

**SGS:**  
**Relationships, Mandate & Accountabilities**



**ST'AT'IMC**  
GOVERNMENT SERVICES

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## Executive Summary

On May 10, 2011, the St'át'imc, BC Hydro and the Province signed a landmark agreement to address grievances related to construction and operation of BC Hydro facilities. The 11 St'át'imc communities are impacted by BC Hydro facilities, including three dams, two reservoirs, four generating stations, and 15 transmission circuits. The agreements include the St'át'imc Settlement, the Certainty Provisions, the Relations, and the Community Settlement Agreements with each community.

The St'át'imc Chiefs Council (SCC) established SGS January 2012 as a means to ensure arms length from the political arm. A Society was set up as a legal entity to transfer trust funds to operate the annual programs such as Heritage & Culture, Environment, Education & Training and Administration fund. SGS is building capacity and the infrastructure to gather and share information for informed decision making. SGS is also currently working at achieving its goal of building capacity by working with communities, entities and other partners. Moreover, to ensure effective and good governance practices are in place, the SGS Board created and adopted the Board Governance Manual, Leadership Handbook, Operations Manual which includes an HR Manual, Finance Manual, and 3 Year Strategic Plan. An Annual Work Plan is also adopted by the Board to ensure the goals of the Strategic Plan are implemented by SGS staff; thus, the Annual Work Plan is a guiding document and tool to track, demonstrate and evaluate organizational results.

Each of SGS' manuals clearly identifies the connection to St'át'imc Chiefs Council (SCC) by acknowledging the SCC Vision. Key planning documents guide departmental work such as the Archeological Management Plan, Labour Market Study (Vero Report), SET Research & Framework, and Fisheries Implementation Plan. Terms of Reference for specific Committees guide the work but also ensure accountability, such as the St'át'imc Education & Training (SET), St'át'imc Stewardship Advisory Committee (SSAC) and St'át'imc Education & Training Advisory Committee (SETAC) Terms of Reference. Board and committee representatives are appointed by the Participating Communities (PC) as a result communities engage in joint planning, and collective decision making at the SGS Board level.

The draft St'át'imc Organizational Mandate Update Session Report (Sept 30-Oct 1/13) completed in collaboration with SCC, Lillooet Tribal Council (LTC), Lower St'át'imc Tribal Council (LSTC) SGS and St'át'imc Tribal Police (STP) influences and guides the work of SGS as it helped clarify responsibilities, mandate and alignment with communities. Through the support of the SET Committee and BC Hydro, SGS is currently completing systems to effectively implement agreements and will be developing a data base/learning management system to be completed by fiscal year end. Overall, St'át'imc Nation building is the driving force guiding the work of SGS through the participating communities as represented by Board and Committee members appointed by their respective communities.

## 1.0 Vision & Mission Statement

### St'át'imc Vision

We are the St'át'imc, self-governing, self-sufficient, and responsible for maintaining and enhancing everything that the Creator has provided to us. We are the St'át'imc.

### St'át'imc Chiefs Council (SCC) Vision

SGS is guided by St'át'imc Chiefs Council (SCC) vision statement.

***St'át'imc Chiefs' Council is the unified government of the St'át'imc rooted in Nxekmelhkálha múta7 nt'áqmenlhalha (Our laws and our way of life).***

As the unified government, the St'át'imc Chiefs Council is the organizational embodiment of St'át'imc nationhood. Nationhood respects the integrity and autonomy of each community, while recognizing our interdependence with each other. Through collective strength and unification, St'át'imc:

- Honour our ancestors' establishment of the Tmícwsa I St'át'imca, through safeguarding our relationship to the land;
- Protect St'át'imc jurisdiction, authority, Title and Rights and its responsibilities as communities, and collectively as a Nation;
- Foster the development of collaborative relationships that increase the self-sufficiency and self-determination of the úcwalmicw and communities;
- Increase our ability to collectively defend Title and promote the exercise of rights in a way that benefits the úcwalmicw and communities; and
- Solidifies our resiliency over time.

### SCC Mission Statement

- Collaboratively advances, protects and exercises St'át'imc title and inherent jurisdiction;
- Advocates for and supports community rights and responsibilities as it relates to St'át'imc title and jurisdiction;
- Upholds the Lillooet Declaration of 1911 and maintains respectful relations within the St'át'imc Territory;
- Builds and maintains constructive relations with neighbouring Nations and non-aboriginal jurisdictions, for the mutual benefit of all parties.

