



GOVERNANCE ARRANGEMENTS FOR TRAILBLAZER STRATEGIC PLAN November 27, 2019

**As approved by MCFN Governance Internal and Intergovernmental Council by Motion on
December 9, 2019**

***Updated January 14, 2020**

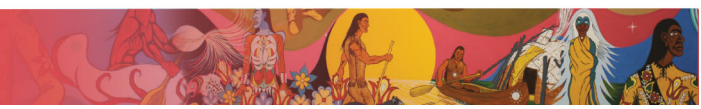


Chief and Council

Mississaugas of the Credit First Nation
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Overview

Introduction

Mississaugas of the Credit First Nation Council passed a motion (#14 on September 18, 2017) at Regular Council to approve the document “Trailblazer – Council Strategic Plan”.

The MCFN Government, through Chief and Council, is committed to enhanced collaboration and mutually beneficial, respectful, and transparent engagement with membership, and the MCFN organization. To demonstrate this commitment a Strategic Council Plan, supported by governance arrangements, has been established and approved.

The purpose of this Terms of Reference is to provide clarity and consistency, and ensure that the membership and the Organization of MCFN have a clear understanding of the purpose, governance, and what is expected for each Pillar assigned to specific Councillors. The strategies, team approach and membership involvement will support the smooth implementation of each Pillar and the overall structure of the MCFN government.

As businesses and other levels of governments develop and implement their long-term plans for their success across our Treaty land and territory, MCFN will need to be even more strategic, informed and forward-thinking in creating a future that serves the best interests of our Community and Membership to a future that will both honour our ancestors, traditions and values, and uphold our responsibility to protect our air, land and water for the generations who will follow us.

Strategic Workshops

At a three (3) day Strategic Workshop, June 17-19, 2019, full Council decided to update the Strategic Plan and clarify the governance arrangements which underpin the desired outcomes. Additional four (2) day sessions were held on July 30-31, August 27-28, September 24-25 and October 22-23, 2019 to further consolidate the governance arrangements. On Wednesday, September 25, 2019, the following motion was approved:

- Governance Arrangements for Trailblazer Strategic Plan dated Wednesday, September 25, 2019
- Move to implement above Strategic Plan on Tuesday, October 1, 2019



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- Long term financial planning to facilitate the implementation of long-term financial plan covered in Strategic Plan; to undertake financial training for both Chief and Council and staff.
- Council Motion 7 approved September 25, 2019

These are four of a series of Strategic Workshops which have been held to continue to evolve and better integrate the Strategic Plan with sound, sustainable governance.

The purpose of these updates to the Plan is to bring greater clarity to areas of responsibility now that Council and senior staff have had a few years of experience operating within the objectives of this plan and the Pillar system. Council has also taken the opportunity to review and update the governance arrangements that underpin clear decision making. This will result in bringing greater clarity to the responsibilities of full Council, each of its subcommittees, the decision-making processes and the responsibilities of the pillar leads and the senior staff that are called on to support these leads under the leadership of the Chief Operating Officer.

This process of clarification at the leadership level will continue to greatly assist the Chief Operating Officer to better align staff and budgets to support the desired outcomes. Overtime, it will also assist the MCFN Government to move to a more forward-looking, longer term planning orientation. This in turn will help build a stronger, more resilient administration able to more effectively and efficiently adjust to changes in the planning horizon.

Under most circumstances, it is a best practice in governance to review governance arrangements every electoral cycle to ensure that they are meeting the needs of the community. In the case of MCFN, this process could occur at the start of every new mandate as is appropriate in the election of any new government. As MCFN moves into nation rebuilding, this is a sound practice to enshrine in the behavior of Council and the Chief Operating Officer who will provide continuity and advice over the longer term.

“Good governance is leading in accordance with our laws and in keeping with the sacred trust and responsibility as stewards of our territory, in order to exercise our rights, maintain our traditions, and take steps to ensure the preservation of our future. Good governance is essential to pursue our social, political, cultural and economic advancement as a strong and resilient Nation.”



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Mississauga Nation

In addition to all the internal discussions of Council, work is now underway to develop an accord amongst the First Nations of the Mississauga Nation to enhance their coordination of common goals and governance arrangements. The First Nations of the Mississauga Nation include: Alderville First Nation, Mississaugas of Rice Lake Hiawatha First Nation, Mississaugas of Scugog Island First Nation, Mississauga First Nation, Mississaugas of Curve Lake First Nation and Mississaugas of the Credit First Nation.



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4 Core Values



The Virtuous Circle: Our holistic, integrated and self-reinforcing Strategic Plan
Four core values supported by seven key pillars

If we want to grow our capacity and prospects for achieving success, a Strategic Plan that embraces our membership's aspirations, is continuously updated and well communicated – is an excellent place to start.



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GOVERNANCE ARRANGEMENTS

GOVERNANCE STRUCTURE

MISSISSAUGAS OF THE CREDIT FIRST NATION

CHIEF & COUNCIL – ROLES AND RESPONSIBILITIES

Council is the ultimate political decision-making body for the Mississaugas of the Credit First Nation government and is dedicated to strong, accountable and transparent governance in order to support the furtherance of our people's inherent and inalienable right of self-determination. Its responsibilities, as the legislative and administrative focus of government, include, but are not limited to, political, financial, law making, and intergovernmental arrangements that will allow MCFN to pursue the advancement of its people. Council will exercise communal rights in a manner in keeping with their sacred duty to protect and serve not only its current citizens/members but also future generations. It is the ONLY decision-making body of the MCFN government.

Council will conduct its work in a respectful and transparent fashion. Full Council will meet as required and divide its responsibilities to undertake the work of government into several permanent Pillar Committees. These Pillar Committees will have discrete and distinct objectives and responsibilities. Their role is to deliberate on matters that will then be brought to full Council sitting in its capacity as Council to make final decisions. Clear and well supported motions will be brought forward in a timely and orderly fashion. Over time, this work will supplant the nature of decisions being brought forward to Council today. In the near future, all existing policy and guidelines currently in place will need to be revisited in light of this document.

The purpose of this document is intended to put in place a governance structure that includes the appropriate systemic checks and balances for the MCFN Government. Few significant issues are the sole responsibility of any one Councillor or Director. Generally, a common understanding of how issues fit in to the broader governance agenda is essential for sound decision making.

In terms of governance arrangements, the Council meetings are aligned directly with the Pillar Leads in the Strategic Plan. This is essential to provide clarity and accountability for all members of Council, the Community, the Chief Operating Officer and the Administration of the MCFN. Working with Chief and Council, the Chief Operating Officer will establish a Standing Agenda for all future meetings of Council. This will establish better discipline for the whole of the administration and allow for discussion and agreement on the types of strategic issues that should be brought to Council for



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deliberation and decisions. This process will also aid in transparency with the community. Acting in this manner, Council is taking on the role of Government of MCFN.

THE BUDGET

Over time, this process and the discipline required at all levels of the organization for alignment will also lead to a much more strategic budget making process for the MCFN. While certain programmatic decisions and expenditure areas will continue to follow Canada Indigenous Relations and Northern Affairs and Indigenous Services Canada budget cycle and decision-making parameters, Council will be able to 'stand back' and begin to realign its own revenue and Canada Indigenous Relations and Northern Affairs and Indigenous Services Canada allocations towards a very different series of outcomes. This is particularly significant as Council has now established the Mississaugas of the Credit Business Corporation (MCBC). Council is in the midst of several significant filings for claims to water, resources and land. Discussions have also been conducted with the Crown towards establishing an agenda for negotiations.

