



Annual Report 2019



Welcoming REMARKS



AANIIN, TANSI, WASH'TAY, HELLO

Boozhoo, Aaniin, welcome to the Southern Chiefs' Organization (SCO) Annual Chiefs-in-Summit 2019.

Working for the Southern First Nations has once again been my honour and a privilege this past year. I continue to experience the best of our people and our territory with each visit I make to your communities. This past year I was able to see and experience the power of the Anishinaabe and Dakota Nations when we celebrate our culture and when we recognize and applaud each other's achievements. It is so inspiring to see our communities celebrating new community centres, winning key decisions that recognize our rights and expanding our enterprises into urban areas which are our traditional territories. I congratulate each of you once again for all you have achieved as leaders in your communities.

There have been many promises made to First Nations peoples over the years from all levels of government, promises that have not always been kept with our people. Since my appointment as Grand Chief, I, along with you, have been advocating, building relationships, and holding all levels of government accountable on behalf of our people in Southern Manitoba. With your guidance, we will continue to do so.

It is my belief that the Southern Chiefs Organization has a unique mandate: to provide technical advice, regional coordination and facilitate regional collaborative efforts with communities and tribal councils when directed by the leadership. This mandate focuses on finding real solutions that can be implemented in each First Nation.

Whether it is creating custom childcare laws, restorative justice programs at the First Nation level or developing our own health care system, it is the role of the staff and myself to make the dreams and aspirations of each of our communities a reality. I am proud that this annual report and the meeting of the Chiefs in Summit will discuss these important initiatives and how we will move forward together.

My leadership has been based on accountability, transparency, prosperity, humility and sustainability for our people. I will continue to identify tangible solutions to protect and improve the Anishinaabe and Dakota Peoples' quality of life and growth. When we work together, we grow together; in that unity lies our greatest strength.

I will continue to stand *with* you and *for* you to protect, preserve, promote, and enhance First Nation peoples' inherent rights, languages, customs, and traditions, while building capacity and maintaining our own forms of self-governance.

In pursuit of balance,

Ogema-Makwa Jerry Daniels, *Grand Chief*

Message from the **DIRECTOR OF OPERATIONS**

Joy Cramer

I have the honour of presenting to the Chiefs-in-Summit, the Southern Chiefs' Organization Annual Report for the fiscal year 2018-2019. This report highlights major activities undertaken by the Grand Chief's Office along with Program updates and highlights. This past fiscal year SCO saw the priority of stabilizing the financial processes of the organization through consistent practices for financial transactions. With the support of the Chief's Executive, Finance and Personnel Committees and the Chief Financial Officer, a sound financial practice has been implemented and adhered to. As the new Director of Operations, I also want to thank Jolene Mercer for her work at SCO in implementing the revised financial policies of SCO as recommended by Deloitte.

The major program highlights include the final report on the Indigenous Contribution to the Manitoba Economy Research Partnership and receiving unprecedented funding for Health Transformation late in the fiscal year (January). The 2018/19 fiscal year also saw SCO submit numerous proposals on the environment and we are committed to moving forward to support the concerns of our communities.

In these first five months at SCO we also accomplished negotiating unprecedented new funding for Child and Family Services, began the process of creating a Chiefs Health Action Table with Chief Batson as Chair, the Chiefs Committee of CFS with Chief Smith and Chief McLean as Co-Chairs and hosted two CFS Elders meetings. In addition, through a partnership with Grand Council Treaty #3 and Keeseekoowenin First Nation, SCO hosted the 1st

Annual Anishinaabe Gathering at Sandy Bay First Nation's Cultural Enrichment Camp Site. Chi Miigwetch to Sandy Bay for sharing their site with us!

As SCO evolves and grows we are ever mindful of the requirement of programs to deliver results for the SCO leadership and the SCO First Nations. Program deliverables, balanced budgets by program area, and direct partnerships with our communities are key responsibilities and our responsibility to leadership. As communities continue to build and enhance their existing infrastructure, resources and assets, SCO has a responsibility to leadership to support, broaden and strengthen the First Nation's efforts to create and sustain healthy communities.





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Member **COMMUNITIES AND CHIEFS**

Berens River	Hartley Everett	Little Grand Rapids	Raymond Keeper
Birdtail Sioux	Ken Chalmers	Little Saskatchewan	Hector Shorting
Black River	Sheldon Kent	Long Plain	Dennis Meeches
Bloodvein	Roland Hamilton	O-Chi-Chak-Ko-Sipi	Eugene Eastman
Brokenhead	Debbie Smith	Pauingassi	Michael Owens
Buffalo Point	Andrea Camp	Peguis	Glenn Hudson
Canupawakpa	Viola Eastman	Pinaymootang	Garnet Woodhouse
Dakota Plains	Orville Smoke	Pine Creek	Karen Lynn Batson
Dakota Tipi	Eric Pashe	Poplar River	Vera Mitchell
Dauphin River	John Stagg	Rolling River	Michael Mckay
Ebb and Flow	Wayne Desjarlais	Roseau River	Craig Alexander
Gamblers	David Ledoux	Sagkeeng	Derrick Henderson
Hollow Water	Larry Barker	Sandy Bay	Lance Roulette
Keeseekoowenin	Norman Bone	Skownan	Cameron Catcheway
Kinonjeoshtegon	Dave Traverse	Swan Lake	Francine Meeches
Lake Manitoba	Cornell McLean	Tootinaowaziibeeng	Barry McKay
Lake St. Martin	Adrian Sinclair	Waywayseecappo	Murray Clearsky

Report from the **GRAND CHIEF'S OFFICE**

Indigenous Contributions to the Manitoba Economy Research Partnership

The Southern Chiefs' Organization and Manitoba Keewatinowi Okimakanak partnered with Brandon University to research and document Indigenous economic contributions to the broader Manitoba economy.

This project follows the First Nations principles of Ownership, Control, Access, and Possessions (OCAP).

The primary objective was to quantify spending amounts of Indigenous and First Nations peoples in Manitoba, in order to calculate their contribution to the provincial economy. Secondary objectives were to examine existing urban reserves in Manitoba, which are growing in importance as a revenue source for First Nations; and to create projections of the Indigenous population and labour force.



The primary objective was to quantify spending amounts of Indigenous and First Nations peoples in Manitoba in order to calculate their contribution to the provincial economy.



