SAKIMAY FIRST NATIONS COMMUNITY PLAN



Sakimay First Nations Community Plan 2015

Sakimay First Nations

PO Box 339 Grenfell, Saskatchewan SOG 2B0 Ph: (306) 697–2831 Fx: (306) 697–3565

Cities & Environment Unit

Faculty of Architecture & Planning Dalhousie University 5257 Morris Street PO Box 1000 Halifax, Nova Scotia Canada B3H 4R2

All rights reserved. Published 2017. Printed in Canada.

Document Production: Cities & Environment Unit Document Photos: Cities & Environment Unit Sakimay First Nations

Sakimay First Nations Logo: Sakimay First Nations Yorkton Tribal Council Logo: Yorkton Tribal Council

ISBN 978-1-927807-02-6

Project Team

Many people participated in the development of this Community Plan. Thank you to everyone who shared their time, thoughts and ideas to make this Plan a success. Special mention should be given to the extraordinary efforts from the following groups and individuals:



Sakimay First Nations

Chief & Council (2013-2015)

Chief Lynn Acoose Lindsay Kequahtooway Gilbert Panipekeesick Timothy Ponace Cameron Sangwais Rachel Sangwais Randy Sangwais Randall Sparvier Planning Work Group Claudia Agecoutay Ken Acoose Terry Flamont Thomas Kaye Amber Sangwais Rachel Sangwais Wanda Sangwais Carol Sangwais

Chief & Council (2015-2017)

Chief Lynn Acoose Clare Acoose Paula Acoose Amber Sangwais Rachel Sangwais Randy Sangwais Randall Sparvier Aaron Bar Sinclair



Yorkton Tribal Council

Dale Domres Jonathan Pasap



Cities & Environment Unit

Community Planners

Frank Palermo Ben Buckwold Alexis Miller Mark Nener Daniel Scott Nathan Roth Ross Soward Iyad Al-Halis Architectural Designers Catherine Hefler Sumera Luli

Kaitlin Wierstra

Production Team Gaetan Deville Max Zeng

Student Interns

Danielle Davis Jody Zink Jake Papineau Mina Seddigh



Table of Contents

Introduction to the Plan	1
The Planning Process	2
Plan Contents	3
CHAPTER 1: CONTEXT Where Sakimay First Nations Is Now	9
History	12
Lands	16
People	32
Settlement	44
Economics	56
Strengths, Issues & Root Causes	61
CHAPTER 2: VISION Where Sakimay First Nations is going	71
Community Value Statements	72
VISION STATEMENT	73
CHAPTER 3: ACTION Shaping the future	77
Form and Structure	78
Community Structure Map	79
Future Development Map	84
Action Areas	94
CHAPTER 4: Approach To Change (A₂C) Making Change Happen	121
Three Principles	121
Approach to Change Template	125
Closing Remarks	132

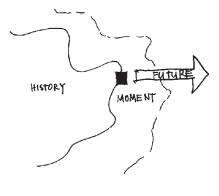
Introduction to the Plan

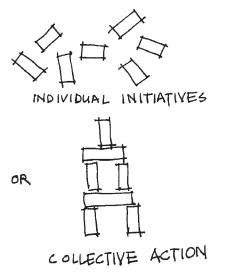
In 2012, the Yorkton Tribal Council (YTC) connected with Cities & Environment Unit (CEU) to co-create a Comprehensive Community Plan (CCP) with Sakimay First Nations. The planning process was a chance for community members from Little Bone and Minoachak, Shesheep and Sakimay, along with urban members, to work together, re-group and re-imagine the future of Sakimay First Nations.

Workshops were held in Regina, Yorkton and in Sakimay. Community members gave their time, energy and ideas to make this Plan a success. Discussions about community history, strengths, issues and possibilities laid the foundation for the Plan. Sakimay First Nations collectively decided how to move forward and shape their community's future by establishing a shared long-term Vision and a strategy for action. Dedicated to **sovereignty**, Sakimay First Nations has chosen a path towards **independence** and **self-reliance**.

