight (8) members. Specifically, this will entail: one (1) member of Council (Ex-officio), the Health Services Manager, Social Services Supervisor, and five (5) appointed community members.
- Ex-officio will vote only the case of a tie.
- The Chair of the Health and Social Advisory Committee shall be appointed by the committee.
- The Chair may select an Acting Chair as required, for a meeting or part thereof, i.e.: in the case of a conflict of interest.

ATTENDANCE

- That all appointed Committee members will make their best efforts to attend committee meetings;
- That should appointed Committee member(s) miss three (3) consecutive committee meetings, they will have been deemed to have resigned.

- The vacancy will be posted for a new committee member, and approved by Chief and Council.

CONDITIONS OF MEMBERSHIP

All residents of Bear Island are eligible to apply as a member of the Health and Social Advisory Committee with the following exceptions:

- Staff of the Health and Social Services Departments.

Members may be removed from the Health and Social Advisory Committee upon the recommendation of the Health & Social Advisory Committee to Chief and Council for any of the following reasons:

- Conviction of a criminal offence;
- Inability to fulfill responsibilities as a committee member;
- Failure to attend regularly scheduled committee meetings on three (3) consecutive occasions without prior notice or reasonable cause.
- Breach of confidentiality.

Members may resign from the Committee for any reason by submitting a letter of resignation to the Health and Social Advisory Committee.

MEETINGS

- The Health and Social Advisory Committee will hold regular quarterly meetings or as needed;
- Additionally, the Chair may call special meetings to discuss time-sensitive or critically serious issues.
- Three members of the committee must be in attendance for a committee meeting to proceed;
- Minutes will be distributed to committee members prior to next meeting;
- Agenda will be sent three days before meeting.

- Program staff of the Health & Social Departments will participate as resources in meeting as required;
- Committee meetings will be held as formal, using the following agenda:
 - OPENING PRAYER
 - MOTION TO OPEN MEETING
 - REVIEW/MOTION TO ADOPT AGENDA
 - REVIEW/MOTION TO ACCEPT MEETING MINUTES
 - HEALTH & SOCIAL REPORTS
 - CORRESPONDENCE
 - UNFINISHED BUSINESS
 - NEW BUSINESS
 - SET MEETING DATE
 - MOTION TO CLOSE MEETING
 - CLOSING PRAYER

EXPECTATIONS

Each committee member will conduct themselves in an appropriate manner:

- Members to speak without interruption;
- Discussion focused on agenda items;
- Use appropriate language.

CONFLICT OF INTEREST

Committee members will declare a conflict of interest and remove themselves from the discussion and meeting.

REPORTING

The Health Services Manager and Social Services Supervisor will ensure that a summary report of committee meetings is provided to Chief and Council, quarterly.

The activities of the Health and Social Services Advisory Committee will be reported to community members as part of the annual report from Health and Social Services.

HONORARIUMS

In recognition of the time spent attending meetings and participating in the required follow-up activities, and in an effort to ensure consistent participation in meetings, an honorarium will be provided to each member of the Health and Social Advisory Committee for each meeting attended.

- ½ day \$75.00
- 1 full day \$150.00

TECHNICAL SUPPORT

The Health Services Manager and Social Services Supervisor will ensure required administrative support.

Appendix K – Housing Committee Terms of Reference

TERMS OF REFERENCE

**TEMAGAMI FIRST NATION
HOUSING ADVISORY COMMITTEE**



**TEMAGAMI
FIRST NATION**

APPENDIX 1

**TEMAGAMI FIRST NATION
CHIEF AND COUNCIL**

Resolution # 10-27-2011

Being a resolution to adopt Terms of Reference for Advisory Committees of Chief and Council.

WHEREAS Temagami First Nation Chief and Council have the authority to establish Advisory Committees to assist in their decision making processes;

AND WHEREAS Temagami First Nation Chief and Council deem it appropriate that all Advisory Committees of Chief and Council operate in accordance with consistent rules and procedures;

AND WHEREAS Temagami First Nation Chief and Council wish to establish the general rules and procedures to be followed by all Advisory Committees;

NOW THEREFORE the Chief and Council of Temagami First Nation do hereby resolve:

1. That the Terms of Reference attached hereto as Schedule "A" shall govern all Advisory Committees established by Resolutions of Chief and Council.
2. This resolutions shall repeal and replace the existing Terms of References and procedures followed by all presently established Advisory Committees of Chief and Council save and except the Bear Island Education Authority.
3. That the Executive Director of Temagami First Nation is hereby authorized to make minor modifications or corrections of a grammatical or typographical nature to the attached Schedule "A" and Appendixes' after adopted by Chief and Council provided such modifications or corrections do not alter the intent of the Resolution.
4. That this Resolution shall come into force and take effect upon the adoption by Chief and Council at the Regular Scheduled Council of _____ 2011.

TERMS OF REFERENCE
Temagami First Nation
HOUSING ADVISORY COMMITTEE

1. MANDATE

Make formal recommendations to Council regarding the development and on-going review of the First Nation Housing Policy. Explaining to the First Nation residents and obtaining their input, and overseeing the policy's implementation.

In addition, the Housing Committee may also make recommendations regarding the annual priorities for housing, renovations, and water systems, as well as long term planning for the community. In consultation with the committee, Council will approve policy and establish priorities, and ensure that the housing programs are efficiently administered and implemented.

2. PURPOSE & SCOPE

The following are guiding principles upon which the Housing Advisory Committee will function:

- 2.1 All members are expected to sign and conform to the Oath of Confidentiality
- 2.2 Each member of the committee is responsible for ensuring equal opportunity to voice opinions for all members.
- 2.3 Every effort must be made to attend committee meetings.
- 2.4 All committee members are expected to review the agenda and any other documents made available to them prior to the meeting.
- 2.5 Follow through with work assigned by the Committee.
- 2.6 Actively participate in discussions, directions and recommendations.
- 2.7 To act as a representative of the First Nation when delegated to attend meetings or conferences.

3. SCOPE OF RESPONSIBILITIES

The scope of the Housing Advisory Committee includes the following responsibilities:

- 3.1 Review and recommendation of a long term capital development and Five (5), Ten (10) and Twenty (20) year housing plan;
- 3.2 Housing Advisory Committee review annual housing report with respect to relevant activities, and recommendations for the coming year;
- 3.3 Committee members are to maintain good relations and communications with all membership, other government officials and private agencies at all times;
- 3.4 Housing Policy and other TFN housing related policies are implemented and to make recommendations regarding policy amendments;
- 3.5 Receive and review Housing Coordinator updates;
- 3.6 Become familiar with CMHC Section 95 Agreements, and other CMHC funded programs;
- 3.7 When required undertake a housing needs survey.
- 3.8 Provide recommendation in development of new housing related policies.
- 3.9 Housing Committee may appoint an Ad-Hoc committee when required. The Committee shall be provided in writing a specific work plan.
- 3.10 The Ad-Hoc Committee are to operate in accordance with the Housing Advisory Committee Terms of Reference.
- 3.11 In situations where funders have its own mandate, the Community Infrastructure Manager and Housing Department may give precedence to the mandate for its specific funding.