There are three aspects making this a unique research project:

- First and foremost, there are now estimates on spending by Indigenous and First Nations people in Manitoba and the resulting impacting on the economy. These contributions were made possible by building upon the strong Indigenous economy that existed pre-contact.
- Second, this project profiled urban reserves in Manitoba.
- The third unique aspect was the knowledge-sharing process among the researchers—discussions resulting from interviews with First Nations' representatives about their urban reserves created a learning opportunity among the SCO and MKO researchers and those at the Rural Development Institute. Each of these aspects has resulted in making this a unique applied research project.

There are three major topics from this report. First is the economic analysis of Indigenous (Chapter 2) and First Nations (Chapter 3) spending and the related impact on the Manitoba economy. Secondly, the urban reserves profile in Chapter 4 are based on interviews with First Nation representatives most familiar with operations and

future plans. These three chapters make up the majority of the report. In the third part, Chapter 5, the research team looks forward by presenting population and labour force projections to 2026 for key variables directly affecting the trajectory of the Manitoba economy. Each chapter is self-contained, meaning relevant materials, references, and appendices are included.

Anishinaabe Nation Land-Based Education Conference

The Anishinaabe Land-Based Education Conference was held on August 20 – 24, 2018 in Manitoba. This historical event brought educators together for the first time to



learn Anishinaabe Teachings from across Canada. The purpose was to illuminate land-based practices locally, regionally, and nationally. This conference focused on the ground-breaking land-based education work that continues to emerge across Turtle Island. Land-based education approaches are illuminating Anishinaabe ways of teaching and learning, demonstrating what happens when Indigenous people lead in curriculum design and use curriculum activities that are connected to culture, language, relationships to land, and the traditions that bind people and places across the lands we now call Canada. A total of 300 people participated in the conference.

The first and last day of the Conference had keynote speakers and presentations at the RBC Convention Centre in Winnipeg, MB. Days two, three, and four motor coach buses were boarded for daily excursions to different historic sites in Manitoba where the participants received Anishinaabe land-based teachings from elders.

WINNIPEG METRO REGION

Historic MOU signed: Southern Chiefs' Organization and Winnipeg Metro Region Mayor & Reeves

Chiefs of the Southern Chiefs' Organization (SCO) and Municipal leaders of the Winnipeg Metro Region (WMR) made history on Friday March 1, 2019 at Lower Fort Garry National Historic Site, the location of the historic signing of Treaty 1 in 1871.

The Collaborative Leadership Initiative (CLI) of 25 elected leaders agreed that the status quo was not good enough. The assembled CLI leadership agreed that they needed a better way to move forward with a collaborative and strategic approach towards reconciliation, based on the United Nations Declaration on the Rights of Indigenous Peoples.

With shared interests and overlapping territories between First Nations and Municipalities, the leaders recognized a critical need for building positive relationships and identifying common interests and barriers. Leadership committed to participating in four collaborative sessions that were designed to strengthen relationships and establish trust.

At the fourth gathering of the CLI, the 25 elected leaders working together in the CLI signed a Memorandum of

Understanding recognizing the considerable political value of First Nations and municipal governments formally agreeing to work together on common goals and interests.

Supportive Leadership Model Southern Focus, Community Drive

Part of the Grand Chiefs' advocacy efforts have been in the form of community visits with leadership. In his term, he visited over 85% of the thirty-four member communities thus far, and has plans to make it to all of them.

From the outset of SCO's involvement in the efforts including the work of leadership and community service providers, the Grand Chief is committed to schedule regular community visits. He is committed to directly hearing the issues, concerns, and priorities of SCO's members, as well as to equally facilitate adequate services and ongoing personalized support.

The Grand Chief will continue to fulfill his obligations to advocate, raise awareness and assist to deliver high quality service and programming to SCO's member First Nations.

Environmental Stewardship

SCO has been an active partner in environmental stewardship initiatives and supports all Southern First Nations to perform their own environmental research and studies in regards to environmental stewardship in their traditional territories.

The Grand Chief supports and lobbies for financial support from the federal and provincial governments to participate fully in all environmental stewardship programs and initiatives because no relationship is more valuable to First Nations than that with Mother Earth, the natural environment, and everything contained within, including animals and marine life, forests, plants, surface and sub-surface waters, and the air we breathe.

Health Transformation

SCO seeks to change the way Southern First Nations experience health care throughout their continuum of care, to be achieved through a comprehensive review of current community health needs and priorities. This will inform community, Tribal Council, and SCO Leadership when developing a health and wellness model that encompasses both traditional and western approaches to medicine, contingent on community-specific needs and priorities.

Grand Chief Daniels has provided direction to initiate the Chief Health Action Table (CHAT) after SCO met with Tribal Council Health Directors and numerous Chiefs to provide information on Health Transformation. CHAT was established to lead and advise SCO Health Transformation initiatives.

Grand Chief Daniels and SCO staff visited the Southcentral Foundation in Anchorage, Alaska to evaluate and receive training from their world-renowned Health Transformation model. SCO Health Transformation Director Debbie Reid received additional extensive training, and will be sharing that knowledge with the Chief Health Action Table.

Fishing

SCO co-hosted a meeting about commercial fishers with the Manitoba Métis Federation and Manitoba Keewatinowi Okimakanak at the Fort Garry Hotel in Winnipeg. A lot of concerns were raised regarding the Lake Winnipeg quota buybacks, and restrictions on commercial fishing in Manitoba. SCO Grand Chief Daniels, MKO Grand Chief Settee, and MMF President Chartrand will be working closely to collaborate on strategies to tackle these issues together, ensuring First Nation and Métis fisherman and families are treated fairly and have their livelihoods protected.



Missing and Murdered Indigenous Women, Girls, and Two-Spirit People

Grand Chief Jerry Daniels with SCO staff members Joy Cramer and Tina Keeper were in attendance on June 3, 2019 at the Museum of History in Gatineau, Quebec for the release of the MMIWG national inquiry final report. From

December 2015 – March 2016, the federal government initiated their pre-inquiry, and the Southern Chief's Organization has been engaged throughout while following the entire process. SCO was a signatory on the MMIWG Manitoba Coalition, and we have encouraged all levels of government in our meetings to learn from and implement the recommendations from the final report.

Following the release of the report, Grand Chief Daniels attended the announcement of a \$13 million MMIWG Commemoration Fund by Minister Maryam Monsef at the Forks Historical Site in Winnipeg. SCO successfully submitted a proposal to create billboards around the city to commemorate those taken from us and their families, and will be striking a committee to aid in the design process. SCO co-hosted MMIWG events with Chief and council in Ebb and Flow First Nation and Sagkeeng First Nation, to create space for communities and families to come together and heal from the loss of loved ones.