The creation of a Plan is not the end. It is the beginning. Rooted in the values and beliefs of community members, this Plan is both a tool and a guide for Sakimay First Nations moving forward. It's now time to hit the ground running, to take the ideas in this Plan and continue to build an empowered a sovereign Sakimay First Nations.

This Plan is a forward-looking document that sets out goals for the future and outlines how Sakimay First Nations will get there. Chapter 1 describes the Context for the Plan, while Chapters 2 and 3 present the Vision and Action for the future. These components were developed and supported by a shared understanding of the local context - the past and present - that inspire and motivate action.





This Plan serves to focus individual initiatives so that they reinforce each other for the betterment of all community members.

The Planning Process

How a Plan is created is as important as the finished product. The Plan is a tool that is only as strong as the process used to create it.

The four main principles that guide the Comprehensive Community Planning process are:

1. The Plan comes from the community. The Vision, strategies, projects and initiatives are all based on the aspirations, values, resources, potential and spirit of community members.

2. The Plan is owned by the community. The content of the Plan is widely understood, accepted and broadly defended by community members. It belongs to the people.

3. The Plan inspires and motivates. It is memorable and provocative. It is inclusive and engaging. Its Vision and Action Areas can endure through election cycles and be embraced by current and future leaders. It is also a catalyst for immediate action.

4. The Plan is holistic. Comprehensive Community Planning considers and connects all aspects of the community. In this sense planning is not just another project or program, it is the glue that holds everything together. It is the shared direction that guides every project and informs every action.

INTRODUCTION

Plan Contents

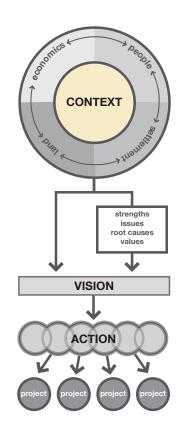
Sakimay's Comprehensive Community Plan is comprised of four chapters: Context, Vision, Action, and Approach to Change.

The **Context** chapter provides a snapshot of the current situation in the community as well as information about general trends. This information can be used as a reference by leadership, staff and community members to make informed decisions, develop proposals, and share Sakimay's story.

The **Vision** chapter describes the long-term direction/aspiration for the community as conceived by community members through the planning process. The Values articulate what is regarded as important or uncompromisable about the community. The Vision, which is shared by the community, reinforces the Plan as a forwardlooking strategic tool.

The **Action** chapter informs action, strategies and initiatives to move the community forward. Action is organized around two main parts: the physical Form and Structure of future development illustrated in diagrams and maps, and, Action Areas that translate the Vision and Values into achievable actions for leadership, staff and community members. Kickstart Projects are presented as first steps towards realizing the community's vision.

The **Approach to Change** chapter describes how to initiate change and make it happen in an ongoing way.





This Plan was created from the thoughts, ideas and opinions of Sakimay First Nations community members. There were nine workshops held in Regina, Yorkton and in Sakimay to give all band members the opportunity to participate.

























CONTEXT: DABAWE.WIN Where Sakimay First Nations Is Now

Making and



CHAPTER 1: CONTEXT

Planning is about the future, but it is grounded in knowledge from the past and the present. The Context chapter reflects on Sakimay First Nations's distinct history and paints a picture of what the community is like today. This background information identifies community strengths, issues and root causes found on pages 59-66. This Context informs the Vision and Action Areas presented in Chapters 2 and 3.

Gathering Background Information

Information has been gathered and organized under the headings of Land, People, Settlement and Economics. These four categories are the basic elements that define any community.

Land - Describes where Sakimay First Nations is located and identifies characteristics of the landscape that provide both opportunities and constraints for future development.

People - Highlights culture, language and demographics. A brief history of Sakimay First Nations begins this section.

Settlement - Shows what has been built on the land. It identifies the existing buildings and infrastructure as well as what areas of the community are serviceable.

Economics - Indicates how Sakimay First Nations sustains itself by explaining what people do, how resources are used and where money is spent.



The past, present and future of a community are all interconnected. To know where you're going, you have to know where you've been and how you got here.



Anishinaabeg continue to thank the land, plants, water, and animals with offerings of gratitude. This is the web of relationships and responsibility that has guided Anishinaabe tradition and behavior since creation began.