4. MEMBERSHIP

- 4.1 The Housing Advisory Committee shall consist of a maximum of seven (7) members. Specifically, this will entail: one (1) member of Council, the Housing Coordinator and five (5) appointed community members.
- 4.2 The Chair of the Housing Advisory Committee shall be the Temagami First Nation Band Councillor.

4.3 The Chair may select an Acting Chair as required, for a meeting or part thereof, i.e.: in the case of a conflict of interest.

5. ATTENDANCE

5.1 All appointed Committee members will make their best efforts to attend committee meetings;

5.2 Should appointed Committee member(s) miss three (3) consecutive committee meetings, the Housing Advisory Committee may make a recommendation to Council to remove him/her.

5.3 The vacancy will be posted for a new committee member, and approved by Chief and Council.

5.4 Should a member be unable to attend, he/she must notify the Housing Coordinator at least one (1) day prior.

6. CONDITIONS OF MEMBERSHIP

6.1 All residents of Bear Island are eligible to apply as a member of the Housing Advisory Committee.

6.2 Members may be removed from the Housing Advisory Committee upon the recommendation of the Housing Advisory Committee to Chief and Council for any of the following reasons:

6.2.1 Conviction of a criminal offence;

6.2.2 Conflict of Interest

6.2.3 Inability to fulfill responsibilities as a committee member;

6.2.4 Failure to attend regularly scheduled committee meetings;

6.2.5 Breach of confidentiality.

6.3 Members may resign from the Committee by submitting a letter of resignation to the Housing Advisory Committee.

6.4 When a member has been removed or resigned, the Committee shall make a request to Council for replacement of a Committee member.

7. MEETINGS

7.1 The Housing Advisory Committee will hold regular quarterly meetings or as needed;

7.2 Additionally, the Chair may call special meetings to discuss time-sensitive or critically serious issues.

7.3 Three members of the committee must be in attendance for a committee meeting to proceed;

7.4 A quorum shall consist of two (2) committee members plus the Temagami First Nation Housing Coordinator. ⁽¹⁾

*(1) Amendment Approved Duly
Convened TFN Band Council
Meeting August 30, 2019*

7.5 Minutes will be distributed to committee members three (3) days prior to next meeting;

7.6 Agenda will sent three days before meeting.

7.7 At the direction of the Executive Director, program staff of the Housing and/or Infrastructure Departments will participate as resources in meetings as required;

7.8 Committee meetings will be held as formal, using the following agenda:

- CALL TO ORDER
- ADOPT AGENDA
- DECLARATION OF PECUNIARY INTEREST
- DELEGATIONS
- PROJECTS
- HOUSING OFFICER REPORT
- REGULAR BUSINESS
- CORRESPONDENCE
- NEW BUSINESS
- ADJOURNMENT

8. EXPECTATIONS

8.1 Each committee member will conduct themselves in an appropriate manner:

8.2 Housing Advisory Committee members are responsible for their own transportation to and from committee meetings.

8.3 Members must conduct oneself in a professional manner.

8.4 Members to speak without interruption;

8.5 Discussion focused on agenda items;

8.6 Use appropriate language.

9. CONFLICT OF INTEREST

9.1 If a member has declared a conflict of interest regarding an agenda item, the member shall leave the room when the Committee reaches that agenda item. The member's departure from the meeting shall be noted in the minutes.

9.2 Following the completion of the discussion by the Committee of that agenda item, the member shall return, and the return shall be noted in the minutes.

9.3 No member shall discuss that agenda item with the member who has disclosed a conflict, whether at the Committee meeting or outside the Committee meeting, before or after the meeting.

9.4 If a member does not declare a conflict of interest and a member of the committee feels conflict should be declared, the matter shall be will forwarded to Temagami First Nation Band Council for a final decision.

10.CONFLICT OCCURES WHEN

A conflict of interest exists whenever a Housing Advisory Committee member's personal interests conflict or compete with his/her responsibilities as a Temagami First Nation Housing Advisory Committee member. An example of a conflict of interest arises when a Housing Advisory Committee member or their immediate family member, is in a position to benefit directly or indirectly from information obtained during the course of their term, or as a result of the Housing Advisory Committee members ability to influence the decision making process. When a Housing Advisory Committee member declares a conflict of interest, he/she shall immediately remove himself/herself from the discussion, situation, or decision making process. Furthermore, a Housing Advisory Committee member in a conflict shall also avoid any actions which could be perceived to influence the outcome of the matter, such as discussions of the matter with the decision maker(s).

11. REPORTING

- 11.1 The Housing Advisory Committee Chair will ensure that a verbal presentation, accompanied by a written report and recommendations is provided to Chief and Council.
- 11.2 The activities of the Housing Advisory Committee will be reported to community members as part of Community Meetings.
- 11.3 Housing Coordinator shall take and maintain meeting minutes.
- 11.4 The Housing Coordinator shall prepare quarterly an article summarizing major activities of the committee for the community newsletter.

12. HONORARIUMS

In recognition of the time spent attending meetings and participating in the required follow-up activities, and in an effort to ensure consistent participation in meetings, an honorarium will be provided to each member of the Housing Advisory Committee for each meeting attended.

- 12.1 ½ day \$75.00
- 12.2 1 full day \$150.00

13. TECHNICAL SUPPORT

The Temagami First Nation Executive Director will ensure required administrative support.

Approved at duly convened meeting of Temagami First Nation Band Council December 12, 2017

Appendix L – Bear Island Education Authority Terms of Reference

Temagami First Nation
Bear Island Education Authority

Terms of Reference

1.0 Introduction

1.1 Mandate

The Bear Island Education Authority (BIEA) has the mandate from the Temagami First Nation (TFN) Chief and Council to carry out their duties and responsibilities in the operation of the Laura McKenzie Learning Centre, the Bear Island Library and the administration of educational services for funded secondary and post-secondary students.

1.2 Background Statement

The BIEA has been established to administer educational services of the TFN. TFN Chief and Council delegates specific powers, duties and responsibilities to the appointed Board members of the BIEA to deliver educational services for the elementary, secondary and post-secondary levels. Specifically, the BIEA will establish policies respecting the provision of educational services and programs. TFN Chief and Council understands the BIEA will delegate some of its responsibilities to its employees and, when necessary, committees of the Education Authority. The TFN Chief and Council are ultimately responsible and accountable for the provision of educational services.