MMTP Monitoring

SCO continues to monitor Manitoba Hydro's Manitoba-Minnesota Transmission Project (MMTP); and has been vocally supportive of First Nations that have expressed concern with its progress. SCO released a press release emphasising the importance of better dialogue between southern First Nations, Manitoba Hydro, provincial, and federal governments, when it comes to the development of resource extraction projects on our lands. Grand Chief Daniels urged Premier Pallister to meaningfully engage with leadership from concerned Treaty 1 communities and will continue to advocate for proper consultation and long-term inclusion in projects on First Nation land.

Social Impact Bonds

Social Impact Bonds are financial investments aimed at funding projects that find community driven solutions to complex social issues. SCO submitted a proposal to create a Doula Initiative which trains women on ways to support and nurture other pregnant women through the birthing process. The program is called *Wijiji'idiwag Ikwewag – Manitoba Indigenous Birth Helpers Initiative*. SCO was proud to be a supporter in the development of this project. As a result, there are 200-plus families and their children that are going to be supported by doulas. We believe in innovation to meet today's challenges and providing the skills to develop our people, and have continued to deliver just that, year-after-year.

Youth Empowerment

Empowering First Nation youth has been one of my top priorities throughout my term as Grand Chief. This vision is what led to the creation of the SCO Youth Council and passing of a resolution enabling our male and female Youth Chiefs to have a vote at the Chiefs' table to voice their concerns at SCO summits. We support the development and growth of the Youth Council by extending them invites to skill-building conferences and gatherings on the provincial, national, and international level. This past year our female Youth Chief, Ashley Daniels, attended a meeting at the United Nations forum on Indigenous peoples in New York City, U.S.A. to represent the interests and concerns of youth in Southern Manitoba. SCO will continue to support the youth of our communities and encourage their inclusion and development in all of the work that we do.

CURRENT FISCAL YEAR ACTIVITIES

1st Annual Bajoosh Run for Diabetes Prevention

"Bajoosh," or John Daniels, was a well-known medicine man and messenger from Long Plain First Nation.



From July 28th – August 1st, 2019 Grand Chief Jerry Daniels and a team of staff members planned and participated in the 1st Annual Bajoosh Run for Diabetes Prevention. "Bajoosh," or John Daniels, was a well-known medicine man and messenger from Long Plain First Nation who carried messages from one community to another. Running from Long Plain First Nation to Keeseekoowenin First Nation, the team spent five days running 181 kilometres, with a goal to raise funds and awareness for diabetes prevention efforts. The team did several interviews in cities along the route and

was hosted for dinner with Mayor Blake McCutcheon and councilors of Neepawa, MB. This initiative raised thousands of dollars from donations and sponsorships that will go towards supporting diabetes prevention initiatives for First Nations people in SCO-member communities.



1st Annual Anishinaabe Gathering

In collaboration with the Grand Council Treaty #3 and Keeseekoowenin First Nation, the Southern Chiefs' Organization hosted the 1st Annual Anishinaabe Gathering from August 13 - 16, 2019 on Treaty 2 Territory. The vision for the gathering was put together by SCO Grand Chief Jerry Daniels, Ogichidaa Francis Kavanaugh from Treaty 3, and Chief Norman Bone from Keeseekoowenin First Nation. They did ceremonies in different regions of the nation to help guide and bless the process of planning and leading the gathering. The meeting brought together the Anishinaabe Nation from across several provinces



and states for four days of programming and knowledge sharing. With themes of youth empowerment, women, history, and language. Sessions were led by some of the most recognized and respected knowledge keepers and elders within Turtle Island. Hundreds of people came together each day to listen to presentations, learn about issues impacting our people, and to share best practices in educating and advancing the Anishinaabe nation together.

Unity Round Dances at the borders



From August 2 - September 20, 2019 the Grand Chief held a series of round dances at interprovincial and international borders of Southern Manitoba. The Unity Round Dances are in response to the provincial government continuing to overstep their jurisdiction on several issues and creating impoverished conditions with unjust policies. The round dances were also an opportunity for the Grand Chief to encourage First Nation people to vote in the 2019 provincial and federal elections, and to pressure candidates to ensure our issues are priorities for potential administrations that are trying to get our vote.

By imposing tobacco and cannabis taxation regimes, the government is legislating limitations on First Nation economic growth and sustainability. Our children are still being commodified in the province and this practice needs to end. The rates of our kids in care are not decreasing and the government needs to hand over jurisdiction of our kids to First Nations leadership and agencies immediately.

Brokenhead Ojibway Nation Chief Deborah Smith held a Unity Round Dance on Highway 59 in support of the SCO series and because the same issues are impacting her community. The Grand Chief also shut down the major intersection of Portage Ave and Main Street on September 4, 2019 to hold a Unity Round Dance in the city for those who could not make it out to the border.

Post-Secondary Education Scholarships

In collaboration with Indspire and the Southern Chiefs' Economic Development Corporation, SCO was pleased to be able to offer thousands of dollars in scholarship money in the fall of 2019 to financially help post-secondary students from any of our 34 member communities. Fundraising efforts from the SCEDC golf tournament and a new relationship with the granting company Indspire allowed us to offer \$50,000 in support to the next generation of First Nations academics and scholars. This is one of the many and most recent ways Grand Chief Daniels has executed his visions of empowering First Nation youth, and one where we look forward to being able to help all of the scholarship recipients.

20th Anniversary Gala

On September 17, 2019, SCO will host our 20th Anniversary Gala at the Victoria Inn located in Winnipeg, Manitoba. 20 years is a major milestone for *any* organization. We wanted to take the time to recognize the foundations and growth of the SCO, as well as to recognize and celebrate the leadership in our Southern communities that make everything we do possible.

The gala will honour how far we have come. There will be an homage to leadership of the past, and recognition of leadership of the present. There will be a wide range of First Nation entertainers to help us mark the celebration and to showcase the talent of our people. There is a celebrity line-up of First Nation artists that entertained the crowd in-between speakers and presentations to attendees.

Chiefs, dignitaries from political parties, business leaders, and community members have been invited to attend and celebrate the two-decade history of the Southern Chiefs' Organization.



Moving Forward

In the coming year SCO will continue to prioritize the growth, advocacy, and support of its member First Nations. With a strong Southern focus, we will move forward in a direction that is desired and guided by First Nation leadership and their communities. We are taking steps to build individual and collective strength with innovative strategies and plans that will be beneficial for Anishinaabe and Dakota peoples for generations to come. It is important that we take steps that will provide for people now, with a vision and mission to protect and be sustainable for our children and their children.