### Core Principles

Accountable

Sustainable

Integrity

Excellence

Stewardship

Prosperous

**The Mission of SGS is to:**

Operate as an efficient organization that coordinates and provides advisory services, capacity building, partnership and relationship building, and cultivates opportunities in the areas of lands and resource, heritage and culture, stewardship, Hydro relationship, education and training, and service delivery programs.

Based on shared work- plan these are the four key areas:

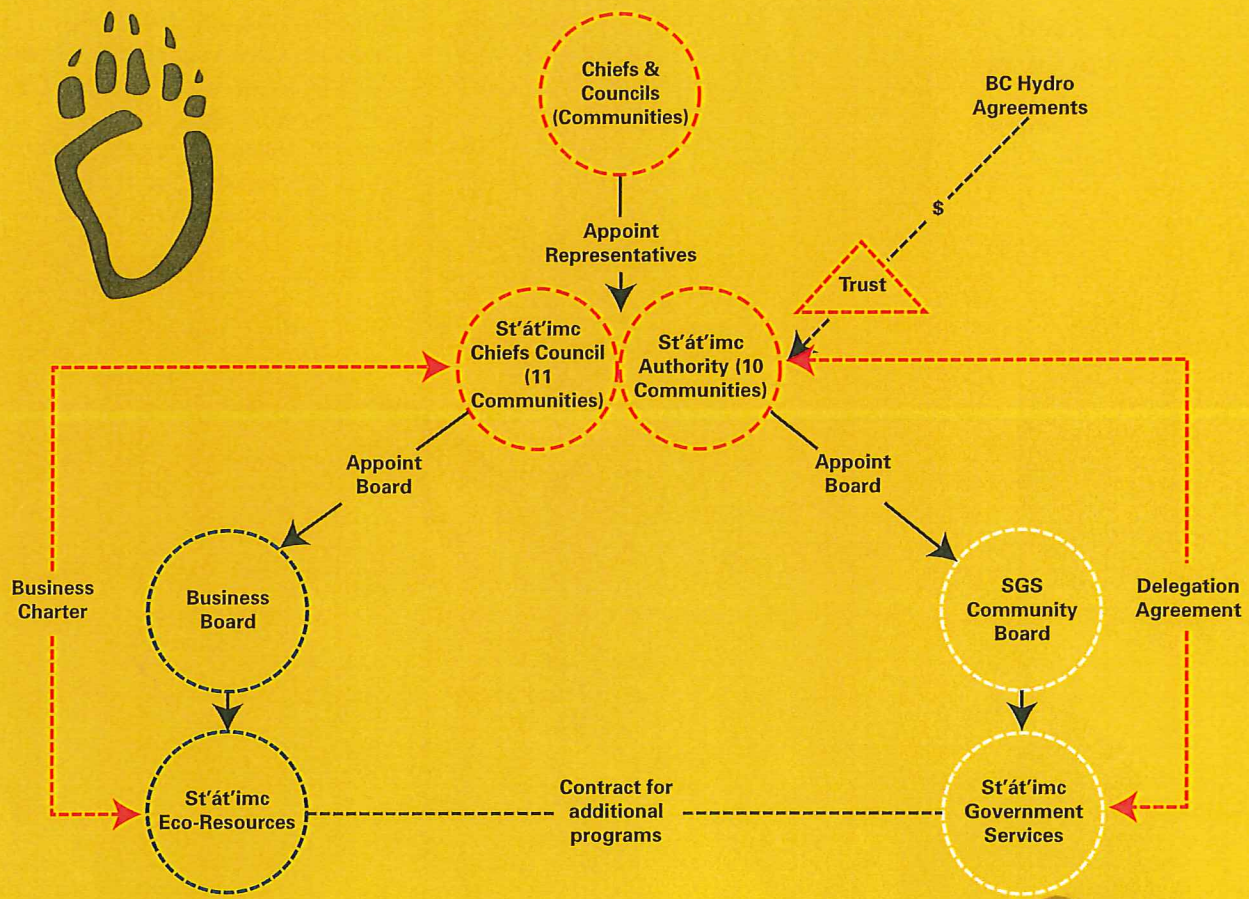
- Long-term environmental enhancement plans to help restore land, water, fish, wildlife and vegetation;
- A heritage and culture plan to help preserve, protect, and promote St'át'imc culture;
- A relations agreement to assist in developing a long-term sustainable relationship between the St'át'imc and BC Hydro; and,
- An education and training component to build capacity within the Communities.