2.0 Objectives

- a. To ensure quality education at the LMLC, and, to provide quality educational services and promote student success at secondary and post-secondary levels.
- b. To instill in our students the value of knowledge and educational achievement.
- c. To stimulate and promote the involvement of parental and community participation in the school and educational communities.
- d. To revitalize and instill a sense of value for our Anishinabai language, history and culture.
- e. To produce graduates by providing guidance and support to the students.

BIEA Terms of Reference

- f. To seek and maintain the support of the community.
- g. To build a productive organization and establish a network of supportive resources.
- h. To meet or exceed mainstream standards of education.

3.0 Structure

3.1 Board Members

The Board will consist of a Chairperson and four Board members and a non-voting ex-officio member of Chief and Council. The ex-officio will serve as a liaison between the BIEA School Board and the TFN Chief and Council.

- a. The five board members, including the Chairperson, in addition to the ex-officio, will be appointed by Chief and Council.
- b. Community members, 18 years and older, are eligible to apply for the school board. Members applying must provide a police record check.

3.2 Honoraria

- a. The Chairperson honoraria for board meetings shall be \$300 per calendar month. The honoraria shall be \$150 per calendar month for regular Board Members.
- b. Board Members must be in attendance at meetings to receive an honorarium. If a Board Member attends less than half of the meetings/meeting within a calendar month, they shall be remunerated at half of the allotted honoraria

4.0) Board Member Roles and Responsibilities

4.1 Finance

The Board will:

- a. Provide direction for the administrative and financial management of the education programs at the LMLC, the secondary, and the post-secondary levels.

BIEA Terms of Reference

- b. Assist the Chief and Council and/or representatives of the Temagami First Nation in negotiating for funds which pertain to education.
- c. Continually strive to enhance, improve and expand BIEA opportunities available to TFN members by actively seeking additional funding sources and arrangements.
- d. Be responsible for developing and monitoring the budget for the BIEA.
- e. Review the financial report at each regular meeting.
- f. Be responsible for designating the signing authorities for the BIEA

4.2 Education

The Board will:

- a. Promote education and involve the community members in the education process.
- b. Be receptive to the educational preferences of the community.
- c. Provide direction for all educational matters pertaining to the LMLC, and funded secondary and post-secondary students.
- d. Approve and oversee the program of studies that are being delivered at the LMLC.
- e. Direct and oversee the periodic evaluation of the program of studies at the LMLC.

4.3 Personnel

The Board will:

- a. Be responsible for the hiring and dismissal process for BIEA employees. Board decisions to hire, dismiss employees must be affirmed by the TFN Chief and Council or their representative, if employment is more than three (3) months.

BIEA Terms of Reference

- b. Have authority to delegate responsibilities to the employees of the BIEA.
- c. Ensuring that performance appraisals are conducted for all BIEA staff.
- d. Ensure that the job descriptions and contracts for BIEA employees are developed and updated when required.

4.4 Communication

The Board will:

- a. Forward to the TFN Chief and Council a signed copy of official Board minutes.
- b. Be responsible for ensuring that the communication between the community and the Education Authority remain strong and vital.
- c. Communicate with BIEA staff through the Education Director/Principal. BIEA staff will send reports to the Board via the Principal, or may be invited to attend Board meetings to provide advice or express concerns.
- d. When dealing with members of the general public, the Education Authority will be represented by the Chairperson or his/her designate.

4.5 Policies and Procedures

The Board will:

- a. Be responsible for the development of all of the policies and procedures that relate to the effective functioning of the BIEA, the LMLC, secondary and post-secondary education services.
- b. Oversee the implementation of the policies and guidelines.
- c. Conduct a review from time to time, to measure the effectiveness of the policies and procedures.
- d. Ensure consistent and fair adherence to policy.

BIEA Terms of Reference

- e. Acknowledge that any staff or community members are free to propose revisions of BIEA policies to the Board. Proposed changes should be available in writing prior to a meeting.
- f. If a matter arises for which there is no Board policy, the Principal will consult with the Chairperson and decide on a course of action. At the next regular Board meeting, the Principal will report on the issue and if necessary, policy revision or formulation will be presented for Board consideration. If the matter is deemed to be serious, the chairperson may decide whether or not a special Board meeting will be required to address the issue.

5.0 Reporting

- a. The BIEA annual report to TFN Chief and Council will be presented in April. An annual work plan and budget will be included in the presentation.
- b. The BIEA will make a presentation to the community annually. They will report what has been achieved during the past year, discuss plans for the upcoming year and seek input from the community.

6.0 Operating Standards

6.1 Meetings

The following procedures pertain to the functioning of regular board meetings:

- a. The chairperson or his/her designate will call the meeting to order.
- b. A member will be asked to share some opening remarks and/or an opening prayer.
- c. Members will approve or amend the agenda.
- d. Members will be given the opportunity to read and approve or amend the minutes of the last regular or special meeting.
- e. The Board's regular monthly meetings will normally be open to the community. However, since confidential matters will be

discussed from time to time, parts of a regular meeting may be in-camera.

- f. In-camera sessions are confidential and motions framed there, must be passed in the public meeting.
- g. Persons wishing to address the Board should contact the Chairperson or his/her delegate to be placed on the agenda. If possible, delegations will be received under New Business on the agenda.

6.2 Frequency and Categories of Meetings

- a. Regular meetings of the Board will occur once a month
- c. Regular meeting dates should be set a year ahead (e.g. every third Tuesday of the month) and established at the June meeting.
- d. When necessary, special meetings will be held to deal with needed work, or urgent matters. These meetings are to be called by the Chairperson, or a quorum of the remaining Board Members.
- e. A budget meeting will be scheduled at the call of the Board.

6.3 Agenda

- a. The chairperson will prepare the agenda for the Board's regular and special meetings in consultation with the Education Director/Principal.
- b. There will be a standard template agenda and Board members can add to it prior to a meeting.

6.4 Duties of the Chairperson

The duties of the chairperson will be as follows:

- a. To set the date and call regular and special meetings.
- b. To ensure that all preparations for meeting have been made.
- c. To focus the energy and attention of the Board so that a meeting's objectives are met.

BIEA Terms of Reference

- d. To conduct an orderly meeting.
- e. To act on behalf of the Board.
- f. To see that each agenda item is discussed.
- g. To set the agenda for regular and special meetings in consultation with other Board members and the Education Director/Principal.
- h. To represent the Education Authority both in and outside of the community as delegated by the Board.
- i. To ensure that proper minutes are kept.
- j. To meet with the Chief and Council as required.
- k. To ensure, whenever possible, that a notice(s) of an upcoming Board meeting is posted at least one week in advance.
- l. To chair all meetings or delegate the position.
- m. To take part in discussions and vote on all issues.
- n. To challenge members who have not declared a conflict of interest when perceived as necessary.
- o. To ensure a signed copy of the minutes is forwarded to Chief and Council.
- p. To adhere to the Code of Ethics (Appendix 1).