After discussions with Chiefs and Elders, I co-developed a leadership committee to host a gathering of the Anishinaabe people. Hosted on Anishinaabe land, the gathering was a four-day event filled with cultural knowledge and experiences. That committee will meet soon to debrief the first gathering and to discuss what future gatherings will look like.

SCO represents four Dakota communities. To ensure their distinct needs are heard, Grand Chief Daniels initiated conversations with their leadership around hosting regular meetings with Dakota peoples, and potentially planning a gathering of their nation to be held in 2020. It is important that we create spaces and advocate for both nations to

grow and flourish. In the spirit of being good neighbours and co-leaders of SCO, I will dedicate time to build those relationships stronger.

During my time as Grand Chief, I have worked hard to advocate for the interests of all First Nations in Southern Manitoba. I have met with all levels of government to represent the direction and concerns of our member nations and will continue to engage with the intention of increasing the well-being of our people. I have been actively pushing towards successful results on several issues such as Health Transformation, Child and Family Services, Justice, Water Management, Education, Economic Development, and the safety of women, girls, and Two-Spirited people. SCO exists to support our communities, and I will persist in my efforts to enhance the voice of our Southern nations and to create practical solutions, guided by our conversations and wisdom.

I am committed to ensuring that SCO remains a reliable, reputable and respectable organization, whose primary goal is to advance and protect our inherent rights, as well as the communal and economic interests of our people. As we move forward, I know there will be challenges and obstacles. However, we become stronger nations by *working together* to overcome those challenges head-on.

During my time as Grand Chief, I have worked hard to advocate for the interests of all First Nations in Southern Manitoba.



Southern Chiefs' Organization Inc. **NON-CONSOLIDATED FINANCIAL STATEMENT**

MARCH 31, 2019

2019 was a big year for growth at SCO, with continuous improvement and streamlining in the finance office. We had a 45% (\$1.4 million) increase in funding from 2018, while spending was down 8%. A \$1.5 million proposal for Health Transformation was a major achievement this year. We saved over \$60,000 in professional fees, bank charges, insurance and telephone costs which allowed more spending on events (engaging with our member communities) and wages (employing 19 more people than in 2018). We reduced our debt to the Government of Canada by over \$60,000 and our cash balance at year end increased over \$1.8 million from the prior year.

With sound financial policies and procedures in place, we continue to improve SCO's ability to meet our financial obligations, employ community members and further the prosperity of our Southern First Nation communities. 2020 is looking to be a further improvement from 2019, with a \$6.5 million budget currently projected.



Independent Auditor's Report

To the Members of Southern Chiefs' Organization Inc.:

Qualified Opinion

We have audited the non-consolidated financial statements of Southern Chiefs' Organization Inc. (the "Organization"), which comprise the non-consolidated statement of financial position as at March 31, 2019, and the non-consolidated statements of operations, changes in net assets (deficit) and cash flows for the year then ended, and notes to the non-consolidated financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion section of our report, the accompanying non-consolidated financial statements present fairly, in all material respects, the non-consolidated financial position of the Organization as at March 31, 2019, and the results of its non-consolidated operations and its non-consolidated cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Qualified Opinion

The Organization controls Southern First Nations Network of Care ("SFNNC") by virtue of the Executive Committee's ability to appoint the Board of Directors of SFNNC. Due to the relationship of control, Canadian accounting standards for not-for-profit organizations requires that the balances and transactions of SFNNC be either consolidated into these financial statements or disclosed in the notes to the financial statements. However, these financial statements are prepared on a non-consolidated basis and do not disclose the balances, results of operations and cash flows of SFNNC within the notes to the financial statements.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Non-Consolidated Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the non-consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

Responsibilities of Management for the Non-Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the non-consolidated financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the non-consolidated financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Southern Chiefs' Organization Inc.
Non-Consolidated Statement of Financial Position

As at March 31, 2019

	2019	2018
Assets		
Current		
Cash	1,955,075	136,839
Accounts receivable (Note 3)	547,893	490,981
Prepaid expenses and deposits	17,441	17,441
	2,520,409	645,261
Restricted cash (Note 4)	50,000	50,000
Capital assets (Note 5)	31,948	41,156
	2,602,357	736,417
Liabilities		
Current		
Accounts payable and accruals (Note 7)	542,563	414,344
Deferred contributions (Note 8)	2,114,956	359,663
Due to Government of Canada (Note 9)	110,789	171,825
	2,768,308	945,832
Contingencies (Note 10)		
Net Assets (Deficit)		
Unrestricted	(197,899)	(250,571)
Invested in capital assets	31,948	41,156
	(165,951)	(209,415)
	2,602,357	736,417


Approved on behalf of the Finance Committee



 Committee member


 Committee member


 Committee member


 Committee member


 Committee member


 Committee member

Southern Chiefs' Organization Inc.
Non-Consolidated Statement of Operations

For the year ended March 31, 2019

	2019	2018
Revenue		
Government of Canada (Note 11)	1,967,634	1,742,492
Province of Manitoba (Note 12)	352,920	534,697
Southern First Nations Network of Care (Note 13)	177,500	177,500
Other (Note 14)	211,178	234,426
	2,709,232	2,689,115
Expenses		
Advertising and promotion	5,722	8,197
Amortization	30,487	30,616
Bank charges and interest	4,307	19,916
Donations	14,688	12,372
Events	12,601	6,061
Gifts	2,659	1,344
Honorarium	43,813	40,000
Insurance	9,798	12,781
Meetings and committee costs	47,482	28,399
Professional development	47,409	47,180
Professional fees (Note 14)	269,738	288,401
Rent	156,155	148,133
Salaries and benefits	1,548,227	1,361,165
Supplies	141,087	108,401
Telephone	23,051	47,424
Travel	308,544	300,896
	2,665,768	2,461,286
Excess of revenue over expenses	43,464	227,829



Health TRANSFORMATION

Introduction

The Southern Chiefs' Organization managed 2 Health Initiatives in the 2018/19 fiscal year; the Non-Insured Health Benefits (NIHB) Navigator and the Health Transformation Initiative.

A health & wellness model that encompasses both traditional and western approaches...



The Health Transformation Initiative received funding from Indigenous Services Canada (ISC) within the last two months of the fiscal year 2018/19. The project objective in 2018/19 was to change the way southern First Nations experience health care throughout their continuum of care. This was proposed through a comprehensive review of current community health needs and priorities. This would inform community, TC and SCO leadership/ technicians when developing a health & wellness model that encompasses both traditional and western approaches to medicine contingent on community specific needs and priorities.