The MCFN Budget Calendar

January

The Chief Operating Officer presents to Council the following:

- Update on 2019/20 budget rollout – identifying critical overages/shortfalls
- Projected 20/21 draft budgets for each major activity area, highlighting “value for money” of existing expenditures, major variances and sourcing of funds
- Provision of draft 5 year forecast by major activity area of MCFN projected service requirements/priorities (includes costing).

February

- Council approves final 2019/20 budget disbursements
- Briefing by MCBC on 5-year revenue forecast/update on other MCFN OSR revenue streams
- Council determines available funds from MCFN own source revenue for budget 20/21
- Council establishes financial priorities for 2020/21 budget

March

- Council assesses potential impact of federal/provincial budgets on MCFN budgeting process



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- Identification of potential funding opportunities/challenges
- Revised draft MCFN 2020/21 budget plan incorporating Council priorities for discussion
- Presentation by Chief Operating Officer of budget considerations of MCFN 20/21 Human Resource Plan

April

- Final approval of MCFN 2020-21 Budget
- Approval of Human Resource Plan Budget component
- Approval of strategy for procuring any approved intergovernmental funding opportunities as part of integrated budget planning.

May

- Consideration of MCFN Strategic Priorities statement for public review which incorporates budget decisions and context for approach.
- Review of existing MCFN financial policies and delegations.
- Consideration of MCFN fiscal negotiating priorities for potential federal fiscal arrangements.

June, July, August

- Review and approve audited statement of MCFN 2019-20 expenditures.
- Approve financial component of MCFN Strategic Priorities Document.
- Approve MCFN financial policies and delegations.
- Review and confirm financial Performance Indicators for program delivery

September

- Mid-year assessment of 20-21 expenditures – what is on track, overages and deficits.
- Mid-year report from MCBC/ other OSR investments
- Council decisions on financial re-allocations.
- Reports on new “initiative” funding, fiscal arrangements negotiations, etc.
- Determination of any other financial policy/oversight issues for Council’s review (proposals from Chief Financial Officer)

October, November

- Consideration of appropriate MCFN public consultation process to support Budget 2021/22.



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- Call letters to all senior staff to start budget planning in accordance with MCFN priorities.

December

- Council reviews and approves final reconciliation of 20-21 MCFN expenditures.
- Approval of public consultation/input process to commence in January.
- Council reviews new budget process and determines if any refinements are required for Budget 21/22.

CHIEF & COUNCIL AND THE PILLAR SYSTEM

Given this opportunity to develop improved governance capacity, it is essential that Council now align its responsibilities and accountabilities in the most effective and efficient manner in order to drive to real outcomes for the community.

GENERAL OBSERVATIONS

Given the nature of growing responsibilities and requirements for Council members to conduct the evolving work of MCFN government, it is time for a review of having the position of Councillors be full time positions. Even today, Councillors are being called upon to devote full time efforts to serving their community. As the work of nation rebuilding grows the jobs will be full time. One of the first jobs of the new Council should be to develop an operational plan which reflects the changes in the Election Law to achieve this end. Council should be aided by external advisors, for example, former Chiefs and Councillors to advise on the operational plan, including remuneration.



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MISSISSAUGAS OF THE CREDIT FIRST NATION GOVERNANCE STRUCTURE						
CORE VALUES	STRONG CARING CONNECTED MEMBERSHIP	PROTECT ENVIRONMENT FOR FUTURE GENERATIONS	VALUE OUR HISTORY, LANGUAGE, BELIEFS & TRADITIONS	PROGRAMS AND SERVICES		
MCFN IN THE WORLD – INTERGOVERNMENTAL AFFAIRS, POLITICAL INSTRUMENTS OF GOVERNMENT (Chief)						
SEVEN KEY PILLARS						
INCLUSIVE PROSPERITY Pillar 1	NATION WELLBEING & WELLNESS Pillar 2	ENVIRONMENT & SUSTAINABILITY Pillar 3	EDUCATION & AWARENESS Pillar 4	CULTURAL AWARENESS, COMMUNICATION & OUTREACH Pillar 5	INFRASTRUCTURE & COMMUNITY Pillar 6	INCLUSIVE LEADERSHIP & GOVERNANCE Pillar 7
COUNCIL (SPECIAL – REGULAR – EMERGENCY)						
FINANCIAL PLANNING & FISCAL OVERSIGHT, APPOINTMENTS			Pillar 5 & Pillar 1			
GOVERNANCE – INTERNAL & INTERGOVERNMENTAL			The Chief & Pillar 7			
EDUCATION & WELLNESS			Pillar 2 & Pillar 4			
INFRASTRUCTURE & COMMUNITY DEVELOPMENT			Pillar 6			
LAND, WATER & SUSTAINABLE PROSPERITY			Pillar 1 & Pillar 3			

MEETING SCHEDULE

The following meeting schedule has been developed:

The 1st Monday of every month there will be a meeting of the Financial Planning & Fiscal Oversight Council.

The 2nd Monday of every month there will be a meeting of the Governance Internal and Intergovernmental Council.

The 3rd Monday of every month there will be a meeting of the Land, Water and Sustainable Prosperity Council.

The Education & Wellness Council and Infrastructure & Community Development Council will alternate on the 4th Monday of every month.

At a minimum, one hour of each meeting will deal with standing agenda items.

This schedule has come into effect on October 1, 2019.



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COUNCIL MEETING MANDATES

COUNCIL

The role of Council has been described above. In addition, Council may add special meetings of Council to deliberate and make decisions on particular matters of interest and need. Council will also act as the former Emergency Control Group when the situation warrants it. Council will meet on a timely basis. In order to build discipline in the decision-making process, this Standing Agenda needs to be worked out in a timely fashion between the Chief Operating Officer and the Pillar Leads.

COUNCIL MEETING STRUCTURES

Council meeting structures as set out below will lead and conduct the business of MCFN in the subject areas as identified under each one.

1. The Financial Planning and Fiscal Oversight Council (FPFOC)

In order to move to a longer term and more effective Budget plan and financial planning cycle, this Council needs to develop a mandate that includes a time frame and plan to align all financial and economic resources of MCFN to the Policy and program goals that Council will set on an annual basis.

It is currently unclear how these discussions are undertaken and how Council as a whole determines priorities. It is most certainly the case that Canada Indigenous Relations and Northern Affairs and Indigenous Services Canada program funds drive much of the planning parameters on an annual basis. This of course divorces the decisions about MCFN priorities from how budgets are determined. It probably also means that MCFN Budget decisions are made after Canada Indigenous Relations and Northern Affairs and Indigenous Services Canada makes its annual budget allocations. This only perpetuates the cycle of constantly being well into the fiscal year before financial resources are allocated. It also continues the reactive, non-strategic approach to decision making about priorities and how to finance them.

The Financial Planning and Fiscal Oversight Council (FPFOC) Council will need to work closely with the Chief Operating Officer and the Chief Financial Officer, after this year's budget is approved, to set a time table and process in place for aligning next year's deliberations towards a longer-term focus. This process needs to be confirmed after the next MCFN election. The Chief Operating Officer will probably require some short-term assistance in establishing an appropriate budget cycle and process. This will probably also require some different accountabilities and reporting requirements for senior staff.