**2.0 Structure**

The current St'át'imc Governance structure as provided in the 2014 St'át'imc Annual Report is shown on the following page.



# St'át'imc Governance Structure



- Political
- Business
- Programs





## **St'at'imc Authority (St'at'imc Chiefs Council)**

The St'at'imc Chiefs Council is the St'at'imc Authority that represents the Communities on certain aboriginal title and right matters. The St'at'imc, BC Hydro and the Province of BC signed the St'at'imc Agreements, including Relations, Certainty and St'at'imc Agreements on May 10, 2011 to address construction and operation grievances related to existing BC Hydro facilities. The agreement provides for long term environmental mitigation, heritage and culture plans and an education and training component to build capacity within the St'at'imc. As a result, BC Hydro and the Province of BC acquired operational certainty for existing facilities.

Once the St'at'imc Agreement with BC Hydro was ratified, a legal entity was required to transfer funds to implement the St'at'imc Agreement. The SCC agreed by motion on November 2, 2011 to incorporate the St'at'imc Government Services (SGS ) for the delivery of government services and programs to the St'at'imc Communities, including the specific development and delivery of government services and programs to the beneficiaries of the St'at'imc (PC) 2011 Trust. In addition to the SGS Governance Manual, SCC developed a draft delegation agreement to formalize the relationship and establish reporting and accountability mechanisms between the SCC and SGS.

### **4.0 Delegation Agreement**

SCC is currently reviewing a draft SCC/SGS delegation agreement. The delegation agreement formally delegates SGS with the mandate to implement the St'at'imc Agreements and identifies accountability measures from the SGS Board Policy manual including an Annual Report, presented at the SCC Annual General Meeting (AGM) outlining accomplishments, financial statements and coming year goals.

### **5.0 SGS Board**

SCC adopted SGS 'Constitution & By – Laws under the BC Society's Act which form the legal creation of the St'at'imc Government Services (SGS). To ensure good governance practices, the SGS Board developed and adopted a Board Governance Manual, Leadership Handbook, and Operations Manual that includes an HR Manual and Financial Policy.

The Board developed and adopted a three year Strategic Plan (2012 – 2015). The plan and goals identified in the Strategic Plan form the basis of the SGS Annual Work plan that guide staff in their work towards fulfilling obligations set out in the Agreements but more importantly, supports the overall SCC Vision of Nation building. SGS is able to provide some technical information to support SCC's work in areas such as Title & Rights, Culture & Heritage, and Land & Resources management. The Land Use and Occupancy Study (LUOS) is a key document that will support St'at'imc proof of title. This project is set to start November 2014. It will establish a methodology that may be used by all St'at'imc communities but also it will have the ability to withstand a court challenge. The overall project is expected to be completed in 2 or 3 years.

## 6.0 Principals

St'át'imc and BC Hydro each appoint a Principal. The St'át'imc (PC) Principal is the Executive Director of the St'át'imc Authority or equivalent senior representative. Currently, Kúkpwi7 Perry Redan is the St'át'imc Principal. The Director of Aboriginal Relations and Negotiations or equivalent will act as the BC Hydro Principal. The Principals meet at least once a year until the 10<sup>th</sup> Anniversary to review and determine ways to improve Agreement implementation. Lil'wat may also appoint its own Principal.

## 7.0 Steering Committee

The Steering Committee is comprised of no more than 3 St'át'imc representatives and no more than 3 BC Hydro representatives. The Steering Committee is responsible for the implementation of the Relations Agreement, the Certainty Provisions Agreement and the St'át'imc (PC) Settlement Agreement, including any concerns or issues arising from the implementation and any recommended amendments to the Relations Agreement and the St'át'imc (PC) Settlement Agreement. The Steering Committee's key responsibilities include implementation plan, obligations, education & training, future relations, certainty, dispute resolution, and information exchange.

## 8.0 Agreements

The St'át'imc Agreements include the Relations Agreement, the Certainty Agreement and the comprehensive St'át'imc Agreement. Lil'wat has its own Lil'wat Settlement Agreement. The following provides a brief summary of each of the St'át'imc Agreements.