Key Issues & Challenges

Within Health Transformation the key issue and challenge was receiving funding, from ISC, so late within the fiscal year. In addition to this, there was not appropriate human resources in place to carry out the objectives of the first year of the health transformation initiative. However, there

was initial work completed to start the process and it was in a format that could be followed when appropriate human resources were retained.

In addition to this, it's important to emphasize that SCO will not be taking on any service delivery regarding health, as that is the role of Tribal Councils. SCO will be facilitating a process so that the First Nations are able to determine their health needs in order to be proactive rather than reactive to areas regarding health.



Linkage to First Nations

- The first meeting on Health Transformation occurred in October 2018.
- A Chiefs-in-Summit on Health Transformation occurred in Sandy Bay First Nation on April 2019.
- A Chiefs Health Action Table (CHAT) was established.

Status of Activities

In the new Fiscal Year, the Health Transformation Initiative will:

- Develop a Health Transformation team, community consultations;
- Rebrand Health Transformation to “Exercising our Treaty and Inherent Right to Health”
- Develop a proposal to access health transformation funding;
- Negotiate with FNIHB/ISC Headquarters in Ottawa for the next proposal;
- Meet with the Director of Health Transformation for information, processes and next steps;
- Engage with First Nations regarding Health Transformation; and
- Host an “Exercising our Treaty and Inherent Right to Health” Gathering with Leaders and Health Directors.

Key Accomplishments

- Proposal submission to ISC on Health Transformation.
- A CHAT Table was established.
- CHAT Terms of reference as established.
- A Chiefs-in-Summit on Health Transformation occurred in Sandy Bay First Nation on April 2019.
- Initial meetings were held with the Senior Assistant Deputy Minister of Indigenous Services Canada regarding Health Transformation with the agreement from the ADM to negotiate with SCO.





Non-Insured **HEALTH BENEFITS (NIHB) NAVIGATOR**

Southern Chiefs Organization has been granted funding through First Nations Inuit Health Branch-Manitoba Region to staff a full-time Non-Insured Health Benefits (NIHB) Navigator and half-time Data Entry person. These positions provide support and advocacy to community members within the Southern Chiefs Organization catchment area (32 First Nations).

The objective of the program is to provide assistance to eligible First Nations and Inuit clients who experience difficulty accessing the NIHB Program and related provincial/territorial programs and services. Navigators also provide support to clients and communities in gaining a better understanding of the NIHB Program, existing health services, and jurisdictions. They also gather, collate and exchange information on health access issues and identify ways of improving health services for First Nations and Inuit clients.

Program activities are as follows:

1. Serve as first point of contact for communities, organizations and individuals for the purpose of facilitating access to the NIHB Program and also provide support to address NIHB denials and appeals;
2. Collaborate with NIHB regional office on programs/projects/initiatives that would improve awareness and access to the NIHB Program and better integration of health services;
3. Develop a communication strategy and implement approaches to improve awareness and understanding of the NIHB Program;
4. Maintain a network of contacts in order to strengthen relationships with stakeholders, health care service providers and provincial, federal and territorial partners;
5. Identify training needs and opportunities for improving access to health services and health outcomes.



Progress Report

The Health Navigator began networking and meeting with various health organizations and programs to cultivate positive and productive relationships. The health navigator has also reached out to other Manitoba navigators to collaborate services and utilize resources. The printed materials have been redesigned and revised to be more user friendly and eye appealing to the reader. The overall goal is the continuity of care for SCO members and relationship building. The next steps will be to complete the SCO NIHB navigator's banner and be more involved in community events both on Reserve and Winnipeg's urban settings.





Environment DEPARTMENT

Introduction

In 2018-19, SCO focused on an Environmental stewardship strategy, which firstly required raising funds through numerous federal project opportunities. All submitted proposals include expected outcomes that benefit and encourage participation from our 34 member First Nations. The proposed projects focus in different topics that range from Water Resources Management and Policy Development, to Environmental Assessments and Climate Change Adaptation. As well, at SCO we have been strengthening key partnerships with other organizations and institutions, recognizing their areas of expertise and understanding that working collaboratively we can have a more meaningful impact, and build capacity at SCO.

Working collaboratively
we can have a more
meaningful impact.



Partnerships

We have been investing time and efforts in strengthening key partnerships with the organizations and institutions listed below:

- **Lake Winnipeg Indigenous Collective (LWIC):** Technical knowledge shared between both Indigenous organizations regarding climate change and water/ environmental stewardship.

- **Red River Basin Commission (RRBC):** MOU signed in 2018. SCO is member of the Board of Directors, and member of the Science and Steering Committee of the *Netley-Libau Marshland Restoration Pilot Project*. Our partnership also includes developing the *One Basin, One Governance Conference*, which begins the work towards an Integrated Water Management Plan for the entire Lake Winnipeg Basin, including all levels of governments.
- **Winnipeg Metropolitan Region (WMR):** MOU signed as part of the Collaborative Leadership Initiative (CLI). In addition, SCO participated in the Waste Rationalization Feasibility Study that consisted of engagement with representatives from First Nations and municipalities to work regionally in waste management strategies.
- **International Institute for Sustainable Development (IISD):** Technical knowledge shared regarding Watersheds Management, and Traditional Knowledge. Participation in workshops on the Climate and Green Plan. Proposed projects awaiting funding approval.
- **Grand Council Treaty 3:** Collaboration between organizations in environmental and water management proposals.
- **Assiniboine River Basin Initiative (ARBI):** SCO is member of the Board of Directors and participates in quarterly teleconferences

Completed Projects:

- **Manitoba Minnesota Transmission Line (Manitoba Hydro):** Participation in the Environmental Assessment and presenting evidence on impacts to environment and inherent and Treaty Rights.
- **Bill C-69 – new Canadian Navigable Waters Act (CNWA):** Engagement with land managers and Elders on impacts of the Addition to Schedule process and the Major Works section of the CNWA.

Other Working Groups:

SCO has also been invited to participate in different discussion sessions and working groups, such as:

- **Manitoba Climate and Green Plan (Sustainable Development Manitoba):** Participating in the Waste Working Group to review the strategic plan for greenhouse gas (GHG) emissions reductions by 2030.
- **Park & Ride Project (Winnipeg Metro Region):** Transit line to go west of the perimeter. Peguis and Swan Lake are the First Nations potentially benefiting from this project.
- Expanded Flood Mapping Committee with Natural Resources Canada and other Federal Departments.
- Manitoba-Minnesota Transmission Line Project (MMTP) Monitoring Committee.