6.5 Duties of the Board Members

It is the duty of each Board member:

- a. To actively learn more about educational issues as they arise.
- b. To represent the community in Board delegations.
- c. To attend Board meetings on a regular basis.
- d. To set goals for the school and the Board.
- e. To establish relevant, improved and efficient Board policies.

- f. To channel community concerns to the Board.
- g. To speak on behalf of the Board when delegated to do so.
- h. To ensure that the policies and procedures are reviewed regularly so that they remain effective and relevant.
- i. To appoint a hiring committee and conduct interviews when hiring new employees.
- j. To challenge other Board Members or the Chair who have not declared a conflict of interest when perceived as necessary.
- k. To adhere to the Code of Ethics (Appendix 1).

6.6 Liability

Members of the Board will not be personally liable for any losses, debts or suits incurred by the BIEA. However, members will be expected to take on their duties with care, diligence and skill. It is recommended that members of the Board:

- a. Consider liability risk in decision making.(duties)
- b. Be aware of legislation, regulations and acts that will apply to the operation of the school.
- c. Encourage interested persons to become Board members. (duties)
- d. Participate in Board discussions and have your vote recorded in the minutes if fitting. (duties)
- e. Avoid any conflict of interest or even an appearance of a conflict of interest if possible.(conflict section) (duties)

6.7 Decision Making

- a. A quorum will be reached when 3 of 5 members of the Board are present.
- b. A majority of the board is required to support a motion, for it to be deemed to pass.

BIEA Terms of Reference

- c. The Board will strive to reach their decisions by consensus, followed by formal voting if required, individual Board Member votes are to be recorded in the minutes.
- d. A motion must be moved and seconded by members present. Normally, discussion occurs only after a motion is seconded.
- e. The chairperson will vote on each issue.
- f. Once a motion has been moved and seconded, it must be voted on unless there is a motion to defer. A motion to defer may delay a vote if, for example, the Board wished to seek further input from the Chief and Council or the community; or the Board needs to do additional research.
- g. If there are amendments to a motion and the original mover and seconder agree, then motion as amended is voted on.
- h. A motion to go in-camera must be supported before any in-camera discussion can take place.

6.8 Minutes

- a. Minutes of all meetings will be recorded by the Administrative Assistant or his/her delegate.
- b. If the Board declares an in-camera session, all discussions concerning a motion are to remain confidential and the minutes will report only that an in-camera session had occurred.
- c. The draft minutes will be produced by the Administrative Assistant and will be distributed to all Board members to read prior to the next meeting.
- d. The members of the Board will be expected to correct or amend the minutes and then approve them at the beginning of the next regular meeting.
- e. After the minutes have been approved, they will be signed by the Chairperson and stored in a binder in the school's office. Copies of the approved minutes will be available to the community. One copy of signed minutes will be forwarded to the Chief and Council by the Chairperson.

- f. The minutes should include the following information: a list of the participants; the date, time and location of the meeting; a conflict of interest declaration, the motions and the disposition of each motion, it's outcome and a record of the votes of individual Board members, a summary of the items discussed and of the decisions made concerning those items; and a record of the late arrival or early departure of the members of the Board.

6.9 Confidentiality

The discussion of the BIEA may at times be considered confidential. Members of the Board are expected to abide by the policy and procedures on confidentiality. Confidentiality relates to information that should never be shared, and at other times, information that should be kept confidential for a period of time until it is ready for release. It will be the responsibility of each member to ask for clarification when they are uncertain. Member of the Board are expected to sign a confidentiality agreement. (Appendix II)

6.10 Conflict of Interest

- a. Board members shall not use their position for personal gain to the detriment of the interests of TFN, the BIEA or LMLC.
- b. In the event that a Board member or his/her immediate family has a personal interest in a matter being discussed by the Board, he/she shall refrain from taking part in the discussion as a Board Member or participating in the decision.

7.0 Terms of Office

- a. Members will be appointed for a three year term.
- b. Positions may only be held for two consecutive terms, which would allow existing Board members to apply for reappointment after their first term.
- c. If a vacancy occurs for the Chairperson or a Board member before a term ends, the Board will recommend a replacement to the Chief and Council. The Chief and Council will appoint a new member to complete the term.

7.1 Board Member Resignation

If possible, a written notice of resignation should be received by the Board one month before it is due to take effect. The Board will seek a replacement from the TFN community and recommend appointment(s) to the Chief and Council.

7.2 Removal

The Chairperson or his/her designate will recommend to the Chief and Council that a member be removed from the Board if:

- a. Three consecutive meetings have been missed.
- b. A Board Member was convicted of an indictable offence while on the board.
- c. The Board code of ethics had been seriously violated.

8.0 Amendments to the Terms of reference

- a. The Terms of Reference for the BIEA can be amended by the TFN Chief and Council. It is preferable however that the Chief and Council first inform and consult with the BIEA regarding such considerations.
- b. The BIEA can make recommendations to the Chief and Council, for changes to the Terms of Reference. The Terms of Reference can be amended with the approval of the TFN Chief and Council.

Appendix 1

Code of Ethics

- a. To respect the uniqueness and intrinsic worth of every individual.
- b. To work with other board members in a spirit of respect, openness, co-operation and proper decorum, in spite of differences of opinions that may arise.
- c. To approach issues with an open mind and strive to make valuable and thoughtful decisions that will strengthen our education programming.
- d. To commit to continuous learning, skill development and application of new knowledge related to education and the work of the Education Authority.
- e. To recognize legitimate decisions duly made by the Board, regardless of personal interests and opinions.
- f. To maintain confidentiality when required.
- g. To adhere to the policies and procedures of the BIEA, during all proceedings of the Board.
- h. To actively serve during one's term of office, exercising care and diligence when carrying out the duties of a board member.

**GENERAL CONFIDENTIALITY AGREEMENT
BEAR ISLAND EDUCATION AUTHORITY
TEMAGAMI FIRST NATION**

General Confidentiality Agreement, dated as of _____, 2011,
By Temagami First Nation, Bear Island Education Authority, And
_____, an individual residing in _____
referred to in this document as "Board Member".