### Relations Agreement

The Relations Agreement is between BC Hydro, SCC and 11 St'át'imc communities with the goal of building a respectful, effective and evolving relationship. The Agreement provides for ongoing processes for St'át'imc and BC Hydro to work together on the following: information sharing (s.4); operations update (s.7); emergencies and unplanned or unforeseen events (s. 5); business contracting through Direct Awards; and other opportunities (s.8 and schedule B); employment, education and training plan (s.10) and environmental management and protection (s.13). There are processes for proposals for any material changes to the Bridge River and Cheakamus facilities, any new facilities (s.15), New Transmission Line (s. 16), removal or closure of facilities (s. 17) and surplus lands (s. 18).

Business, employment and training opportunities include: direct award contracts for vegetation management, Bridge River Water Use Plan (WUP) Programs and general contracting; contracting opportunities for the New Transmission Line, movement of 60L20, Southern Grid Connection; and a multi-year Education and Training Program.

The Relations Agreement also identifies the Steering Committee, Education & Training Committee and Implementation Team. The Relations Agreement identifies a terms of reference for the Steering Committee and Education & Training Committee. The Education & Training Committee has been



renamed St'át'imc Education & Training Committee as its goal includes education and careers beyond those available with BC Hydro.

### **Certainty Agreement**

The Certainty Agreement is between SCC and 11 St'át'imc communities, the Province and BC Hydro. It provides certainty for BC Hydro's continued operation and maintenance of the Facilities. This agreement contains releases from all of the communities and their members for past, present and future BC Hydro impacts caused by its Facilities in the St'át'imc territory.

### **St'át'imc Settlement Agreement (PC)**

The St'át'imc Settlement Agreement (PC) provides compensation for past BC Hydro impacts within the territory. The St'át'imc Settlement Agreement (PC) set aside annual nation payments for programs to be delivered by SCC including: environment & natural resource (99 years), heritage & culture (5 years), education & training (5 years) and administration (99 years). The Generation Operating Regime for Bridge Seton System includes the "St'át'imc Conditions" for the following: Seton sockeye smolt protection, Seton Lake levels, adult fish passage, and lower Bridge River flows. *St'át'imc Conditions* are also part of the Bridge River Power Development Water Use Plan. As well, BC Hydro will work with St'át'imc to implement the Water Use Plan and develop a Watershed Strategic Plan.

## **9.0 Other Key Mandate & Accountability Documents**

Other key documents that establish mandates, relationships, reporting and accountabilities with communities are in the process of development. These documents include: education accord, information sharing agreements and community protocols.

### **Education Accord:**

Under the Relations Agreement (2011) funding was set aside for five years to develop *a sustainable 20 year St'át'imc Education & Training Plan*. This Plan will provide for the "maximization of employment of community members of the participating communities at the Bridge-Seton Generation Facilities in all employment categories, including employment in the areas of management and engineering; and, the development and improvement of the capacity of community members of the participating communities to work on contracts related to the Facilities."

In 2013, a St'át'imc Education Strategy Research and Framework Report was completed. The report identified recommendations and objectives including that the St'át'imc Education and Training commits to work collaboratively with all educational partners to build capacity and achieve transformational change in education and training for lifelong learning to create culturally responsive learning programs that benefit all lifelong learners. Seven objective areas were identified. These included: pre-natal; pre-school; K-7; high school; post-secondary; skills & employment training and organizational & systems development.

The Relations Agreement, however, relates specifically to objectives 6 (skills & employment training). To ensure SGS is mandated to address the 7 objectives identified in the St'át'imc Education Strategy Research and Framework Report, the development of a St'át'imc Education Leadership Accord evolved. The main purpose of this Accord is to work together on SET Program service initiatives; develop governing capacity of the St'át'imc and communities; improve communications and consultation; discuss capacity building requirements; and examine possibilities for gaining greater St'át'imc control over Education, and employment and training.

Therefore, at the June 4, 2014 meeting, the SCC passed a motion to support the establishment of the St'át'imc Education Leadership Accord. The signing of the Accord is anticipated to take place at the AGM scheduled for October 27, 2014.

#### **Information Sharing Agreement:**

An Information Sharing Agreement between communities, SCC and SGS that will establish processes for the management and sharing of information collected during past research such as the St'át'imc Hydro negotiations, as well as current and future work is in the process of development. The Information Sharing Agreements will help inform the work of the Land Use and Occupancy Study and the watershed plan.