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In addition, the Budget process will require specific input from each of the Pillar Leads. The forward looking, long term plans will provide a second level of input along with that of the Chief Operating Officer, the Chief Financial Officer and individual Directors. There is currently not enough of an emphasis on this most important principle of governance based on the financial health of the Membership. As a general observation, it is clear that this issue needs to be addressed and that far more meetings of this group will be required in the New Year. The qualities and abilities of the Chief Financial Officer working with the Chief Operating Officer will be key. The support of each of the Directors in establishing this operating model is key.

Roles and Responsibilities

The Financial Planning and Fiscal Oversight Council will be chaired by Pillar 1 and Pillar 5. The mandate of the Council is to begin to move the MCFN to a more sustainable financial plan. The plan includes all revenues coming into the Nation and all expenditures made on behalf of the Nation. Over the next annual budget cycle and working with the Chief Operating Officer and Chief Financial Officer, longer term plans will be initiated to better align the work of the MCFN government to its finances. Fiscal and financial discussions involving the negotiating tables and water and claims processes will also be considered at this committee. One-year plans and three-year plans should be prepared to have a much better understanding of the overall financial planning horizon.

A sub-committee will be formed to discuss finance issues. These issues will be brought back to full Council for discussion. This sub committee will be comprised of assigned Council chairs.

Why is the role of the Financial Planning and Fiscal Oversight Council (FPFOC) essential?

- To support better strategic planning FPFOC ensures that such planning and priority setting is aligned with available resources.
- To ensure MCFN annual spending is aligned with priorities and planned allocations.
- To provide oversight to guard against misuse of allocations.
- To ensure financial accountability to citizens.

FPFOC Responsibilities



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- Establishment of financial projections (3-5 years) to inform MCFN strategic planning.
- Approval of annual budgets – linking strategic planning to resource allocations.
- Oversight of financial risk management in MCFN governance operations.
- Establishment of review of MCFN financial policies and delegations.
- Negotiation of new fiscal arrangements as contemplated in the Preliminary Agreement to Advance Reconciliation and establish a Renewed Relationship.

1(a) Appointments Subcommittee

Pillar 5 and Pillar 1 will provide leadership.

Roles and Responsibilities

The mandate of the Appointments subcommittee is relatively clear. Council should be knowledgeable of where MCFN needs to be represented and by whom. Representation does not always have to be by existing Council members. Council should reach more broadly into the greater community for these appointments. The Chair of the Subcommittee needs to work to establish a complete listing of all appointments, a short summary of the need and role of potential appointees, a short description of competencies and skills required for the appointment and the process by which members should apply or be approached. The criteria can then be brought to Council for decision. As vacancies occur, or at the call of Council, decisions can then be made about the best appointments. These appointments are ratified by Council and would be seen as such. The new appointees will then also be able to align to the appropriate Pillar Leads for advice and direction. The process will be regularized and less ad hoc. Appointees will be connected to overall objectives.

This subcommittee will also be responsible for ensuring that the Pillar Leads provide appropriate training for all of these appointees in order to appropriately represent the MCFN.

Criteria for Committee Appointments

The elected members of the Mississaugas of the Credit First Nation are often required to participate in additional committees as part of their responsibilities. The requirement for additional committees does not always require a political representative. Pillar appointments will be appointed upon the first official meeting after the newly elected Chief and Council members are sworn in for each term. Pillar appointees should align with specific skills each individual brings to the Council table.



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Member appoints to committees

Appointments that are not a political requirement will be confirmed after a member has notified the council member in writing of their interest; email submissions are eligible for committee selection. Skills, work experience and an understanding of committee functions should be clearly demonstrated by the applicant.

Process:

1. An announcement of availability will be sent via the Media & Communications Department
2. Deadline will be set for applying
3. Chief and Council will confirm placement of committee member by a majority vote of council in the form of a motion
4. Attend training as required

Reporting for committee members who are not currently elected to a term of sitting council:

1. Committee members will attend meetings as scheduled
2. Notes must be taken by the committee member at each meeting they attend
3. Committee members will provide a copy of the notes via email or in person to the Pillar Lead
4. Committee members are responsible for attending Chief and Council meetings upon being made aware of important information to the Mississaugas of the Credit
5. Each committee member will receive an honorarium; an amount set by the elected Chief and Council via a council motion

*List of Appointments and Current Appointees – refer to Appendix 1

2. Governance Internal and Intergovernmental Council

Pillar 7 is one of the most under resourced areas of the pillar system. It currently is a mix of broad strategies and developing negotiating mandates for how to move beyond the Indian Act, developing intergovernmental strategies and developing the capacity of professional staff and performance metrics. Without question, one of the new permanent meetings that needs to be established is a Governance Council.

Based on the three-day discussions of June 17-19, this is one of the areas where clarity is very much required. Confusion has existed at the level of Council and at the Senior



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Staff level. Without sound oversight, it has been difficult to drive a clear agenda and achieve clear outcomes. Staff have not been appropriately aligned in support of Pillar 7. In order to manage the significant issues currently before Council, equalize the workload between Council members, streamline responsibilities and provide clear participation and outcomes, additional staff support will be needed.

Roles and Responsibilities

The Governance Council will be led and chaired by The Chief and Pillar 7.

The Governance Council will deal with two very important aspects of managing the MCFN government. The first is all aspects of internal governance, the second is all intergovernmental aspects of governance. Internal governance will deal with matters having to deal with developing, approving and ratifying the MCFN Constitution and internal processes such as committee structures. Intergovernmental aspects of governance will include all matters pertaining to high level discussions with the rest of the Mississauga Nation, other First Nations, and the federal, provincial and municipal governments.

This Council will ensure the coordination of agenda setting and work plans for the major governance initiatives including assignment of lead responsibilities, setting of MCFN medium term goals, and ensuring issues management at appropriate levels throughout MCFN government.

This Council will be supported by the Chief Operating Officer and the Director of Intergovernmental Affairs when it is staffed.

3. Education and Wellness Council

Roles and Responsibilities

This Council will be chaired by Pillar 2 and Pillar 4. The mandate of this Council aligns perfectly with its Pillars. All matters involving health and wellness, and education and awareness are the purview of this Council. This Council will be supported by the Director of Education, the Director of Social and Health Services and the Director of Childcare and Early-On Programs.

4. Infrastructure and Community Development Council

Roles and Responsibilities



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The chair for this Council is Pillar 6. The work and mandate of this Council is perfectly aligned with this. Its work is to provide for the immediate and longer-term infrastructure needs of the community and its development. This Council is supported by the Director of Public Works and the Director of Housing.

5. Land, Water and Sustainable Prosperity Council

Roles and Responsibilities

The Land, Water and Sustainable Prosperity Council also has a relatively clear mandate. This Council will be chaired by Pillar 3 and Pillar 1. It provides a better alignment to the Pillar leads and the staff that supports this area. Pillar 3 is the main lead for this area. Much work is currently underway. Support is being provided through the Director of Lands, Membership/Research and external legal resources. This Council should develop a concise mandate in order to drive the re-alignment. This Council also includes the issues represented by Wealth Creation and Sustainability. This work is best aligned with Pillar 1. Given its broad and important mandate, this Council will deal with the former work of Treaties and Aboriginal Research Committee and the work currently being done of the MCFN Integrated Strategies Committee, including issues of land and water claims, the partial implementation of the water framework and drafting of MCFN water law, as well as the federal negotiating table including issues of the urban reserve. This Council will also be supported by the Director of Sustainable Economic Development and The Director of Consultation and Accommodation.