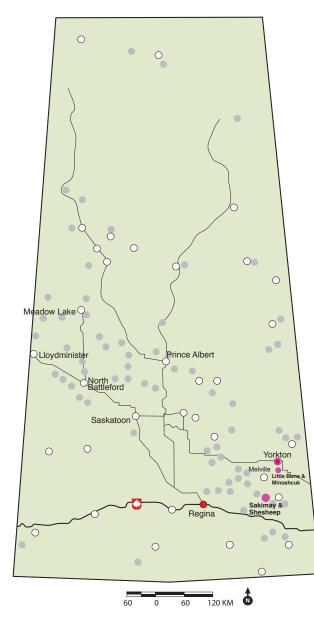
History Anishnaabeg Relationship with the Earth

This is but one story of many potential stories that make up Sakimay First Nations's history. It was created from documents shared by band members during the community planning process.

The history and values of Sakimay First Nations stem from a world view that recognizes the interconnectedness of all creation. Stories record the earliest treaties, the ones with the land and animals. These understandings guide relationships with Akii, the Earth.

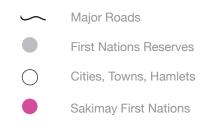
Anishinaabeg honour their treaties with all creation, regardless of government recognition of these responsibilities. The Earth has no voice, but communicates with those who are willing and able to listen. It is the responsibility of Anishinaabeg to give voice to the Earth, to acknowledge that it has been heard.

Mutual responsibility to the Earth, land, animals, and spirits guides Anishinaabe tradition. This responsibility guides and informs the history of Sakimay. Responsibility also guides the Anishinaabe understanding of sovereignty. Ezhi-ogimaawaadizid, the Anishinaabe term used to express sovereignty, more directly translates "to act in a way that recognizes those who I am responsible for." Thus, the Anishinaabe view of sovereignty is not having control or possession, but as owing concern and responsibility. Sakimay First Nations is a Treaty 4 First Nation in Saskatchewan. It is a combination of the Sakimay (Mosquito) Band and Little Bone Band.





The Sakimay Reserve (most populated) is located 155 km East of Regina. The Little Bone and Minoahcuk reserves are located 22 km south of Yorkton.



Source: http://www.freeusandworldmaps.com

CONTEXT



Chief Sakimay



Chief Yellow Calf

History

Early History

Chief Sakimay was originally a member of a band from Manitoba led by Chief Waywayseecapo; this band used the area around Crooked Lake as a winter camping and hunting site. After the signing of Treaty 4, Sakimay and a group of followers remained at Crooked Lake. They were granted their own reserve site in 1876 on the north side of the lake near where it meets the Qu'Appelle River. At first this new reserve belonged to Waywayseecapo's band, but within five years Sakimay and his followers were recognized as their own.

Chief Sakimay died that same year (1881), triggering a split between young and old in his new band. Declining buffalo stocks meant hunting was no longer as reliable a food source as it had been; younger band members wanted to shift to an agricultural lifestyle. Led by Yellow Calf, this group moved to the south side of Crooked Lake. Older members, led by Shesheep and Old Assiniboine, remained north of the lake, continuing their traditional way of life.

Yellow Calf and his followers were dependent upon government farming programs to survive at first. These programs were part of a national effort to "civilize" First Nations by teaching them to farm. In the early stages, the programs included food rations for subsistence while farms were still being established. In 1883, a "work for rations" policy was introduced at Crooked Lake. Under this rule, the young and able-bodied would get ammunition, but no food rations. This provision affected almost all of Yellow Calf's group, and within a year, they were near starvation. On February 18, 1884, Yellow Calf and a group of 25 armed men broke into the government stores in what is now known as the Yellow Calf Incident.

Little Bone's band evolved separately, but in close proximity to Sakimay's. After the signing of Treaty 1 in 1871, Little Bone proactively surveyed and claimed his own reserve before any treaty was proposed. In the early 1880s, Little Bone's reserve was surveyed and approved by Ottawa. Being adequate farmers, the Little Bone band earned the respect of the local government. Unfortunately, neighbouring property owners frequently trespassed on the reserve.

