

**TEMAGAMI FIRST NATION**

**ADMINISTRATIVE GOVERNANCE POLICY**

Approved by Council: December 16, 2019

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## 1. Definitions

<b>“Committee”</b>	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.
<b>“Executive Director”</b>	means the person who is responsible for leading the day to day administration or management of TFN and who reports directly to Council.
<b>“Officer”</b>	means the Executive Director, the Lands and Resources Director, Finance Manager and any other special project staff with direct reporting to Council
<b>“Standing Committee”</b>	refers to Committees which are meant to have a continued existence.
<b>“Special Committee”</b>	refers to a Committee which is formed for a specific purpose whose organization is dissolved when that purpose has been accomplished.
<b>“Terms of Reference”</b>	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 individual's 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

<b>NAME OF COMMITTEE OR BOARD</b>	<b>STAFF CONTACT NAME &amp; DEPT</b>	<b>PORTFOLIO HOLDER NAME</b>	<b>PH ALTERNATE NAME</b>	<b>MEMBERS &amp; NOTES</b>
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 5 <sup>th</sup> 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



## 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

<b>JOB TITLE:</b>	Director - Lands and Resources		
<b>Reports to:</b>	Chief and Council and Executive Director	<b>Salary Grade:</b>	MNGR 6
<b>Department:</b>	Lands and Resources	<b>Date Created:</b>	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 <sup>st</sup> by	2 <sup>nd</sup> 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](http://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](http://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