1. The Board Member shall use all reasonable efforts to keep confidential all proprietary or confidential information of the Temagami First Nation, Bear Island Education Authority or any of its affiliates, including any information relating to the directors, officers, patrons, donors, operations, assets, business and prospects of the Temagami First Nation, Bear Island Education Authority acquired, before or after the date signed in this agreement, by being member of a committee established by the Temagami First Nation, Bear Island Education Authority, or an officer, employee or agent of the Temagami First Nation, Bear Island Education Authority except that such Board Member may disclose information which is
 - (i) required to be disclosed by any requirement of any agreement by which the Temagami First Nation, Bear Island Education Authority is bound,
 - (ii) required to be disclosed by any requirement of law, in the course of any legal proceeding or
 - (iii) within the public domain (other than as a result of a breach of this Agreement).
2. In addition, the Board Member may disclose information which is reasonably necessary to disclose to a third party for the furtherance in good faith of the operations, business and prospects of the Temagami First Nation, Bear Island Education Authority.
3. The Informed Person therefore further agrees that, in the event the Board Member violates, or threatens to violate, any of restrictions set forth herein, the Temagami First Nation, Bear Island Education Authority shall be entitled:
 - (i) To remove the Board Member from the Temagami First Nation, Bear Island Education Authority
 - (ii) To seek legal action if necessary

Signed: _____
Board Member

by: _____
Authorized Signature

Name: _____
Residential
Address: _____

Name: _____
Title: _____

Appendix M – Lands & Resources Advisory Committee Terms of Reference

**Temagami First Nation
Terms of Reference**

**Lands and Resources Advisory Committee
(includes the Land Code Committee)**

Purpose and Scope

The Lands and Resources Advisory Committee exists for the purposes of:

- Advising Chief and Council and the Lands and Resources Manager on any issues within the Lands and Resources jurisdiction of N'Daki Menan, and bringing to their attention any new Lands and Resources related issues for discussion and direction
- Supporting the work of the Lands and Resources Department
- Soliciting and receiving feedback from TFN / TAA citizens and communicating them to the Lands and Resources Department, and to Chief and Council when appropriate
- Gathering information, assisting with community outreach on implementation of the Land Code with Temagami First Nation citizens, providing the community with pros and cons on the merits of various policies and procedures, law-making, etc. to implement the Land Code.

Meetings

- The Lands and Resources Advisory Committee will hold regular monthly meetings.
- Additionally, the Chair may call special meetings to discuss time-sensitive or critically serious issues.
- Committee meetings will be held as formal, using the following agenda:
 1. CALL TO ORDER
 2. PRAYER
 3. ADOPT AGENDA
 4. DECLARATION OF CONFLICT OF INTEREST
 5. ADOPT AGENDA
 6. REVIEW PREVIOUS MINUTES
 7. BUSINESS ARISING FROM PREVIOUS MINUTES
 8. DELEGATIONS
 9. NEW BUSINESS
 10. NEXT MEETING DATE AND ADJOURNMENT
- The Lands and Resources Advisory Council meetings shall generally be open to the public.

Membership

- The Lands and Resources Advisory Committee shall consist of a maximum of five (5) members, one member of TAA Council, one member of the TFN Council and three (3) appointed members from the community.
- The Chair of the Lands and Resources Advisory Committee shall be determined by the Committee
- The Chair may select an Acting Chair as required, for a meeting or part thereof, for example in the case of a conflict of interest.

Attendance

- That all appointed Committee members will make their best efforts to attend Committee Meetings;
- That should appointed Committee members miss three consecutive Committee Meetings, they will have been deemed to have resigned, as such the vacancy will be posted forthwith for a new member by Chief and Council.

Appendix N – Economic Development Advisory Committee Terms of Reference

Temagami First Nation Terms of Reference

Economic Development Advisory Committee (also includes Small Business Grants Committee)

Purpose and Scope

- The Economic Development Advisory Committee exists for the purpose of: Advising Council on any issue which Council sends to the Committee for comment; the Economic Development Advisory Committee is to serve as a sub-committee to review the Small Business Grant applications funded by the TFN Enrichment Funds. The interests of all Temagami First Nation members on matters related to the Program must be taken into account.

Responsibilities:

- Making recommendations on matters which will include, but not be limited to the functional areas of:
- Advise on policies, procedures and strategic directions that should be considered for the purposes of fostering and advancing economic and business opportunities and the promotion of Temagami First Nation.
- Provide input on issues, legislation, etc. affecting economic development.
- Bring recommendations and action plans to Council for direction.
- Act as a "sounding board" to exchange ideas.
- Represent the Temagami First Nation's interests.
- Work collaboratively with other departments, staff, stakeholders, etc.
- Actively seek out new alliances, partnerships, programs, etc. to enhance economic development.
- Small Business Committee:
- Establish and maintain a thorough understanding of the current Enrichment Fund Small Business Grant Program; Review the small business grants applications and make recommendations regarding grant recipients.
- Propose changes and additions to the existing Small Business Grant policy.

Meetings

- The Economic Development Advisory Committee will hold at minimum 4 quarterly meetings, and as necessary.
- The Chair may call special meetings for time sensitive matters, such as to discuss and make recommendations on funding opportunities with tight deadlines.
- Committee meetings will be as formal as the following agenda:
 1. CALL TO ORDER
 2. ADOPT AGENDA
 3. DECLARATION OF PECUNIARY INTEREST
 4. DELEGATIONS
 5. PROJECTS
 6. EDO REPORT
 7. NEW BUSINESS
 8. ADJOURNMENT

Membership

- The Economic Development Committee shall consist of a maximum of five (5) members, one member of Council, the Economic Development Officer and 3 appointed members from the community.
- The Chair of the Economic Development Committee shall be the Councillor appointed by Council to the economic portfolio.
- The Chair may select an Acting Chair, as required, for a meeting or part thereof for example in the case of a conflict of interest.

Terms of Office:

- That all appointed Committee members will be appointed for a three (3) year term.
- Positions may be held for 2 consecutive terms, which will allow existing committee members to reapply after his/her first term.

Attendance

- That all appointed Committee members will make their best efforts to attend Committee Meetings;
- That should appointed Committee members miss three consecutive Committee Meetings, they will have been deemed to have resigned, as such the vacancy will be posted forthwith for a new member by Chief and Council.

Economic Development Advisory Committee – TOR – Approved June 24, 2019

Appendix O – Tillie Missabie Family Centre Parent Committee Terms of Reference

Tillie Missabie Family Centre Parent Committee

Terms of Reference

Date of revisions: November 2017

Purpose

Goal:

The purpose of the Tillie Missabie Family Centre Parent Committee is responsible for information sharing in order to encourage, support and enhance the Tillie Missabie Family Centre programming. The intention is to provide programming based on creativity, pride, reflective of community beliefs in holistic and sage environment.

Objectives:

Policies and Procedures

Discuss Tillie Missabie Family Centre policies and procedures and recommend adaptations to the policies when necessary in conjunction to the Child Care and Early Years Act, as well as the Child Care Licensing Manual.

Programming

Review and offer suggestions to meet the goals and objectives of the Tillie Missabie Family Centre programming which also encompasses the AHS programming.

Reflection and discussion around the philosophy and goal of AHS which include:

- Support the spiritual, emotional, intellectual, and physical growth of each First Nations child;
- Support and encourage each First Nations child to enjoy life-long learning;
- Support parents and guardians as the primary teacher and caregivers of their children;
- Encourage parents to play a major part in planning, developing, and evaluating the program;
- Recognize and support the role of the extended family in teaching and caring for the children;
- Include the broader First Nations community as part of the program through all stages of planning, evaluation, and growth;
- Ensure that the program works with and is supported by other First Nations community programs and services;
- Ensure that resources are used in the best way possible to produce measurable and positive outcomes for First Nations children, their parents, families, and communities.