#### **Community Protocols:**

Participating Community Protocols will be developed with each community to ensure the communities are involved with identifying engagement, communications, reporting and accountability processes that will meet each of the specific community's needs.

### **10.0 Education & Training Plan**

Through the signing of the Education Accord, the St'át'imc communities as represented by SCC will give SGS the mandate to complete a comprehensive Education and Training Plan and support the strategy to complete the seven objectives identified in the Education Framework completed in 2013. In 2013, A Labour Force Market Study was also completed that identified future vacant or expanding labour market areas in the Cariboo Chilcotin Region.

Currently, a Skills Inventory and Gap Analysis are underway and will be completed by March 2015. The work includes the development of a database learning management system. The Skills Inventory and Gap Analysis will also assist in developing an education and training plan to ensure St'át'imc are able to fill job and career opportunities available with industries and BC Hydro. At the Annual Operations Update, BC Hydro also provides information about upcoming opportunities which assists with future planning to ensure the St'át'imc achieve maximum benefit for the future opportunities. The Skills Gap and Inventory Analysis also support Nation building by identifying gaps and requirements needed to achieve Nationhood.



In addition, the SET Committee is responsible for overseeing cross cultural training. The development of this component will assist companies such as BC Hydro to ensure their employees or contractors are educated on St'át'imc culture to improve working relations with the St'át'imc.

## **11.0 Watershed Project**

The 11 St'át'imc communities appointed a representative to sit on the St'át'imc Stewardship Advisory Committee (SSAC). SSAC meetings are coordinated by SGS Resource Manager; however, the SSAC also serves an advisory role to SCC and SGS in lands, resources, wildlife, fishery, water and forests to support protection and enhancement.

The Watershed Project is a process of gathering information identifying values and planning. This will also inform BC Hydro planning and mitigation. The information collected through the watershed process will also support the work required to complete the Land Use and Occupancy Study. The watershed project will incorporate good practices and will develop a model that may be used for other watershed plans if desired.

## **12.0 Water Use Plan**

The Water Use Plan (WUP) is between BC Hydro and the St'át'imc Authority. This is a jurisdictional area that assists with planning and informs BC Hydro and the Comptroller. Once completed, the Water Use Plan will inform the watershed study that will help with joint communications and emergency planning such as Dam Safety once completed. The WUP is also tied to the Certainty Agreement and informs all agreements. It will also provide information for future projects and measures, and the Land Use Occupancy Study and will assist St'át'imc Education and Training with planning and building capacity.

### **LaJoie Altered Operations**

St'át'imc Government Services (SGS) has been meeting regularly with BC Hydro since February to discuss proposed flow management changes at Lajoie Dam. These changes are required due to significant ongoing leakage problems at the dam. BC Hydro has proposed an approach for mitigating the leakage and associated seismic (earthquake failure) concerns that involves lowering the level of Downton Reservoir from a maximum elevation of 749 to 734 meters above sea level. This change will reduce the storage volume of the reservoir by about 50%. Associated with a future reduction in Downton storage, there will be increased volumes of water spilled into the Seton River during spring and summer periods in most years. During high water inflow years (1 in 10), there would be additional spills into the Lower Bridge River. While these future spills will be managed to comply with the Water Use Plan, there will be potential adverse impacts on fisheries and erosion. Mitigation plans are being developed by SGS jointly with BC Hydro to ensure that operational changes at LaJoie don't create net adverse impacts on downstream aquatic resources. Three strong candidates for fisheries enhancement are under consideration including:

- Gates Creek Watershed Enhancement
- Salmonid Restoration of the Lower Bridge River



- Portage Creek Spawning and Rearing Channels

### **Establishing a long-term fisheries flow discharge into the Lower Bridge River**

The Lower Bridge River (LBR) was re-watered in the year 2000 following many years of no flow discharge downstream of Terzhagi Dam. The re-establishment of a long-term flow discharge will take place in April, 2015 based on scientific evaluation of the responses of the river and its fish populations to 3 flow trials: 0 cubic meters per sec (cms) prior to the year 2000, 3cms between 2000 - 2011 and 6 cms between 2011-2015. Prior to construction of the dam and re-routing of the water into Seton Lake the historical flow averaged around 100 cms over the course of the year. Evaluations are underway to determine the optimal flow taking into consideration a range of values including fisheries production, vegetation and wildlife, spiritual and cultural values, aesthetics, recreation potential and power production.