CONTEXT

At the turn of the 20th Century, the Little Bone and Minoahchak were amalgamated into Sakimay First Nations. As a consequence, most of the land was sold with just two and a quarter sections of land being returned to reserve. It is clear that the decision to amalgamate met with some dissent.

By 1911, various officials were debating the possibility of allowing those that remained on the Little Bone reserve to retain their own land. Following complications over a lease agreement in 1918, the few remaining residents were forcibly evicted in 1921. Later that decade, a small number of Little Bone band members attempted to return to their old reserve; government officials considered employing police to keep them away. A subsequent specific claims settlement, approved in 1992, saw compensation to Sakimay First Nations for the loss of 6000 acres of unlawfully surrendered Little Bone Land.

Modern History

The construction of Crooked Lake Dam in 1942 proved an important moment for the band's modern history. As a result of the new dam, Sakimay lands were flooded. The band was not compensated. For decades, the band attempted to convince the provincial and federal governments that the dam had destroyed members' livelihoods.

In 1986, the band submitted a claim to the Department of Indian Affairs alleging the wrongful construction of the dam and the illegal flooding of reserve lands. By 1992, the federal government had closed the file due to inactivity on the claim, effectively rejecting it. In 1994, Sakimay petitioned the Indian Claims Commission to conduct an inquiry into the claim based on this rejection; four years later, the ICC ruled that the Government of Canada had been at fault, and the Minister of Indian Affairs accepted the claim for negotiation. After over a decade of negotiations, the claim was finally settled in 2013.



Throughout the 1890s, the government tried to relocate Little Bone. It was not until 1907 that the band was moved. The government proposed amalgamating Little Bone and Sakimay bands and surrendering the Little Bone reserve to the government. It was suggested that the new, combined band would receive some of the benefits from the sale of the Little Bone reserve.







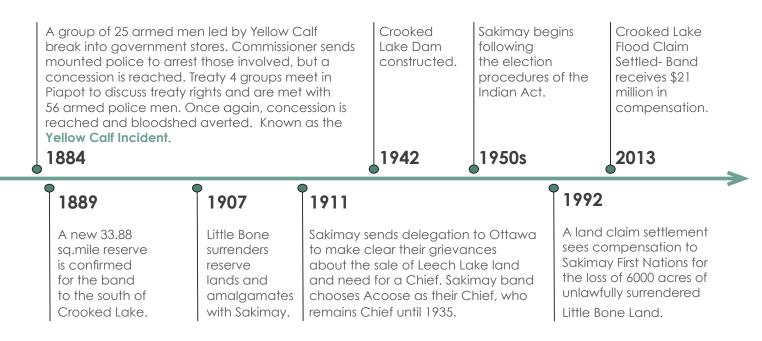


Chief Samuel Acoose

Chief Peter George

Treaty 4, the present reserve location was a hunting and winter camping site for the	Treaty signing causes a split in the band, with one group led by Sakimay, not wanting to abandon their homes around Crooked Lake.	Sakimay is recognized as its own band and Chief Sakimay dies. No successor is chosen because the death triggers a band split, with the young people, led by Yellow Calf wanting to practice farming in the south of Crooked Lake, and the older members, led by Shesheep and Old Assiniboine wanting to practice the traditional way of life and stay to the north of the lake.		
Pre 1874 1875 1881				
1874	1876	1882	1883	
Chief Waywayseecapo and his Nakawē followers (which included the Sakimay Band) adhere	A separate reserve site was surveyed for the Sakimay Band situated on the North side of Crooked Lake and the	farm instructors set up by Indian Commissioner. James	James Setter is dismissed as farm instructor for being generous with food rations. A "work for rations" policy is instituted leading to near	







Lands Nohkom Aski

Land is the basis for a community's existence and the foundation for its growth and development. The location of a community, as well as the physical and environmental characteristics of the land, provide opportunities and constraints for development. Certain places hold particular significance to the community and should be protected. A responsible approach to development ensures future generations can be sustained by the land.

The Land Analysis Maps (pages 20-31) presented in this section of the Plan focus on the limits of Sakimay's reserve lands. The analysis focuses on the areas where current housing and infrastructure is located and where future development is most likely to occur over the next 20 years.