Community

Support and encourage the Tillie Missabie Family Centre community to follow the CECE Code of Ethics;

Support and encourage the Tillie Missabie Family Centre community to implement How Does Learning Happen into the program;

Support and encourage the Tillie Missabie Family Centre community to use the Continuum of Development to observe and document children's interests.

Assist in creating a welcoming environment at the Tillie Missabie Family Centre.

Best Practices

Explore all ways of behavior management including meeting special needs of children using case scenario approaches. Review Tillie Missabie Family Centre Policy for behavior management.

Accountability

On-going review of program needs.

Management

The Tillie Missabie Family Centre Parent Committee will not exercise any power over decision making but will make recommendations and will give advice to the Tillie Missabie Family Centre Program Supervisor. In turn the Program Supervisor will provide feedback to the parent committee on how recommendations have been implemented. This will enhance skills and knowledge of the working group to provide quality care in the organization.

Membership

Membership Selection

The committee will be comprised of parent, grandparents, any child care stakeholders(workers, community members invested in child care) via appointment which will be approved by the TFN Chief and Council. The membership will be reviewed annually. The committee members will hold a term for 3 years. The membership will not be open to Tillie Missabie Family Centre employees and/or spouses.

Chair Person

The chair person will be selected amongst the parent committee. They will draft and distribute agenda, lead meetings, and liaison with the Tillie Missabie Family Centre Program Supervisor.

Ex-officios

The ex-officio members of the committee will be the Tillie Missabie Family Centre Program Supervisor and a member of TFN Chief and Council.

Member Commitment

- Ability to meet quarterly;
- Be open to input and information sharing;
- Exercise confidentiality at all times;
- Identify and remove oneself in times of conflict of interest.
- Be available for emergency meeting over and above regular scheduled meetings.

Appendix P – Enrichment Working Committee Terms of Reference

TEMAGAMI FIRST NATION



BEAR ISLAND
LAKE TEMAGAMI, ONTARIO P0H 1C0
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www.temagamifirstnation.ca



TFN Enrichment Funds

TERMS OF REFERENCE ENRICHMENT FUNDS WORKING COMMITTEE

The Enrichment Funds Working Committee is to serve as a working committee for the Temagami First Nation (TFN) Chief and Council regarding funds received from the Ontario First Nation Limited Partnership (OFNLP). The committee is grounded to the community that grew and evolved from our motherlands, n'Daki-Menan.

RESPONSIBILITIES:

- establish and maintain a thorough understanding of the current Enrichment Funds Allocations as directed from OFNLP agreement
- develop recommendations relating to Enrichment Funds that will benefit the TFN membership
- periodic review and evaluation of Enrichment Programs and expenditures to assist community evolution through the five areas of approved spending that includes: Community Development, Culture & Recreation, Economic Development, Education and Health.
- establish sub-committees as required with Terms of Reference
- work in cooperation with the Temagami First Nation Finance Manager in the annual budget process

MEMBERSHIP:

- The TFN Enrichment Funds Working Committee shall consist of a maximum of six (6) members, one non-voting ex-officio from Chief and Council and 5 committee members
- The non-voting ex-officio will serve as a liaison between the TFN Enrichment Funds Working Committee and the TFN Chief and Council.
- The Chair from the TFN Enrichment Funds Working Committee will be chosen at the first Committee meeting.
- The Chair may select an Acting Chair, as required, for a meeting or part thereof example in the case of a conflict of interest

Vacancies on the Enrichment Working Committee are to be posted as well as distributed to the TFN membership. Members wishing to serve on the committee must submit a letter to the Enrichment Funds Clerk outlining any related background or experience. Selection of committee members will be done by Chief and Council in consultation with the Enrichment Funds Clerk.

ELIGIBILITY:

TFN members only

Committee members may resign from the Enrichment Working Committee for any reason by submitting a letter of resignation to the Enrichment Funds Clerk.

Committee members can be removed from the Enrichment Working Committee by the Chair in consultation with the committee and Chief and Council for any of the following reasons

- inability to fulfill responsibilities as a committee member;
- Failure to attend regularly scheduled committee meetings on three consecutive occasions without prior notice or reasonable cause.

MEETINGS:

- will be scheduled by the committee
- three (3) members of the committee must be in attendance for a committee meeting to proceed.
- The Enrichment Funds Clerk will ensure that the minutes of each meeting are recorded, approved and filed
- Meeting reminder notices and agendas will be developed and distributed within an appropriate time frame before each meeting.

Chair, Enrichment Funds Working Committee

- facilitate the orderly conduct of the meeting and all discussions by identifying relevant matters and stimulating conversation
- seek consensus, but in the case of non-consensus, call for a vote and in the case of a tie vote, cast the deciding vote.
- attend the following meeting of Chief and Council to bring forward any issues

Terms of Office

- The Committee will be appointed for a three (3) year term.
- Positions may be held for 2 consecutive terms, which will allow existing committee members to reapply after his/her first term.

REPORTING:

Ratified at Duly Convened Temagami First Nation Band Council Meeting: March 10, 2015

The Chairperson of the Enrichment Working Committee will work with the Enrichment Funds Clerk to ensure that a summary report of committee meetings is provided to the Chief and Council, after every meeting. The activities of the Enrichment Working Committee will be reported to community members as part of any report regularly presented by the Enrichment Funds Clerk.

HONORARIUMS:

In recognition of the time spent attending meetings, and participating in the required follow-up activities, and in an effort to ensure consistent participation in meetings, an honorarium of \$75.00/half day or \$150.00/full day, will be provided to each member of the Enrichment Working Committee for each meeting attended.

TECHNICAL SUPPORT:

The Enrichment Funds Clerk will ensure that the Enrichment Working Committee receives the required administrative and technical support. The clerk is responsible for the coordination, implementation and administration of the TFN Enrichment Funds under the OFNLP agreement and reports to the TFN Executive Director and Chief and Council.

Appendix Q – Anishinaabemowin Sagaswe’idiwin (Language Commission) Terms of Reference

Temagami First Nation
Anishinaabemowin Sagaswe'idiwin
(Language Commission)

Inaakonigewinenhs
(Terms of Reference)

1.0 Introduction

1.1 Mandate

The Temagami First Nation Anishinaabemowin Sagaswe'idiwin (AS) has the mandate from the Temagami First Nation (TFN) Chief and Council, as directed by the Community, to carry out their duties and responsibilities, such as:

- a) Advising and making recommendations to the TFN Chief and Council and to the Community:
 - 1) Of how we can best develop innovative, effective and concrete ways to revitalize and renew our language in our communities, and,
 - 2) Of certain goals, plans and targets, and strategies to best achieve these. To be developed with community input.
 - 3) On effective language initiatives for families and individual learners.
- b) To facilitate building support for, and adoption of, initiatives determined to be effective.
- c) Seeking additional resources to help ensure that these initiatives will be successful.