REPORTING DIRECTLY TO CHIEF & COUNCIL

Cultural Awareness, Communications and Outreach

Cultural Awareness, Communications and Outreach is a Pillar without a specific meeting of Council because it supports all the Pillars. Pillar 5 lead may wish to update Council at any meeting. However, they should report to Council, at a minimum, on a quarterly basis. The Media and Communications Director would support this Pillar, as well as the Cultural and Special Events Coordinator.

Administrative Functions

Finally, the entire area of capacity building of senior staff and providing for development sessions for Council should be left to the Chief Operating Officer to develop. Furthermore, the work of developing performance indicators that attach to the Strategic



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Plan and the Budget for senior staff and for the work as a whole should be left to the Chief Operating Officer.

Pillar 1 Inclusive Prosperity, Economic Growth & Job Creation

Wealth Creation Strategy

PURPOSE

In furtherance of our people's inherent and inalienable right of self-determination, it is essential that our government determine how the economy should grow, how jobs are created and to ensure that the wealth of our territory generates strong, positive and sustainable outcomes for our people and future generations. Our goal is to improve MCFN financial independence from traditional government sources and help fund higher quality programs and services for membership both on and off reserve.

SCOPE OF WORK

How will we do this? Through revenue growth and diversification.

- **MCFN Community Trust and Toronto Purchase Trust** = return on investments has seen steady growth – decision to leave 50% of capital gains invested year over year – alternative investments WeedMD, Newgioco and Zoom Pass
- **Housing** loan payback system
- **Water and sewer** rate system to offset O&M
- **Property rentals** to offset O&M
- **NCVGB** improvements on card services, bulk fuel purchases, starting to look at expansion of tobacco products, inventory controls, technical services

Transcontinental Energy Grid

- **Nanticoke Solar** – 20-year ground mount solar equity partnership with guaranteed ROI (Return on Investment)
- **839co** – Fit rooftop solar company
- **Niagara Reinforcement Line** deal is complete. This initiative is a 20-year equity partnership with guaranteed ROI (Return on Investment). After the 20 year deal expires, there will be an option to renew the deal without investing additional capital.



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- **Lake Erie Connector (ITC)** not yet complete – 20 year plus equity partnership with guaranteed ROI (yet to be determined as ratepayer based or industry seller)
- **Other** hydro transmission projects in GTA and Golden Horseshoe

Relationship to Stewardship Responsibility to Land, Water, & Environment

- Department of Consultation and Accommodation (**DOCA**)
- **MOU** with Toronto Waterfront

Near Future Endeavors

- **Cannabis** – law in place, finalizing details on Cannabis Commission, business analysis complete, negotiating a Joint Venture cultivation facility with WeedMD, finalizing details of partnership in dispensary.
- **Real Estate** – housing as a business to members on and off reserve (mortgage loans) – yet to be determined
- **Aggregate Company** – exploring a joint venture partnership in aggregates company with potential to supply contracts in the GTA and Golden Horseshoe, and most importantly supply to CN Rail Milton Hub
- **CN Rail Milton Hub** – presently going through an Environmental Review Panel – MCFN is negotiating to become the Indigenous General Contractor for 30 major multi-million-dollar contracts.
- **Mississaugas of the Credit Business Corporation (MCBC)** – Board is functional, new CEO has started, Strategic Business Planning, identify workforce talent, recruitment and training of members.

Collaboration Hub – to grow MCFN presence across our treaty lands – success in these forms will be through creativity and innovation. We are at the apex of one of the most unique mandates in the federal government: Indigenous Rights in policy making on Sovereignty and Rights!

- Presently in discussions on federal land acquisition in downtown Toronto with sights on creating an **Urban Reserve**
- Bring a solid **Indigenous Government** presence back into our original homelands that would benefit the almost 80,000 Indigenous peoples from various communities across Canada and have direct access to Intergovernmental Affairs with Ontario (Queens Park) and Toronto City Council
- Real Estate strategy for multi-use commercial development
- Retail business operations that would provide long term revenue streams (Crown Corporations) – gas bar, tobacco products, legal cannabis dispensary (MCFN branded products to international export market)
- MCFN construction corporation partnership – intent to capitalize on public infrastructure taking place across the Golden Horseshoe (Ontario business plan) – build business acumen and skill sets to take advantage of our own



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environmental assessments for road, transit and other large infrastructure projects

Business Incubator

- New government facilities that will centralize all departments under one roof
- Expanded office space for community enterprising people from within and beyond our membership that would benefit from learning, sharing and working together
- Considering partnerships in fibre optics, internet towers and satellite networks that would give greater access to world markets
- Capitalize on the 2010 Leakage Study that was done for national distribution of goods and services to northern remote communities and other First Nations across the country
- Source goods and services from other countries

Transportation Connections

MCFN realizes that transportation network connectivity is critical to achieving and successfully attracting new investment and jobs that serve domestic and international markets for Indigenous products and services. As such MCFN is in the process of flood plain mitigation and drainage in our 60 plus acres of industrial park.

Strategically:

- Industrial park has 12,000 vehicles/day passing through Highway 6 north/south
- Is adjacent to major CN rail line
- Minutes away from 400 series highways with corridors east/west/north/south
- Half an hour from Hamilton airport and one hour from Pearson International
- Hour and a half from downtown Toronto
- Hour and a half from New York State to the east and three hours to Michigan in the west

COUNCIL REPORTING

Pillar membership: Council Lead – William Rodger LaForme

Council Affiliation: Land, Water, and Sustainable Prosperity Council

Administrative Support/Linkage: Director of Sustainable Economic Development

PILLAR REVIEW




Chief and Council

Mississaugas of the Credit First Nation
2789 Mississauga Road, R.R. #6 Hagersville, Ontario N0A 1H0



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The Chief Operating Officer will be developing strong annual review mechanisms for the use by pillar leads.



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Pillar 2 Nation well-being and wellness

PURPOSE

In furtherance of our people's inherent and inalienable right of self-determination, it is essential that our government determine how best to ensure the well-being and wellness of our people and of future generations. Our goal is to establish a Membership Health and Wellness Centre and attract contemporary and traditional health care professionals to serve the needs of our children elders and families.

SCOPE OF WORK

We envision a state-of-the-art MCFN Health Care and Wellness Centre located as the hub of our thriving community. It will add to and enhance the existing range of health services. It will combine the very best of contemporary and traditional health care practices and solutions – delivering the complete, integrated range of advocacy and services to promote emotional, physical, and spiritual well-being.