Prairie Ecozone

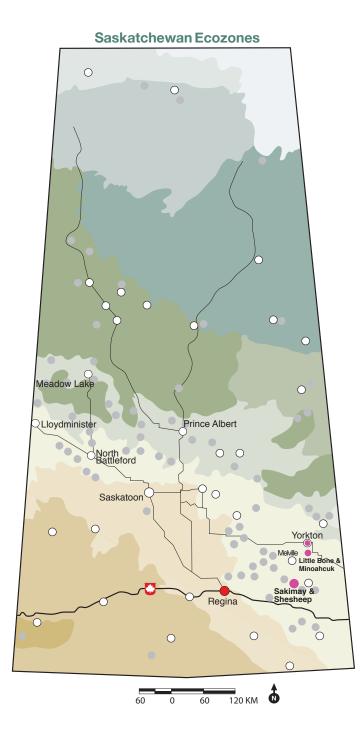
Sakimay First Nations, including Shesheep, Little Bone and Minoahchak are part of the Prairie Ecozone. An ecozone or ecoregion describes the environment, including plants, animals and soils that exist in a place. The Prairie Ecozone is a part of the Interior Plains of Canada, stretching across the southern third of the Prairie provinces from the Rocky Mountains to the Red River valley. Home to high numbers of threatened and endangered wildlife species, the Prairies Ecozone is one of the most sensitive natural habitats in Canada. As much of its lands have remained undeveloped, **there** is an opportunity for Sakimay to become a leader in Saskatchewan in preserving natural Prairie habitats and ecosystems.

Aspen Parkland

Within the Prairie Ecozone, the climate of the Aspen Parkland ecoregion is marked by short, warm summers and long, cold winters with continuous snow cover. The ecoregion contains some of the most productive agricultural land in the Prairies. The landscape was originally characterized by trembling aspen, oak groves, mixed tall shrubs, and intermittent fescue grasslands; however, most of the land has been cleared for agriculture. This broad plains region is underlain by shale and features numerous small lakes, ponds, and sloughs. The ecoregion also provides a major breeding habitat for waterfowl and includes habitat for other native wildlife.









Source: www.biodiversity.sk.ca/eco.htm

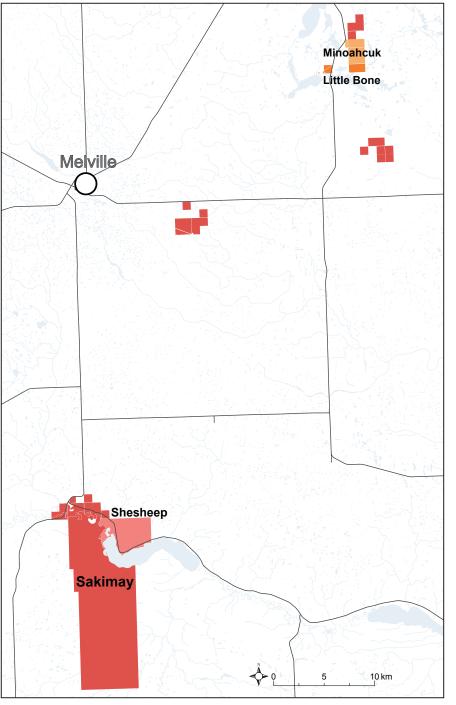


MAP LEGEND

Sakimay First Nations First Nations Reserves Main Roads Waterbody

Sakimay First Nations is a combination of the Sakimay (Mosquito) Band and Little Bone Band. The Sakimay reserve is the most populated site with 232 Band members. Sakimay First Nations also includes Shesheep, Little Bone and Minoahchak reserve lands. Sakimay and Shesheep are located 155 km East of Regina and 16 km northeast of the Town of Grenfell. The nearest service centre is Yorkton, Little Bone and Minoahchak lands are located 22 km south of Yorkton along Highway 9.