MINO-PIMATISIWIN

Project

Introduction

The goal of the Mino-Pimatisiwin is to develop an action plan for our member communities directed at revising policies, services, and procedures to provide more flexible, accessible, and culturally-appropriate services and resources for Indigenous women when they return to their home communities after coming into conflict with the law. It is also hoped that the project will work to break down systemic barriers for Indigenous women who have previously been incarcerated to secure economic sustainability and lifestyles where vulnerabilities are reduced to increase safety of women in SCO's member communities.

There is a shortage of comprehensive data on Indigenous women's experiences in the federal justice and correctional systems; this is also true for women serving time in provincial/territorial correctional systems. Research indicates that despite Indigenous women representing approximately only 5% of Canada's total female population, Indigenous women make up 38% of the federally incarcerated female population in Canada (Canada, 2018). Here in Manitoba, the numbers are similar, with the Elizabeth Fry Society of Manitoba estimating Indigenous women account for 90-99% of the population in our provincial correctional institution for women (efsm Manitoba.org).

The project also supports and contributes to the Gender Equality Network Canada, with the input from SCO staff and members working on the project who have significant experience working for women's equality in their communities, across a wide range of fields. Through this national network, more than 130 women leaders from across Canada have the opportunity to work together to advocate for policy changes, discuss successes and challenges of their projects, build inclusive intersectional

leadership, and take collective action to advance gender equality in Canada.



Key Issues & Challenges:

- Lack of gender specific data on women and incarceration, reintegration and best practices on the topic to contribute to research in the area.

Status of Activities & Key Accomplishments:

- Focus groups and research on the gendered differences between women's and men's experiences leaving incarceration has been completed. Access to both provincial and federal correctional institutions was granted for these discussions including two resource fairs at the Women's Correctional Centre in Headingley to provide them with updated resources for their transition back to the community.
- The Needs Assessment (required by Status of Women Canada) was completed in the fall of 2018. It includes an overview of experiences and the systemic barriers faced by Indigenous women in Winnipeg and southern Manitoba exiting incarceration to access necessary services in the community. A literature review was completed to identify best practices and a thorough gender-based analysis to highlight and identify barriers that exists for women when leaving incarceration and how these differ from those available to men in the province.
- SCO will be hosting a Knowledge Exchange Session to discuss details of the Mino-Pimatisiwin Project on November 26, 27, and 29, 2019. The event will feature key-note speakers, and a facilitated conversation on the needs of women re-integrating back to the community after incarceration and ways SCO can assist with the transition.

Missing and Murdered Indigenous Women & Girls (MMIWG):

- SCO continues to provide advocacy and support to the families of Manitoba's Missing and Murdered Indigenous Women and Girls, through attendance at community and family events and participation at the Manitoba MMIWG Coalition and Sexually Exploited Youth Community Coalition.
- SCO hosted a gathering in partnership with Long Plain First Nation for youth affected by the issue of MMIWG. This event took place on March 27 and 28, 2019 with over 40 young people from our communities attending and having the opportunity to learn and get support from Elders.
- An awareness campaign designed to commemorate the lives and legacy of Manitoba's missing and murdered Indigenous women, girls, and their families will be launched in the fall of 2019. The project's vision is to work with Indigenous female artists, MMIWG families and survivors, and Elders to facilitate dialogue on the project through focus groups to areas of priority and concern on the issue of MMIWG. SCO will also provide a day of ceremony with Elders from our member communities for the families to contribute to their healing, acknowledge the legacy of their loved ones, and offer space to share and support one another.



Commissioners Marion Buller and Michele Audette prepare the official copy of the final MMIWG report for presentation to the government. (Adrian Wyld/CP)



Ninaandew'jichassgonahnik: *Healing The Spirit Within* **JUSTICE PROGRAM**

Introduction

Southern Chiefs' Organization established its Department of Justice in 2001. SCO's First Nations Justice Strategy is a community based program that provides restorative justice and mediation services with a dedication to the wellness and healing of our communities.

SCO has six Community Justice Workers and a Community Justice Development Coordinator delivering the Restorative Justice practices in communities. The communities include Long Plain, Sagkeeng, Pinaymootang, Pine Creek, Waywayseecappo, and Sandy Bay First Nation. The program receives pre and post diversions from Crown Prosecutors, First Nation Police Services, and RCMP, Chief and Council, and self-referrals. The program aims to assist the communities in assuming greater responsibility for the administration of justice within their communities that is based on the healing and restoration of relationships.

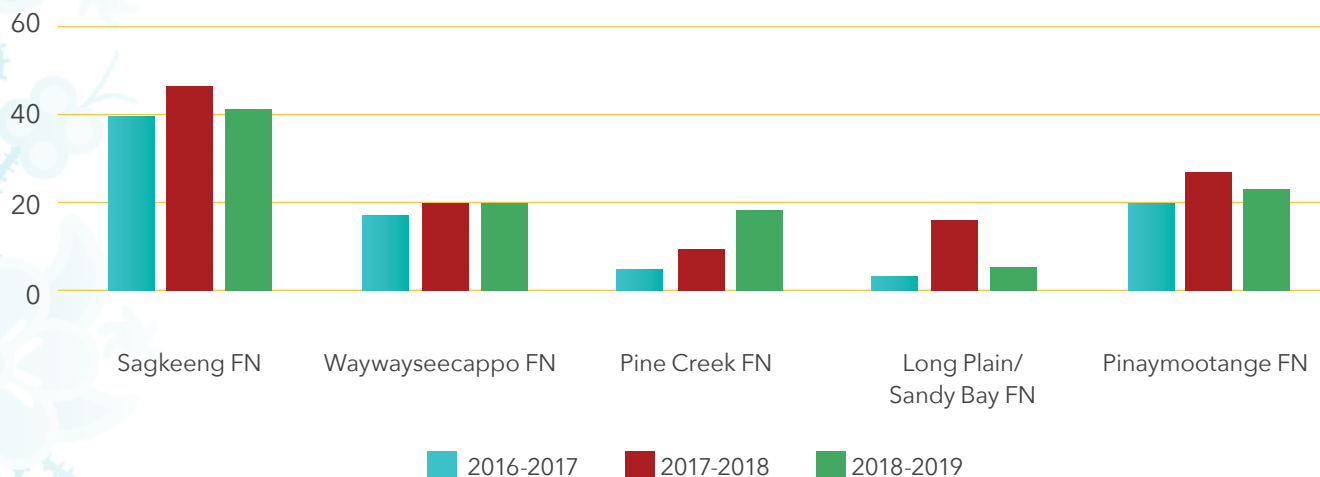
Status of Activities

In 2018-2019, SCO renamed its department to Ninaandew'jichassgonahnik (Healing the Spirit Within) as SCO aims to utilize healing as means of deterring people from the Criminal Justice System. A justice resolution that was passed on September 25th, 2018 by the Chiefs in Summit, and mandates the creation of an Indigenous Justice Commission that can explore the process of Justice reform.