1.2 Background Statement

A Resolution Passed by the Community on March 29, 2016, directed the TFN Chief and Council to take ambitious action to prevent the extinction of our language.

The TFN Chief and Council are very pleased to create the Anishinaabemowin Sagaswe'idiwin (AS), as a significant first step of our ambitious action. The four whereas clauses of the Community Resolution offer some historical background and inspiration for our efforts:

Whereas: The language of the Temeaugama Anishnabeg has been spoken and heard on our homeland since the beginning of time,

Whereas: All of our Temeaugama ancestors, until quite recently, possessed and carried with them this essential part of who we are, and how we perceive the world and the life upon it,

Whereas: From early on, the Colonial powers made it their policy to assimilate our people to their ways, to replace the essential aspects of who we are with who they were, our language being one such critical aspect. Despite the overwhelming influence of these Colonial efforts, they have not totally succeeded in destroying this part of who we are.

Whereas: Our people have resisted Colonial pressure and will NOT let their efforts lead to the extinction of our Anishinaabe language in our communities.

2.0 Objectives

- a)** To apply and fulfil our mandate as identified in Section 1.1 of this Terms of Reference.
- b)** To develop a Language Revitalization and Renewal Plan for the Community.
- c)** Providing a forum for exchanging information sharing opportunities and enhancing collaboration and coordination among persons and institutions that provide instruction in Anishinaabemowin and/or seek to strengthen it.
- d)** To promote and encourage Anishinaabemowin revitalization and renewal in the Community and in the individual learner, to generate success.
- e)** To instill in our people, the great value of our language, Anishinaabemowin, and its rightful place as a source of National pride, strength, history, culture and unity.
- f)** To build an effective and productive organization, and establish a network of supportive resources.
- g)** Assessing and monitoring implementation and effectiveness of current and future AS projects and programs in co-operation with the TFN Administration.

- h) Conducting any essential and reasonable research deemed necessary to achieve AS goals and objectives.

3.0 Structure

3.1 Anishinaabemowin Sagaswe'idiwin Members

3.1 a) The AS shall be comprised of a maximum of (6) members as outlined below:

- 1) One (1) ex-officio member of the TFN Chief and Council (with alternate)
- 2) One (1) member of the TFN Cultural Advisory Committee
- 3) Four (4) members appointed by the TFN Chief and Council from the Community.

3.1 b) Consideration will be given by the TFN Chief and Council to relevant skills, knowledge, experience and passion that candidates demonstrate for appointment to the AS. Thus these skills can be offered to the enhancement of the AS's function and success.

3.1 c) The Chair of the AS shall be the TFN Council member appointed by that Council to hold TFN Cultural Advisory Portfolio.

- 1) The Chair may select an Alternate and/or Acting Chairperson as required, for a meeting, or part thereof.

3.2 Honoraria

The Honourarium rate for regular members of the AS shall be \$ 150.00/ day, and \$ 75.00/half day. Regular AS honouraria will not exceed \$ 150.00 monthly. Additional honouraria may be appropriate in special circumstances, when pre-approved by the Chair.

4.0 AS Member Roles and Responsibilities

4.1 Finance

The AS will:

- a) Provide advice for the administrative and financial management of AS operations.

- b)** Continually strive to enhance, improve and expand Language revitalization and renewal opportunities available to the TFN by actively seeking additional funding sources and arrangements.
- c)** Be responsible for developing and monitoring the AS budget.
- d)** Review the financial report regularly.

4.2 Communication

The AS will:

- a)** Forward to the TFN Chief and Council a signed copy of official AS minutes.
- b)** Be responsible for ensuring that the communication between the community, the TFN Council and the AS remain strong and vital.

4.3 Policies and Procedures

The AS will:

- a)** Oversee the implementation of the policies and guidelines.
- b)** Conduct a review from time to time, to measure the effectiveness of the policies and procedures.
- c)** Ensure consistent and fair adherence to policy.

5.0 Reporting

- a)** The AS annual report to TFN Chief and Council will be presented in April. An annual work plan and budget will be included in the presentation.
- b)** The AS will make a presentation to the community annually. They will report what has been achieved during the past year, discuss plans for the upcoming year and seek input from the community.

6.0 Operating Standards

6.1 Meetings

The following procedures pertain to the functioning of regular AS meetings:

- a) The chairperson or his/her designate will call the meeting to order.
- b) A member will be asked to share some opening remarks and/or an opening prayer.
- c) Members will approve and amend the agenda.
- d) Members will be given the opportunity to read and approve or amend the minutes of the last regular or special meeting.
- e) The AS's regular monthly meetings will normally be open to the community. However, since confidential matters may be discussed from time to time, parts of a regular meeting may be held in-camera.
- f) In-camera sessions are confidential and any substantive motions framed there, must be passed in the public meeting.
- g) Persons wishing to address the AS should contact the Chairperson or his/her delegate to be placed on the agenda. If possible, delegations will be received on the agenda under New Business.

6.2 Frequency and Categories of Meetings

- a) Regular meetings of the AS will occur once a month
- b) Regular meeting dates should be set a year ahead (e.g. every third Tuesday of the month) and established at the March meeting.
- c) When necessary, special meetings will be held to deal with needed work, or urgent matters. These meetings are to be called by the Chairperson, or a quorum of the remaining AS Members.
- d) A budget meeting will be scheduled at the call of the AS.

6.3 Agenda

- a) The chairperson will prepare the agenda for the AS's regular and special meetings in consultation with the AS members.
- b) There will be a standard template agenda and AS members can add to it prior to a meeting.
- c) AS Meeting Agenda Template:
 - 1) CALL TO ORDER
 - 2) ADOPTION OF AGENDA
 - 3) DISCLOSURES OF CONFLICT OF INTEREST (incl. Potential and Perceived)

- 4) ADOPTION OF MINUTES FROM LAST MEETING
- 5) UNFINISHED BUSINESS FROM LAST MEETING
- 6) REGULAR BUSINESS
- 7) REPORTS/PROJECTS
- 8) NEW BUSINESS (Incl. Correspondence)
- 9) ADJOURNMENT

6.4 Duties of the Chairperson

The duties of the chairperson will be as follows:

- a) To set the date and call regular and special meetings.
- b) To ensure that all preparations for meeting have been made.
- c) To focus the energy and attention of the AS so that a meeting's objectives are met.
- d) To conduct an orderly meeting.
- e) To act on behalf of the AS.
- f) To see that each agenda item is discussed.
- g) To set the agenda for regular and special meetings in consultation with other AS members.
- h) To represent the AS both in and outside of the community as delegated by the AS or the TFN Council.
- i) To ensure that proper minutes are kept.
- j) To meet with the TFN Chief and Council as required.
- k) To ensure, whenever possible, that a notice(s) of an upcoming AS meeting is posted at least one week in advance.
- l) To chair all meetings or delegate the position.
- m) To take part in discussions and vote on all issues.
- n) AS members are required to devote time between meetings to review relevant materials and to be respectfully prepared for meetings.
- o) To challenge members who have not declared a conflict of interest when perceived as necessary.