## **13. St'at'imc-BC Hydro Water Use Plan (WUP) Monitoring Program**

There are 16 Monitoring Projects that were awarded to St'at'imc Eco-Resources (SER) following the completion of the Bridge System Water Use Plan (WUP) in March of 2011. These are multi-year fisheries and environmental monitoring projects in the reservoirs, lakes and rivers that comprise the Bridge-Seton system. Monitoring projects involve scientific activities, development of project management capacity, technician training and implementation of rigorous safety plans. Good progress has been made in generating short-term employment and capacity building of technicians during SER's first 2+ years. The projects have engaged experienced biologists to lead the projects with a view towards transferring this responsibility to St'at'imc project managers as capacity is developed. Thus far there are 2 projects which are led by St'at'imc Project Managers: BRGMON 13 - Seton Sockeye Smolts Monitoring Program and BRGMON 16 - Lower Bridge River Spiritual and Cultural Value Monitoring.

### **BRGMON 13 - Seton Sockeye Smolts Monitoring Program**

Entrainment of and mortality of sockeye smolts in the Seton Powerhouse is a long-standing fisheries problem since the Seton Dam was constructed in 1956. Most smolts swim into the powercanal where mortalities of 17% have been estimated. Following many years of testing, BC Hydro and St'at'imc agreed to monitor the feasibility of operational modifications (nightly plant shutdowns from 20:00 - 02:00 hrs) for smolt protection. The shutdown timing and frequency is based on monitoring experience that has been gained since 2006. The annual smolt mortality target is defined in the Settlement Agreement as 5%. This target is achieved in most, but not all years, and is monitored annually in a fish trap by a field crew of 10 St'at'imc technicians between April - May when sockeye smolts are heading out to the ocean. Jessica Hopkins serves as Project Manager.

### **BRGMON 16 - Lower Bridge River Spiritual and Cultural Value Monitoring**

St'at'imc elders speak of the "spirit" or "voice" of the lower Bridge River. They have observed that in moving from a water budget of 0 to 3 cms/year there have been noticeable improvements in conditions

for fish, wildlife, and riparian vegetation. In addition, and distinct from these, there have been improvements in the “spirit” or “voice” of the river. Across the range of proposed flows (including a doubling of the average flows, from 3 cms-y to 6 cms-y), it is anticipated that there is potential for additional beneficial change to these important spiritual and cultural values. BRGMON 16 was initiated in 2013 involving 6 elders who go out onto the Lower Bridge River 4 times per year to make observations on key components of Cultural and Spiritual Quality. Starting in 2015 a component of the project will directly evaluate St'at'imc Knowledge in relation to flows in the lower Bridge River. Chief Larry Casper serves as Project Manager.

### **Other WUP Monitoring Projects**

Progress on the other 14 WUP Monitoring Projects is evaluated via annual reporting to BC Hydro and an annual workshop held in April. This workshop is attended by Project Managers, technicians, BC Hydro and is open to all. Approaching Year 3, administration of the program is running smoothly and is effectively co-ordinated by Bonnie Adolph, Gilda Davis and Jude Manahan of SER.

## **14.0 Emergency**

The Relations Agreement indicates the parties will exchange and coordinate emergency contacts and plans to maximize the ability to respond to emergencies through joint communication efforts for any BC Hydro related emergency. Through the exchange it will inform communities and the St'át'imc Authority, identify education and training requirements; and identify information for the watershed project.

## **15.0 Red Cross Initiative**

In 2013, SGS signed a Memorandum of Understanding (MOU) with Red Cross to formalize and enhance cooperation between SGS and Red Cross for first aid and disaster management preparedness and management. The intention is to build capacities in offering programs and services that can help and empower the St'át'imc Nation to increase community resiliency to disaster and medical emergencies. Red Cross has an MOU with the Provincial Emergency Program (PEP) as well as a blanket agreement with the federal jurisdiction so it is able to respond to emergencies both on and off reserve. Also, Red Cross does not need to get permission from PEP prior to responding to an emergency for funding purposes. Red Cross informed SGS that all of the communities have an emergency plan. The contacts in the community emergency plans need to be updated. Training for the contacts will also be provided by Red Cross and it is anticipated the southern communities will receive the training this fiscal and the northern communities the following year. Basic first aid training will also be offered to the six northern communities 2014/15 and personal disaster management training will be offered to the southern communities this fiscal year. The following year, basic first aid will be offered to the southern communities and personal disaster management training will be offered to the northern communities.