Sakimay First Nations Reserve (#364)

Current Land Base: 12938.4 ha (the total of the areas below)

- Sakimay 74: 8751.10 ha (most populated)
- Shesheep 74A: 1426.40 ha
- Little Bone 74B: 190.30 ha
- Minoahchak 74C: 408.70 ha
- Other Reserve Lands: 2161.9 ha

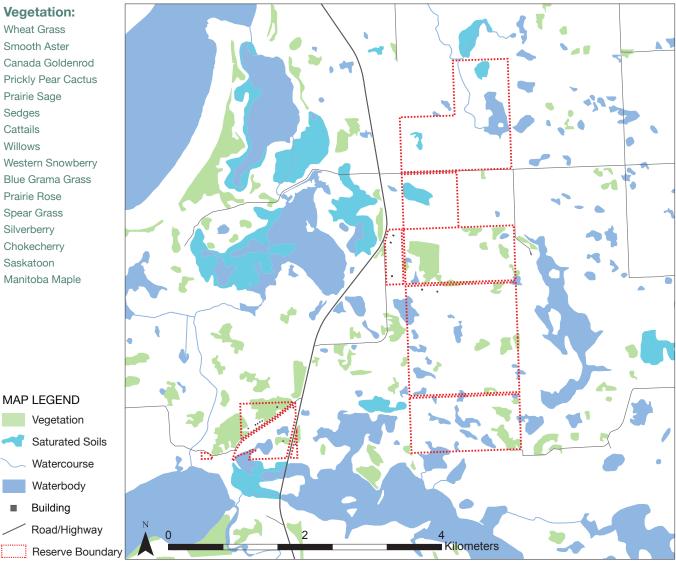
The zoomed-in map (on the left) shows a closer look at the extent and location of Sakimay, Shesheep, Little Bone and Minoahchak; the focus areas of this plan.





Significant Vegetation

Little Bone & Minoahchak Reserve Lands

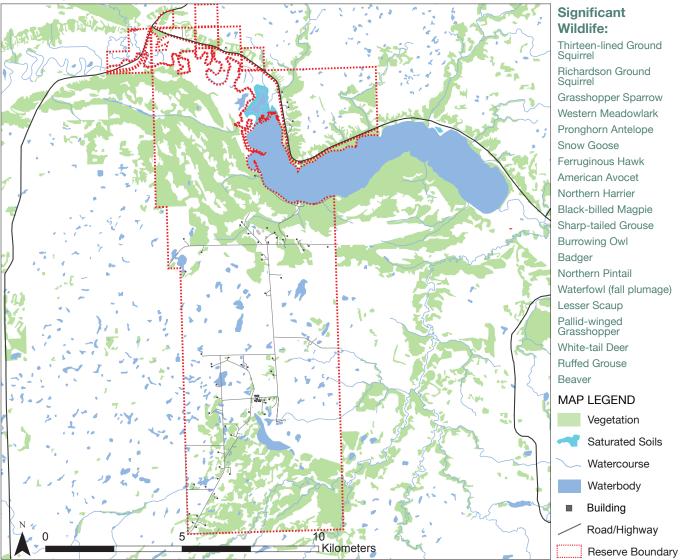


Vegetation and wildlife are strong indicators for the health and well-being of the land. Significant habitat and vegetation are documented so that future development decisions take into account and respect these natural assets. The maps of Sakimay First Nations reserve lands show where vegetation exists in Little Bone, Minoachak, Shesheep and Sakimay.