Work will include:

- Various health related Workshops and Training for staff and band members
- Community Engagement
- Addiction cessation support
- Assisted living, extended care and retirement living facilities for our Elders and the elderly
- Counselling groups and individual counselling
- Dental services
- Diabetes, healthy eating education and fitness
- Early years program
- Home visits, 24/7 on call doctor services
- Laboratory services
- Medical transportation to major and specialized Health Care Centres in the region, and to make the Centre accessible to off-reserve members
- Mental health wellness programs
- Natural therapies
- Physical and social recreation activities
- Pre- and post-natal care
- Primary health care, including: complete physical exams, preventive care, treatment of acute and chronic conditions, and women's health care services
- Referral pathways and self-advocacy



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- Street outreach aimed at off-reserve, vulnerable communities
- Women's health care services

COUNCIL REPORTING

Pillar Membership: Council Lead – Evan Sault, Social and Health Services Director;
Youth Band Member; Elder Band Member; and 2 Band Members
Council Affiliation; Education and Wellness Council
Administrative Support/Affiliation: Department of Social Health Services

PILLAR MEETING STRUCTURE

Committee will meet monthly or as needed
Specific date to be established
Approximately 2 hours or as needed
Council Lead – Pillar 2 working along with Social and Health Services Director will
report as needed, quarterly and annual report.

PILLAR REVIEW PROCESS

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use by pillar leads.



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Pillar 3

Environment & Sustainability Stewardship for Land, Air, Water & Natural Resources

Purpose

In furtherance of our peoples inherent and inalienable right of self-determination it is essential that our government determine how best to protect our environment and ensure sustainable stewardship of the land, air, water and other natural resources of our territory.

Scope of work

Protecting the Environment for future generations consists of the First Nation taking an active role in development of frameworks that affects the lands, territory and resources. To maintain and strengthen the organization, cultures and traditions, and to promote the stages of authority required by the Nation to meet growth in development and needs. Recognizing that the Indigenous knowledge, cultures and traditional practices is a system that contributes to sustainable development and intricate management of the environment.

Community

- To advise Chief and Council of the measures of progress reflecting in short & long term priorities that affect the financial planning and fiscal planning.
- To meet the capacity needs required to support the existing areas of focus on environment and stewardship priorities.
- To encourage the roles of staff and departments of the First Nations Government to develop a coordinated strategy approach to current situations and accumulative effects of climate change.
- To work in an interdisciplinary approach to the environment sustainability files and acquire local knowledge, technical expertise, legal expertise and stewardship advocates to assist the pillar goals (i.e. social, economic and cultural baseline studies).
- To advocate in the assertion of jurisdiction on the environment and to support the progress regarding land claims and water claim.
- To review the concept of land use planning in regards to the Nation's strategies of land use development and roles of procedures for the territory.



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GOVERNMENT-TO-GOVERNMENT

3.1 Province of Ontario Growth Plan

- To ensure there is political supports to the materials produced on behalf of the Nation regarding the rights and interest of the Nation, that affect the nature of the lands, air, waters and natural resources.
- To support, intervene, establish, continue roles of meaningful inclusion on the growth and development plans, and influence reflection on the regional legislation, policies and guidelines affecting the lands and waters and align Indigenous respects to the Inherent Rights and Treaty Rights of the Nation.
- To be up to date on the current environment plans that will be implemented at regional levels for Ontario and the collective of Chiefs of Ontario – Climate Change and Environment; Chiefs Committee on Environment.
- To support, intervene, establish, continue roles of meaningful inclusion of the First Nation – in Ontario Regional conservation authorities.

NATION-TO-NATION

3.2 Fighting Climate Change

- To create strategies to support and implement the United Nations Declaration on the Rights of Indigenous Peoples Articles 10, 25, 39, 21. Elevation of the global impact of Indigenous knowledge that transforms geographic place based approaches to the global commitment on climate change.
- To support the First Nations Government and Governance strategies regarding the lands, waters, and affects to the environment.
- To align the perspective on environment and climate change with the Mississauga Nation; collective advocacy to the national agenda of Indigenous knowledge and progressive sustainability.

COUNCIL REPORTING

Pillar Membership: Council Lead – Cathie Jamieson

Council Affiliation: Land, Water and Sustainable Prosperity Council

Administrative Support/Affiliation: Director of Consultation and Accommodation

PILLAR REVIEW

The Chief Operating Officer will be developing strong annual review mechanisms for the use by Pillar Leads.



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Pillar 4 Education & Awareness

PURPOSE

In furtherance of our people's inherent and inalienable right of self-determination, it is essential that our government ensures a strong educational and awareness foundation and enhanced educational opportunities. Our objective is to facilitate and accelerate understanding of and appreciation for the importance of our history, language, culture, beliefs, traditional knowledge and values.

SCOPE OF WORK

Connection to MCFN and our Treaty lands and territory the scope of authority will be established through the process and/or as defined within the Terms of Reference that should reflect the stage of its growth. Advise Chief & Council on measures to ensure linkage and alignment of budgetary and other priorities.

Community

4.1 Education Authority Board

- Terms of Reference
- Education Board orientation and training
- Development an Education Strategic Plan and understanding the next steps / options
- Seek membership input on the proposed detailed: education strategic plan and measures of success, strategies to overcome change and implementation resistance, and provisions to avoid conflict of interest
- Planning session

4.2 Education Curriculum

- Identify implementation step within the Education Strategic Plan such as and not limited to: partnership opportunities to include identifying resources required, i.e. human, financial, expertise, other
- Identify alternative methods and teaching tools for the curriculum such as traveling mobile "Art Mural"; online courses including YouTube videos; networking with other existing education portals and others to reach the world
- Dedicate classes & heighten the Education awareness of MCFN history, language, culture, beliefs, values & traditions and broader issues affecting Indigenous people by creating curriculum written for MCFN for ages from Kindergarten to Grade 12 through the "Art Mural" located on the walls in the library at LSK; including Anishinaabe Ojibway language & training as a high priority



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- Validating MCFN literature and curriculum with collaboration with specialized resources such as Elders, historians, knowledge keepers, educators, researchers, authors, etc.

Government-to-Government

- Attend meetings within MCFN territory – MOU (partnerships/relationships Protocols) with College / University Boards to create space for MCFN. Sharing our true accuracy history, land acknowledgement, courses, and our Indigenous research, etc.
- Advocating & building relationships with the provincial, federal and other organizations to create a good networking database for future resources and lobbying for financial needs

Nation-to-Nation

- Strategy to support and involvement with the Mississauga Nation on progressive Mississauga Language – list activities, instructors and resources, etc.
- Active support role in MCFN court case – Special Education – Kent Elson including Jordan's Principle; including strategic potential involvement of the 133 First Nations across Ontario.
- Attend political meetings to be informed about the impacts that effect MCFN including governance/ government issues (i.e. UNDRIP)
- Participate in the First Nation with School Collective (FNWSC) which include 8 Independent First Nations in Ontario i) to have control of their education; ii) assurance of stable and adequate funding; iii) language and culture; iv) and agrees to be a participating Nation in the work of the education governance tool drafting that include:
 - Education Law template
 - Law-Making Process policy template
 - Inter-jurisdiction strategy planning for tri-partite education jurisdiction discussions

JUSTICE – Education Awareness

- Coordinating October 29 & 30, 2019 Symposium at MCFN Community Centre, guest speaker Honourable Justice Harry LaForme.
- Indigenous Justice Attorney General - Gladue Courts and Bail Court System
- MMIW and Human Trafficking Round tables- Political and Economic Officer Meetings/ conferences U.S. Consulate General Toronto
- Indian Day School Settlement

COUNCIL REPORTING

Pillar Membership: Council Lead Veronica King-Jamieson; Director of Education; Director of Childcare and EarlyON Programs; Day Care Supervisor; MCFN Member, Elder, Youth, Experts as needed.