Initial work on this initiative, a four-year Justice plan and model was developed which recommends the expansion of Restorative Justice, the creation of an Indigenous Circuit Court, devolution of Probation Services, Land Based Healing Centres, and reintegration. The proposed justice model focuses on culture, language, healing, and sovereignty.

The draft justice proposal and model was provided to Justice Minister Lametti, Minister Cullen and other key

Referrals



stakeholders. Grand Chief Daniels and the Director of Justice met with Provincial and Federal Judges, Provincial Minister and General Attorney Cliff Cullen, Federal Minister of Justice and General Attorney David Lametti, Senator Dan Christmas. Justice Canada released a statement on March 6, 2019 affirming their new partnership with Southern Chiefs' Organization and their support for SCO's First Nations Justice Strategy. Minister Cullen did not commit to the proposal but requested a meeting with Minister Lametti that has yet to be confirmed.

SCO continues to work in partnership with various stakeholders including Winnipeg Police Services, RCMP, First Nation Police Services, assigned Crown Attorneys, Elders Council, Chief and Councils, and the community Justice Committees. New partnerships were created this past year, including Assiniboine Community College (SCC). SCO Justice department has created a one year Restorative Justice Certification program that will be accredited through ACC.

Key Accomplishments

- SCO Program staff participated on a number of panels and presentations regarding SCO's Restorative Justice Program.
- SCO hosted a "Breaking the Barriers for Reconciliation" event during Restorative Justice Week
- SCO provided Cross Cultural training for all Manitoba Crown Attorneys;
- SCO developed a Healing Circles Program to deliver in SCO communities;
- SCO received Federal funding to create an additional position for Sandy Bay;
- Justice program staff received training and received a certificate in Facilitation Skills;
- Established a partnership with Assiniboine Community College to create a Restorative Justice Certificate Program and received funding from the National Indian Brotherhood Trust for this initiative
- Grand Chief Daniels spoke at Justice Canada's Exploring Indigenous Justice Systems in Canada Conference.





Youth Empowerment PROGRAM UPDATE

Introduction

Southern Chiefs Organization Inc. in partnership with the Winnipeg Foundation is supporting a new Youth Empowerment Program (YEP). YEP will be a diversion program for youth who are involved in the Restorative Justice Program as well as a crime prevention tool for urban and First Nation schools, organizations, and communities. The Youth Empowerment Program will be used as an alternative measure condition to assist the youth in initiating their healing journey and become healthy self-empowered individuals. The medicine wheel is the teaching tool to assist in their holistic healing journey that will empower youth to become positive self-determining individuals and role models within their peers.

The Youth Empowerment Video series will exhibit and guide Indigenous youth finding their identity, beginning their healing journey through enlightenment, healing, and personal stories of resiliency. Land-based teachings will demonstrate traditional knowledge and how to incorporate that knowledge in today's society. The YEP will provide tools on how to heal from the intergenerational impacts of colonization and residential schools; and learn their cultural identity through Medicine Wheel and Elder teachings. A media campaign called "YEP! I am" will promote positive self-empowerment and self-determination among youth. SCO will promote YEP through posters, social media, multimedia, brochures, and the SCO website.

The YEP committee consists of different organizations from across Manitoba. The representing organizations sitting on the committee include MKO, Ka Ni Kanichihk, Manitoba First Nation Police Services, MMF, University of Manitoba, Onashowewin, Social Planning Council of Winnipeg, SCO Youth Council, and Just TV. The YEP committee is charged with creating the terms of reference, overseeing the program content, providing resources, and promoting the program.

Linkages to FNs

The Youth Empowerment Program linked with First Nations by having our youth focus groups directly in the communities. This allowed us to gather information on the realities of youth whom are living in some First Nation Communities. As YEP moves forward, we will be recruiting youth from the communities to participate in the videos. In addition, there is an Elder from the community that sits on the YEP committee.



Key Accomplishments

Since January 2019, accomplishments of YEP include:

- Hiring a coordinator;
- Creation of the Youth Empowerment Program committee has been established with members from the University of Manitoba, Social Planning Council of Winnipeg, Manitoba Metis Federation, Onashawewin Justice Circle, Manitoba First Nations Police Services, Manitoba Keewatinowi Okimakanak, Kanikanchik, and JUST TV; and youth from the SCO Youth Council;
- The committee held 2 meetings and will begin developing its framework and content material; and
- Held 7 focus groups completed across Manitoba in Dakota Plains First Nation, Tootinaowaziibeeng Treaty Reserve, Pine Creek First Nation, Pinaymootang First Nation, Norway House First Nation, The Pas and Winnipeg.





Youth COUNCIL

Introduction

Southern Chiefs' Organization established the Youth Council in March 2018. The members include 10 youth aged 16-30 and two Youth Chiefs from southern First Nation communities.

SCO Youth Council's vision is to strengthen youth voices from the front lines to all levels of government. Aiming to empower and advocate for the youth, based on culture, equality and independence for the future generations to come.

Youth Council Members

Evan Lilley	Youth Chief, Dakota Tipi First Nation
Ashley Daniels	Youth Chief, Swan Lake First Nation
Dakotah Traverse	IRTC Representative, Kinonjeoshtegon First Nation
Kennedy Anderson	IRTC Representative, Pinaymootang First Nation
Kiersten Sanderson	DOTC Representative, Sandy Bay First Nation
Myles Martin	DOTC Representative, Sandy Bay First Nation
Trystan McAuley	WRTC Representative, Ebb and Flow First Nation
Jessica Mainville	WRTC Representative, Keeseekoowenin First Nation
Marissa Mann	SERDC Representative, Black River First Nation
Tyrell Bird	SERDC Representative, Black River First Nation
Jasmin Hall	Independent Representative, Canupawakpa Dakota Nation
Carson Robinson	Independent Representative, Sagkeeng First Nation

Events Attended

During this fiscal year, the Youth Council completed its Constitution. SCO Youth Council has also attended various gatherings to represent southern First Nation youth.