## **16.0 Annual Operations Update (AOU)**

As part of the Relations Agreement and joint communications, BC Hydro and SGS work together to coordinate and host an Annual Operations Update (AOU). BC Hydro provides information to SGS and St'át'imc members on upcoming projects within the St'át'imc territory which in turn assists with informing education and training needs or opportunities, but also identifies projects that impact the watershed project and other SGS departments such as culture & heritage and environment. This event is also an avenue to share the long term capital plan. The AOU also provides an opportunity for a cross cultural experience for BC Hydro employees to interact with the St'át'imc for the day.

## **17.0 Reporting and Accountability**

In addition to the Annual Operations Update, SGS participates in the SCC Annual General Meeting (AGM) to provide communications and an operational update to members. The Annual General Report is an accountability tool distributed to members and available on the website. SGS produces a bi-monthly newsletter that is available online and sent to community contacts for distribution to membership. At the request of communities, SGS staff attend Council or community meetings to provide information and program updates. Once community protocols are established, the communities may identify annual update presentations as part of ongoing communications with their Councils and membership.

## **18.0 St'át'imc Eco-Resources (SER)**

"St'át'imc Eco-Resources (SER) was incorporated on April 23, 2012 by the St'át'imc Chiefs' Council for the purpose of entering into business agreements that: maximize the benefits from the Hydro Agreement; support St'át'imc capacity development; support employment; create wealth; and create opportunities and economies of scale, while respecting St'át'imc values, Nxeqmenlhkálha múta7 Nt'áqmenlhkálha lti tmícwa (our laws and way of life in our territory). As a community owned corporation the SER is directly accountable to its' shareholders (who are the ten participating communities, with an option for Lil'wat to join at anytime), and indirectly to St'át'imc Úcwalmicw (people).

The SER was activated in the 2013/14 fiscal year as opportunities became viable. In the 2014/15 fiscal year the SER Shareholders Agreement, Board Selection, Board Orientation, initiation of governance policies, and strategic planning was initiated with the intent of maximizing the potential benefit for the St'át'imc Nation arising from the Hydro Agreement opportunities, and from ancillary opportunities".<sup>1</sup>

## **19.0 St'át'imc Organizational Mandate Update Session**

The Chiefs met on September 30, October 1, and November 19, 2013 to discuss organizational mandates for SCC, SGS, Lillooet Tribal Council, Lower St'át'imc Tribal Council, St'át'imc Tribal Police, SER, Upper St'át'imc Language, Culture, and Education Society and St'át'imc communities. Mandate recommendations were provided for each of these organizations. Next steps included reviewing and discussing outstanding items in the following areas: health & wellness plan; land use referrals;



coordination of language & culture activities; editing relationship map; confirming whether USLCES has accountability to members or its Society members; “further articulation of community roles and interests, to ensure the appropriate level of authority is granted to the SCC and other organizations”<sup>ii</sup> and ratification process.

## **20.0 Nation Building**

The planning, studies and work of SGS is aligned with the overall goals of the St’át’imc Chiefs Council and Nation building. Much of the work currently undertaken is guided by terms of references developed during the negotiations including the Archeological Management Plan (AMP), Water Use Plan (WUP), and Fisheries Program. SGS Board members are appointed by St’át’imc Participating Communities and SGS Chair provides a written report to SCC and communities through newsletter submission. Committees guide the work of SGS such as SETAC, SSAC, and Skills Gap and Analysis Committee which have representatives appointed by the St’át’imc participating communities. This way it ensures joint planning, engagement, and accountability while working collectively towards achieving strong healthy families, communities and Nation. Over time, outcomes will be achieved and reportable through a positive increase and change in wellness indicators such as health, economics, housing, children & families, environment, education and culture & language.

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<sup>i</sup> SER Draft 2014-15 Strategic Planning Tables Draft May 6, 2014.

<sup>ii</sup> Draft St’át’imc Roles & Responsibilities – A Dialogue Organizational Mandate Planning Sept.30, Oct.1, Nov. 19, 2013