Council Affiliation: Education and Wellness Council




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Administrative Support/Affiliation; Director of Education and Director of Childcare and Early-On Programs

Council Lead – Pillar 4 will report quarterly to Council and annual report to membership; and as needed through Community meetings and monthly newsletter; social media (website, Facebook, radio, etc.).

PILLAR REVIEWS

The Chief Operating Officer will be developing strong annual review mechanisms for the use by Pillar Leads.



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Pillar 5 Cultural Awareness, Communications and Outreach

PURPOSE

In furtherance of our people's inherent and inalienable right of self-determination, it is essential that our government strengthen our capacity to heighten cultural awareness and enhance our communications and outreach.

SCOPE OF WORK

- Publish written material to provide the history, traditions, and culture on the Mississaugas of the Credit.
- Expand on the curriculum created by the Ambassador Program and arrange workshops to share this information to the membership, and educators.
- Complete videos started on our Veterans and expand to our history of the Mississaugas of the Credit. Plans to shoot on location i.e., Fort York Mississauga Golf and Country Club, Fort George, Fort Mississauga, our Elementary school, etc. Videos to be uploaded to our website.
- Purchase three sets of Wampum Belts, to be accompanied by the wampum booklet (in final stages for publication) to use as a teaching tool to enhance the understanding of the Mississaugas of the Credit First Nation (MCFN). One set of Wampum Belts to be displayed within a building owned by our First Nation. Pictures of Wampum Belts to be displayed in various buildings within our First Nation buildings. The tools produced can be used for all ages to learn who we are as the Mississaugas of the Credit.
- Create travel kits for ambassadors to speak at schools, boards, municipal councils., outside of the community, to teach and enhance the history etc., of the MCFN.
- The contract with 106.5 FM radio station in Toronto is now complete. Messages contain information on our history and our veterans. Links to the recordings are to be provided to our media/communications department to be available on our website.
- Update the MCFN website Pillar information.
- Obtain contact information for the citizenship exam, to begin negotiations of inclusion of the MCFN Treaty holder. Collaborate with relative Pillar Holder.



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Government to Government

- Relationship building with Municipalities, Provincial and Federal political entities
- Provide resource booklets
- Hold a Conference in Toronto for educators and Political representatives
- Create a database for School Boards within our Treaty Lands and Territory

Nation to Nation

- Share information bits on the history of the Mississaugas of the Credit
- Relationship building with educators of all other six (6) Mississauga Nations
- Expand relations to all Ontario First Nations
- Future expansion across Canada
- Use of website
- Be well informed of Nationhood meetings and attend when possible

COUNCIL REPORTING

Pillar Membership: Council Lead – Erma Ferrell

Council Affiliation: Chief and Council

Administrative Support/Affiliation: Director of Media and Communications

PILLAR REVIEW PROCESS

The Chief Operating Officer will be developing annual review mechanisms for the use of Pillar Leads.



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Pillar 6 Infrastructure & Community Development

PURPOSE

In furtherance of our people's inherent and inalienable right of self-determination, it is essential that our government develops a MCFN-life cycle infrastructure and info-structure plan that ensures that all current and future infrastructure needs are implemented, maintained and re-invested, to meet the ever-changing needs of our citizens.

SCOPE OF WORK

COMMUNITY

- We are committed to using best practices to effectively manage and maintain the infrastructure of MCFN and to provide the departmental services in an efficient, safe and environmentally responsible manner with all available resources.
- To plan projects in order to prepare MCFN for the next 25 years.
- Update MCFN Community comprehensive plan which meets the needs of every stage of life.
- Infrastructure “quick win” projects for funding recreational infrastructure for youth and seniors.
- Communications & technology (fiber optics for MCFN)
- Update/develop infrastructure asset plan
- Green willow feasibility study
- New pow wow grounds plan development
- We will be a “Smart Community”: A role-model user of information communications and technology (ICT) in the delivery of programs and services to the MCFN membership
- Address the Industrial park drainage issue address & development
- Core area development – future use of existing ball diamond and /or possible re-location of ball diamond location complete with LED light system concession stand and picnic area
- Updated technology complete with fiber optics within the FN to address limited band width issues and expand industrial park technology servicing to attract future business partnership
- Master planning focusing on former Green Willow Property, Industrial Park, Townline Estates, Eagle Lane Subdivision
- Water & wastewater & lagoon system completion/expansion for housing construction



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- Expansion of water & wastewater, natural gas, hydro, roads, sidewalks, greenspace (parks) for residential subdivisions
- Water tower to address the fire flow rates for current and future assets to reassure protection
- Complete road re-surfacing/widening, bridge replacement, water main and wastewater system monitoring repair/replacement throughout the future years based on maintenance needs
- Incorporation of sidewalks to ensure safety of membership and visitors to the MCFN Community. Master Plan to be completed for whole area from existing Townline Estates

COUNCIL REPORTING

Council Affiliation: Infrastructure & Community Development Council

Administrative Support/Affiliation; Department of Public Works, Housing Department

PILLAR MEETING STRUCTURE

Pillar Membership: Council Lead – Craig King; Director of Public Works; Director of Housing, community supports as needed.

- Pillar #6 Committee will make recommendations to Chief and Council regarding projects
- Pillar Lead to bring recommendations to Chief and Council at Infrastructure & Community Development Council.
- Pillar Lead to call meetings – afternoon/evening
- Meetings are to be two hours
- Meeting to be conference calls/video if meetings are short notice
- Assign tasks to committee members so everyone has a role to play

Roles and Responsibilities

- Pillar lead is responsible for coordinating community engagement
- Coordinate monthly meetings when needed
- The Chair and Director of Public Works is responsible for looking for funding/grants and access to Proposal Writer
- Public Works Director is responsible for budget and payables according to the finance policy
- Pillar 6 members are responsible for hosting community meeting updates at Monthly Gatherings at least twice a year.



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PILLAR REVIEW

The Chief Operating Officer will be developing review mechanisms for the use of Pillar Leads. The Director of Public Works & Director of Housing has had input into the Terms of Reference. Pillar #6 committee to review on an annual basis.



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Pillar 7 Inclusive Leadership and Governance

PURPOSE

As part of the Mississaugas of the Credit First Nation (“MCFN”) Strategic Plan, 2017, MCFN Council set out a way forward for MCFN in a series of interconnected priority actions, through the Pillar System, that align with the broader MCFN vision. **Pillar 7, Inclusive Leadership & Governance**, was created to assist MCFN in building its capacity, tools, and resources, to govern more effectively and to guide MCFN towards self-determination and beyond the *Indian Act*; by developing its own governance model, while continuing to work cooperatively with all levels of government, nation-to-nation.

Pillar 7 is supported by a committed group of Council members and MCFN staff, who oversee the development, implementation, and maintenance of MCFN’s governance work and advise Chief and Council on an appropriate strategy to guide MCFN towards fulfilling its vision, by interacting with governments and negotiating ways to reconcile differences based on mutual respect that will continue to support all activities pertaining to the MCFN Intergovernmental Office.