- p) To ensure a signed copy of the minutes is forwarded to Chief and Council.
- q) To adhere to the Code of Ethics (Appendix 1).
- r) Encourage interested persons to become AS members.
- s) Participate in AS discussions and have your vote recorded in the minutes if fitting.
- t) Avoid any conflict of interest or even an appearance of a conflict of interest if possible.

6.5 Duties of the AS Members

It is the duty of each AS member:

- a) To actively learn more about Anishinaabemowin revitalization and Renewal issues as they arise.
- b) To represent the community in AS delegations.
- c) To attend AS meetings on a regular basis.
- d) To set goals for the AS.
- e) To establish relevant, improved and efficient AS projects and strategies.
- f) To channel community concerns and ideas to the AS.
- g) To speak on behalf of the AS when delegated to do so.
- h) To ensure that the strategies and policies are reviewed regularly so that they remain effective and relevant.
- j) AS members are required to devote time between meetings to review relevant materials and to be respectfully prepared for meetings.
- k) To challenge other AS Members or the Chair, who have not declared a conflict of interest when perceived as necessary.
- l) To adhere to the Code of Ethics (Appendix 1).
- m) Encourage interested persons to become AS members.
- n) Participate in AS discussions and have your vote recorded in the minutes if fitting.
- o) Avoid any conflict of interest or even an appearance of a conflict of interest if possible.

6.7 Decision Making

- a) A quorum will be reached when 3 of the 5 voting members of the AS are present.
- b) A majority of the AS is required to support a motion, for it to be deemed to pass.
- c) The AS will strive to reach their decisions by consensus, followed by formal voting if required, individual (non-procedural) AS Member votes are to be recorded in the minutes.
- d) A motion must be moved and seconded by members present. Normally, discussion occurs only after a motion is seconded.
- e) Once a motion has been moved and seconded, it must be voted on unless there is a motion to defer. A motion to defer may delay a vote if, for example, the AS wished to seek further input from the Chief and Council or the community; or the AS needs to do additional research.
- f) If there are amendments to a motion and the original mover and seconder agree, then motion as amended is voted on.
- g) A motion to go in-camera must be supported before any in-camera discussion can take place.

6.8 Minutes

- a) Minutes of all meetings will be recorded by a person delegated by the chair.
- b) The production of draft minutes will be the responsibility of the chair, and will be distributed to all AS members to read prior to the next meeting.
- c) The members of the AS will be expected to correct or amend the minutes and then approve them at the beginning of the next regular meeting.
- d) After the minutes have been approved, they will be signed by the Chairperson. All official AS minutes will be held at the Band Office, (they may be held by the Chair or by the Native Language Department at the Laura McKenzie Learning Center from time to time). Copies of the approved minutes will be available to the community. One copy of signed minutes will be forwarded to the Chief and Council by the Chairperson.
- e) The minutes should include the following information: a list of the participants; the date, time and location of the meeting; a conflict of interest declaration, the motions and the disposition of each motion, its outcome and a record of the votes of individual AS members, a summary of the items discussed and of the decisions made concerning those items; and a record of the late arrival or early departure of the members of the AS.
- f) The form in Appendix 2 may be used for organized record keeping purposes.

6.9 Confidentiality

The discussion of the AS may at times be considered confidential. Members of the AS are expected to abide by the policy and procedures on confidentiality. Confidentiality relates to information that should never be shared, and at other times, information that should be kept confidential for a period of time until it is ready for release. It will be the responsibility of each member to ask for clarification when they are uncertain. Members of the AS are expected to sign a confidentiality agreement. (Appendix II)

6.10 Conflict of Interest

- a) AS members shall not use their position for personal gain to the detriment of the interests of AS and/or the TFN
- b) In the event that an AS member or his/her immediate family has a direct personal interest in a matter being discussed by the AS, he/she shall refrain from taking part in the discussion as an AS Member or participating in the decision.

7.0 Terms of Office

- a) Members will be appointed for the term of the Chief and Council.
- b) If a vacancy occurs for the Chairperson or an AS member before a term ends, the AS will recommend a replacement to the TFN Chief and Council. The TFN Chief and Council will appoint a new member to complete the term.
- c) AS members may be reappointed to a subsequent term.
- d) When a TFN Chief and Council General Election occurs, the existing committee members will remain functional on the AS until otherwise formally directed by the incoming TFN Chief and Council.

7.1 AS Member Resignation

A written notice of resignation should be received by the AS thirty (30) days before it is due to take effect. The AS will seek a replacement from the community and recommend appointment(s) to the Chief and Council.

7.2 AS Member Removal

The Chairperson or his/her designate will recommend to the Chief and Council that a member be removed from the AS if:

- a) Three consecutive regular meetings of the AS have been missed.
- b) An AS Member was convicted of an indictable offence while on the board.
- c) The AS code of ethics had been seriously violated.
- d) Via an AS consensus or majority vote.

8.0 Amendments to the Inaakonigewinenshs (Terms of Reference)

- a) With the exception of Section 1, (which may be amended at a community meeting), The Terms of Reference for the AS may be amended by the TFN Chief and Council. It is preferable however that the Chief and Council first inform and consult with the AS regarding such considerations.
- b) The AS may make recommendations to the TFN Chief and Council, for changes to the AS Terms of Reference. The Terms of Reference can be amended with the approval of the TFN Chief and Council.

Appendix 1

Code of Ethics

- a) To respect the uniqueness and intrinsic worth of every individual.
- b) To work with other AS members in a spirit of respect, openness, co-operation and proper decorum, in spite of differences of opinions that may arise.
- c) To approach issues with an open mind and strive to make valuable and thoughtful decisions that will strengthen our Anishinaabemowin efforts.
- d) To commit to continuous learning, skill development and application of new knowledge related to Anishinaabemowin and the work of the AS.
- e) To recognize legitimate decisions duly made by the AS, regardless of personal interests and opinions.
- f) To maintain confidentiality when required.
- g) To adhere to the policies and procedures of the AS, during all proceedings of the AS.
- h) To actively serve during one's term on the AS, exercising care and diligence when carrying out the duties of an AS member.

Appendix 2

Optional Meeting Template.

From Agenda Item #	action items	person responsible	deadline
1	a)		
2	b)		

PARKING LOT ITEMS FOR Next Meeting Agenda

-

Meeting Motions

Motion #	Motion Text	1 st by	2 nd by	Abstentions (Y/N)	Consensus (Y/N)
1	•				