- Assembly of First Nation Youth Summit on Environment and Climate Change
- Hope in the Darkness – Mental Health Walk
- Assembly of Manitoba Chiefs Our Tomorrows: Wahbung Workshop
- FNHSSM First Nations Regional eHealth Conference

Achievements

SCO Youth Council has also hosted a variety of their own events and attended other SCO events

- Taco in a Bag Fundraiser – fundraiser for Feast in the Streets
- Feast in the Streets – Feeding our relatives on the streets and handing out bags of toiletries and warm clothing
- Southern Chiefs Economic Development Corporation Golf Tournament – fundraising for the Youth Council
- SCO Land Based Education Conference
- SCO CFS Governance Conference
- School Supplies Give Away in partnership with AYO and WarriorZ
- SCO Youth Gathering on MMIWG
- SCO Chiefs-in-Summits
 - o Health and Governance Summit in Sandy Bay First Nation
 - o Child and Family Services Summit
- Living Our Best Life Youth Gathering – hosted by SCO Youth Interns and the Youth Council
- UN 2019 Commission on the Status of Women 62 Parallel Event "Youth Speak Out: Canada's Social Protection Systems," Panelist Ashley Daniels.

Moving forward, SCO Youth Council plans to fundraise for more opportunities to support our southern youth. In the new fiscal year, Youth Council will host another Youth Gathering, inviting over 35 youth from southern MB to come together and learn from each other.

The upcoming year 2020, will be the last year of the Youth Councils term. Elections will be held at the yearly Youth Gathering.





The Child & Family **SERVICE UNIT**

This has been a very busy year for the Child and Family Service office at the SCO. While we continue to advocate for and collaborate with individuals impacted by the child welfare system, we have also expanded the scope of our child and family service office to work alongside southern First Nations that have chosen to explore opportunities for jurisdiction, in the manner that they choose.

This year we have focused upon adding structure and momentum to ensure that the development and delivery of child and family services to southern First Nations reflects the vision and aspirations of the Chiefs-In-Summit. SCO has formalized the Chiefs Standing Committee on Child Welfare (CSCCW) that meets regularly to ensure that Chiefs-in-Summit resolutions are implemented; to provide guidance to the Southern First Nation Network of Care (SFNNC) and to advise and advocate on any other child and family matter. The CSCCW reports to the SCO Chiefs-in-Summit.

We have also created a forum for our Elders/Knowledge Keepers to provide guidance to us as we transition away from the provincial system and endeavor to reflect southern First Nation community values and aspirations. In 2018/19 SCO staff reached out to the SCO Chiefs seeking their advice on the appointment of an elder/knowledge keeper from each First Nation. Knowledge keeper sessions were held in order to begin a dialogue on southern First Nation principles in relation to families.



Key Issues & Linkages to First Nations

There were many issues and challenges that the SCO Child and Family Services office had to address this fiscal year. Early SCO Chiefs-In-Summit deliberations and resolutions called for the establishment of a southern First Nation Family law, and, in 2006, SCO was directed to begin "drafting a Child & Family law consistent with practices, customs and traditions of the Cree, Ojibway and Dakota

people..." Clearly, for more than a decade southern Manitoba leadership has contemplated the necessity for pursuing jurisdiction and ending the detrimental impact of the Manitoba child welfare system on our children, families and communities.

In 2018/19, SCO began the task of building capacity to proceed with the development of a southern First Nation Child and Family system as directed. The formulation of the CSCCW and the knowledge keepers' forum will guide the development of infrastructure in the transition to First Nation jurisdiction.

Our office also began to collaborate with the southern First Nation CFS agency's through a commitment to meet monthly to address system concerns, promote best practice and provide advice in the development and operationalization of First Nation family law.

As the SCO CFS Unit enters a new year, the plan is to identify and collaborate closely with six (6) southern First Nation communities. Once the communities have been identified SCO CFS staff will facilitate discussions with community members and key stakeholders.

The Child & Family Services Liaison/ System Navigator

The work of the SCO CFS Liaison/System Navigator is to ensure that there is ongoing improvement in areas that affect the lives of children, youth and their families. The importance of making positive connections and relationship improves the dialog between the stakeholders, First Nations leadership, families, and the CFS agencies. New intakes are always welcomed by telephone, email, walk-ins, and also by third party referrals. This year the following key issues that have been identified by clients:

- Not understanding circumstances surrounding apprehension, what brought the family to come into contact with CFS.

- Unrealistic demands made on the parent/s to get their child(ren) back home for example, long wait lists for programming and addictions treatment and lack of housing (on and off reserve).
- Parent/s not understanding the issues that may have been a contributing factor for the CFS agency to become involved.
- Assisting with access to the children in care for all family members.
- Assisting with family unification.

Some families required the support from multiple resources and systems. A challenge for these families has been the disconnection and lack of collaboration between service providers. Examples such as Social Assistance, Victim Services, Addiction Treatment centers, shelters (due to domestic violence or homelessness), various community physical and mental health resources are not well organized to work in a child/family centered approach service.

Communication with CFS agencies, First Nation leadership and all relevant levels of government on issues that covered CFS, child welfare reform, cultural and traditional education, Jordan's Principle were carried out throughout the year to help the First Nation families involved with the FNCFS both on and off reserve. Collaboration with stakeholders AMC, MKO, SFNNC, FNCFS agency directors helps to ensure positive relationship building and communication with SCO.

The role as the liaison/system navigator will expand to ensure more system awareness. To increase awareness increased activities in the areas of communication and relationship building with CFS agencies, services providers and First Nation communities will be pursued.

There continued to be great interest from the southern First Nations leadership and community members who have children and family involved in the child welfare system, for outreach and awareness opportunities within the First Nations communities on understanding Manitoba's child welfare system and its legislation.

Highlight of Activities

- Support for children, youth, parent/s, families in dealing with apprehension issues.
- Parents have a better understanding of the child welfare system in Manitoba.
- Support to families to help address barriers respecting child and family services matters at the community, agency and government levels.
- Assisted the parent/s, guardians, and extended family members on plans to bring and keep their children home.
- Met with various service providers and CFS agencies to identify best practices that involve family reunification.



Tyra Fountain, Tahliah Savino, Joy Cramer and Margaret Swan.

Notes

Mission **STATEMENT**

We, the Chiefs of the Southern First Nations of Manitoba, hereby agree to establish an independent political forum to protect, preserve, promote, and enhance First Nations peoples' inherent rights, languages, customs, and traditions through the application and implementation of the spirit and intent of the Treaty-making process.