Accountability

This committee that supports Pillar 7, **is not a decision-making body**, but will provide advice and recommendations to Council on governance-related matters, and if directed, will provide guidance to staff and direction to MCFN negotiating teams or other MCFN committees, in order to implement its work.

Goals

The goals of Pillar 7 are:

- To support and promote Mississaugas of the Credit First Nation’s Vision and Mission Statements and Seven Guiding Principles as it pertains to MCFN governance;
- Developing and carrying out a work plan approved by Council;
- Direct any, and all, activities, as outlined by the work plan;
- Develop annual objectives, driven by the direction and guidance of Council;
- Monitor changes to MCFN and ensure any changes are reflected in MCFN governance;
- To support related governance work and activities of MCFN’s Departments and staff; and
- To promote Member involvement in MCFN governance activities.



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Membership

The committee that supports Pillar 7, is made up of, but not inclusive of:

- Councillor Julie Laforme: Inclusive Leadership and Governance (Pillar Lead);
- Chief;
- Chief Operating Officer;
- Intergovernmental Officer;
- Director of Lands, Research, and Membership;
- Governance Project Coordinator;
- Policy Analyst;
- Governance Engagement & Communications Lead;
- Legal Counsel, as required; and
- Support staff, as required.

The Governance Committee, may, from time to time, call upon other person(s) for expertise and hire any additional positions, as required, as recommended by the Pillar Lead and approved by Council.

Responsibilities

The responsibilities of Pillar 7 and the committee that supports Pillar 7 are as follows:

Community:

- To act as an advisor to Chief and Council on governance related matters, as it pertains to MCFN and/or the Mississauga Nation;
- To make informed recommendations and motions to Chief and Council;
- To produce briefing notes, setting out key aspects of its deliberations and work, including strategic goals, objectives, and actions proposed to fulfill MCFN's governance work. These briefing notes will be reviewed and approved by Council to provide clear, transparent, and accountable direction to the Pillar and committee and define its mandate and scope of authority;
- To develop internal strategies and negotiating mandates on how MCFN will move beyond the *Indian Act*;
- To assist MCFN Council and departments in streamlining responsibilities and providing support in developing and implementing projects; to discuss inter-departmental and intergovernmental issues; and provide guidance to Council and departments in moving MCFN into self-government;
- To develop an inter-departmental working group to support MCFN departments;
- To develop and support departments in developing laws, policies, procedures, rules, and processes;
- To develop intergovernmental strategies and the capacity, in terms of professional staff and performance metrics;



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- To meet with Council for more significant strategic discussions or briefings, and to provide specific advice and recommendations;
- Where time-sensitive matters arise, the Pillar Lead will arrange for a special meeting of Council, will seek time on the agenda of an upcoming meeting of Council, or will seek discussion and approval by electronic means;
- To oversee the planning, implementation, and maintenance of Council identified projects associated with a Council directed work plan;
- To work with the Chief Financial Officer, to keep accurate financial records of the Pillar's accounts and report it to Chief and Council in the minutes;
- To make decisions by consensus of those in attendance and where a consensus cannot be reached, by a simple majority, whereby the differing views will be included in its report or briefing to Council, including the majority recommendation. The report will not identify individual member positions, but members will remain free to speak to the issues or specifically identify their positions at a Council meeting;
- This committee is an advisory body, not a decision-making body. The committee may, however, make decisions on matters respecting its own processes or such other matters as Council may identify;
- To act as a forum for community members to access information;
- To fundraise, organize, and promote Pillar sponsored events;
- To attend and actively participate in all Pillar meetings and Pillar sponsored events;
- To not make any decision, or enter into any agreements, that will bind MCFN or materially affect the rights of MCFN or its members. All such decisions will ultimately be made by Council, or where necessary or desirable, through the community approval process; and
- To develop and implement objectives for each new term of Council to meet the goals of the Pillar and Council.

Government-to-Government / Nation-to-Nation:

- To oversee and support the development of governance approaches and models; understanding and implementing treaties; and resolving MCFN land claims through discussions with the government of Canada, and when required, the government of Ontario; and
- On behalf of Council, to work with all levels of government and the other Mississauga Nations, on a nation-to-nation basis, and negotiate ways to reconcile any differences based on mutual respect.

Meeting Dates

The Pillar and the committee will meet one (1) time each month, at a minimum. Meeting dates and times will be determined by consensus of the committee. Meetings may be called as required.

Agenda

The agenda for the Governance Committee meetings is as follows:



Chief and Council

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- Opening;
- Adoption of Agenda;
- Approval of Minutes from previous meeting;
- Business Arising;
- New Business;
- Reports;
- Date of Next Meeting; and
- Adjournment.

Agendas will be circulated to all of the Committee members prior to the regularly scheduled meetings. Minutes of meetings will be circulated within three (3) days following the conclusion of the meetings. The Governance Committee meetings may be more informal in process.

Roles and Responsibilities

Councillor Responsible for Pillar 7: Inclusive Leadership and Governance / Chairperson

- Designated Chairperson of the committee;
- Coordinate activities of the committee, including its meetings, as well as the production of meetings notes, briefing notes, and advice documents for Council. To carry out these responsibilities with the assistance of committee members, as designated;
- Run committee meetings and keep order and continuance;
- Asks for comments/input from all committee members in attendance;
- Notes consensus or differences of opinion for recommendations to Council on a matter;
- Is the official signing authority on Committee correspondence;
- Can create sub-committees, following recommendations by the committee and approval by Council, to assist in a specific aspect of its work or the work of Council as it relates to MCFN governance. A committee member shall be appointed by the Chairperson to any sub-committee as Chair of that sub-committee. The Pillar Lead will automatically be a member of any sub-committee and is entitled to attend each meeting of the sub-committee, if and when available;
- Makes recommendations to Council on behalf of the committee;
- Guides and directs any consultants or resources as identified by the committee or Council, to carry out the objectives of Council and the committee;
- Actively participates in committee meetings;
- Supports committee activities and recommendations;
- Attends committee related activities;
- Represents Council at meetings and activities of the committee; and
- Reports to Council on activities of the committee.



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Chief

- Automatically a member of the committee;
- May attend any committee meeting, and when available;
- Actively participates in committee meetings;
- Supports committee activities and recommendations;
- Attends committee related activities;
- Represents Council at meetings and activities of the committee; and
- Any other responsibilities as determined by the Chairperson.

Chief Operating Officer

- Is the Intergovernmental Officer's designate/proxy when they are unable to attend a committee meeting;
- Actively participates in committee meetings;
- Supports committee activities and recommendations;
- Attends committee related activities; and
- Any other responsibilities as determined by the Chairperson.

Intergovernmental Officer

- Actively participates in committee meetings;
- Supports committee activities and recommendations;
- Attends committee related activities; and
- Any other responsibilities as determined by the Chairperson.

Director of Lands, Research, and Membership

- Actively participates in committee meetings;
- Supports committee activities and recommendations;
- Attends committee related activities; and
- Any other responsibilities as determined by the Chairperson.

Governance Project Coordinator

- Sets agenda for the meetings in consultation with committee members, as designated by the Chairperson;
- Actively participates in committee meetings;
- Supports committee activities and recommendations;
- Attends committee related activities;
- Any other responsibilities as determined by the Chairperson; and
- Takes minutes of the committee meetings, as required.



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Policy Analyst

- Actively participates in committee meetings;
- Supports committee activities and recommendations;
- Attends committee related activities; and
- Any other responsibilities as determined by the Chairperson.

Governance Engagement & Communications Lead

- Actively participates in committee meetings;
- Supports committee activities and recommendations;
- Attends committee related activities; and
- Any other responsibilities as determined by the Chairperson.

Legal Counsel

- Actively participates in all committee meetings and functions, as required.
- Supports committee activities and recommendations, as required; and
- Attends committee related activities, as required.

Support Staff

- Actively participates in all committee meetings and functions; and
- Takes minutes of committee meetings.

Review of Terms of Reference

Council shall review this Terms of Reference at the last regularly scheduled Governance Council Meeting of each fiscal year and make any recommendations to the Pillar Lead for amendments, which will then be approved by Council.

The Pillar Lead may make recommendations to Council on amendments to this Terms of Reference, for Council's consideration.



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Appendix 1

COMMITTEE	MEMBER(S)	APPOINTMENT	MEETING DATE
Financial Planning & Fiscal Oversight Council.	Full Council	Chair: Councillor Bill LaForme Councillor Erma Ferrell	1 st Monday of the Month 9:00 am
Governance Internal and Intergovernmental Council	Full Council	Chair: Councillor Julie Laforme Chief Laforme	2 nd Monday of the Month 9:00 am
Land, Water and Sustainable Prosperity Council	Full Council	Chair: Councillor Bill LaForme Councillor Cathie Jamieson	3 rd Monday of the Month 9:00 am
Education & Wellness Council and	Full Council	Chair: Councillor Veronica King-Jamieson Councillor Evan Sault	4 th Monday of the Month 9:00am (alternating)
Infrastructure & Community Development Council	Council	Chair: Councillor Craig King Chief Laforme	4 th Monday of the Month 9:00am (alternating)
ALFDC (Aboriginal Labour Force Development Circle)	1 Councillor Alternate: LDM Coordinator	Chair: Councillor Cathie Jamieson Co-Chair: Councillor Erma Ferrell	Meet Quarterly
Land Claims Team	Chief 2 Councillors LMR Director	Chief Laforme LMR Director Councillor Julie Laforme Councillor Cathie Jamieson	As required
Signing Authorities	Chief Chief Operating Officer		



Chief and Council

Mississaugas of the Credit First Nation
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COMMITTEE	MEMBER(S)	APPOINTMENT	MEETING DATE
Registrar of Residence Committee	LMR Director		As required
Ida Armbruster Estate	2 Councillors DSED	Councillor Craig King Councillor Bill LaForme	As required
Emergency Control Group	Chief	1. Chief Laforme 2. Councillor Evan Sault 3. Councillor Craig King 4. Councillor Julie Laforme 5. Councillor Erma Ferrell 6. Councillor Veronica King-Jamieson 7. Councillor Cathie Jamieson 8. Councillor Bill LaForme	As required
Integrated Strategies Committee *Pillar leads may change depending on project/issue identified by Council	3 Councillors Director of DOCA Legal (Alex) Director of LMR Governance Coordinator Director SED	1. Councillor Bill LaForme 2. Councillor Cathie Jamieson 3. Councillor Julie LaForme 4. Chief Laforme	As required
Niagara Reinforcement Line Negotiating Team	2 Councillors	1. Councillor Evan Sault 2. Councillor Erma Ferrell	As required
Hydro One Advisory Committee	2 Councillors	1. Councillor Evan Sault 2. Councillor Erma Ferrell	Quarterly
Water Committee	2 Councillors	1. Councillor Cathie Jamieson 2. Councillor Julie Laforme	As required
LSK Expansion Committee	2 Councillors	1. Councillor Craig King 2. Councillor Veronica King-Jamieson	As required



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COMMITTEE	MEMBER(S)	APPOINTMENT	MEETING DATE
Employment & Training Board (ALFDC)	Full Council	Chair: Councillor Cathie Jamieson Co-Chair: Councillor Erma Ferrell	Meets quarterly
Major Events Committee	2 Councillors	1. Councillor Evan Sault 2. Councillor Erma Ferrell	As required
Justice Initiatives: MMIW IPC IPC-Bail Human Trafficking	1 Councillor 1 Alternate	1. Councillor Veronica King-Jamieson 2. Councillor Julie Laforme (Alternate)	As required
Brant Family & Children's Services		Chief Operating Officer	As required
Native Horizons' Treatment Centre	1 Councillor	Councillor Bill LaForme	Meet Quarterly
Ganohkwasra Board of Directors Committee	1 Councillor	Councillor Evan Sault	As required
Ontario First nations Technical Services	1 Councillor	ON HOLD	As required
MCBC Board- Council Liaison	Coming back to Council on February 13, 2020		
839co Directors		Councillor Bill LaForme Councillor Craig King	
Chiefs of Ontario Political Confederacy		Chief Laforme	



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COMMITTEE	MEMBER(S)	APPOINTMENT	MEETING DATE
MCFN Education Board	1 Councillor	Councillor Veronica King-Jamieson	
First Nations with Schools Collective- MCFN Rep		Councillor Veronica King-Jamieson	
Lake Erie Action Plan Implementation Team	1 Councillor	Councillor Cathie Jamieson	Quarterly
Lake Erie Regional Source Protection Committee			Quarterly
Toronto City Council Aboriginal External Advisory Committee	1 Councillor	Councillor Evan Sault	Bi-monthly



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MCFN COUNCIL SUPPORT STRUCTURE		Appendix 2
Chief and Council	Supported by: Chief Operating Officer	
Financial Planning & Fiscal Oversight Council	Supported by: Chief Operating Officer / Director of Finance	
Appointments Committee	Supported by: All Pillar Leads	
Governance – Internal and Intergovernmental Council	Supported by: Chief Operating Officer / Senior Intergovernmental Officer	
Education and Wellness Council	Supported by: Director of Education / Director of Social & Health Services / Child Care Supervisor; Director of Childcare and EarlyOn Programs	
Infrastructure & Community Development Council	Supported by: Director of Public Works / Director of Housing	
Land, Water & Sustainable Prosperity Council	Supported by: Director of Lands, Membership and Research / Director of Sustainable Economic Development / Director of Consultation and Accommodation	



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INTEROFFICE MEMORANDUM

TO: Chief and Council, Chief Operating Officer

FROM: Recorder

SUBJECT: Special Council Meeting – Governance, Pillar Structures & Strategic Planning

DATE: Wednesday, September 25, 2019

CC: Finance Director, SHS Director, Housing Program Director, PW Director, LMR Director, MCD Director, A/DSED, ECC Supervisor, A/Education Director, DOCA Director, LDM Coordinator, HR Manager, Culture & Events Coordinator, File

MOTION NO. 7

MOVED BY STEPHANIE LAFORME


SECONDED BY ERMA FERRELL

That the MCFN Special Council approves the following items:

- Governance Arrangements for Trailblazer Strategic Plan dated Wednesday, September 25, 2019;
- Move to implement above Strategic Plan on Tuesday, October 1, 2019;
- Long term financial planning to facilitate the implementation of long term financial plan covered in Strategic Plan; to undertake financial training for both Chief & Council and staff.

Carried
2nd Reading Waived

SECOND READING APPROVED

Sept 25/19 



Chief and Council

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