Wheat Grass Smooth Aster

Building

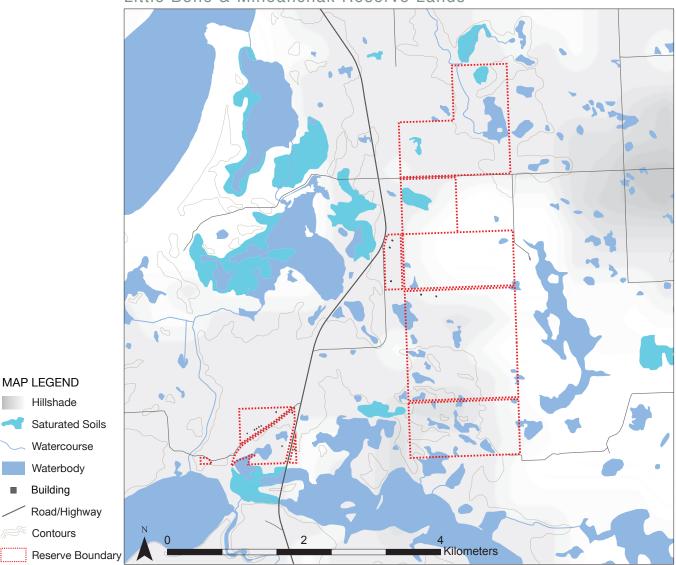
Sakimay & Shesheep Reserve Lands



The areas alongside rivers, streams, lakes and wetlands are important to protect as they are home to numerous species of plants and animals. Dam construction on Crooked Lake permanently flooded 470 acres of Sakimay Lands.

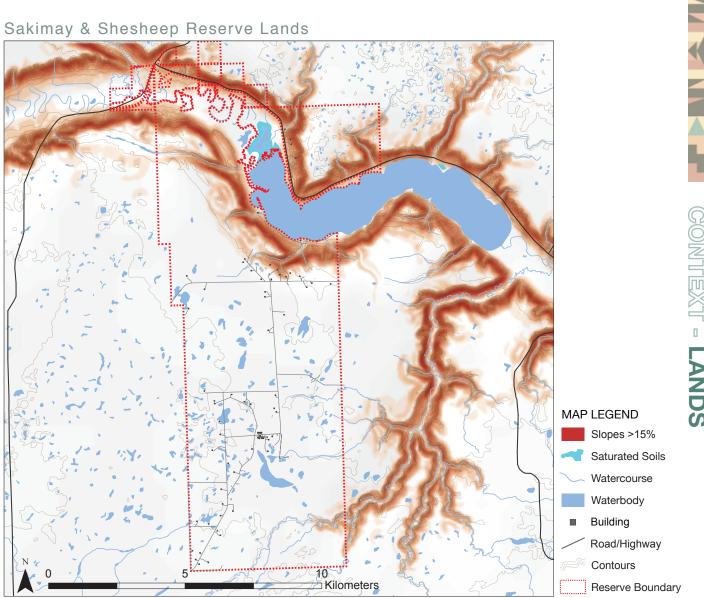
Steep Slopes

Little Bone & Minoahchak Reserve Lands



Topography indicates the elevation and steepness of the landscape. It is important to consider the steepness of slopes when choosing sites for new development. Land that is very flat (slopes below 1%), such as wetlands, will not drain well, while excessively steep slopes (above 15%) are more difficult, expensive and hazardous to build on. Little Bone and Minoahchak lands do not have steep slopes. Saturated soils and wetlands not suitable for development are indicated on the map above.

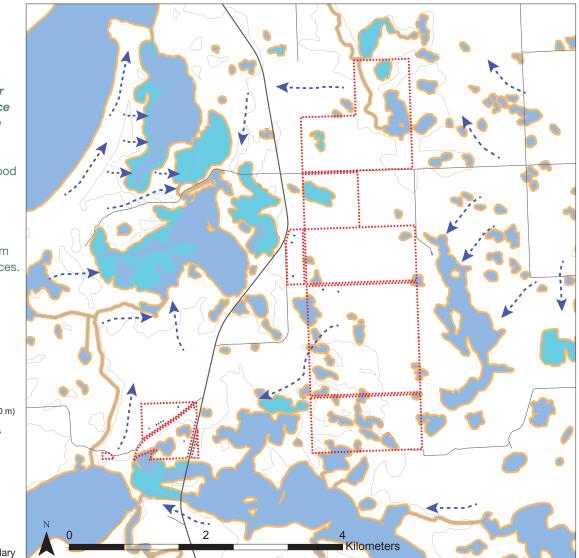
Building



Slopes between 4% and 10% are perceived by most people as easy grades to walk on and are generally considered ideal for building on. Slopes between 10% and 15% can be built on, but might require some extra care and consideration depending on the type and size of structures, and the soil characteristics, drainage and existing vegetation. Development is not recommended on slopes above 15%. The slopes on the Qu'Appelle Valley Sakimay and Shesheep lands are above 15%.

Water & Drainage

Little Bone & Minoahchak Reserve Lands



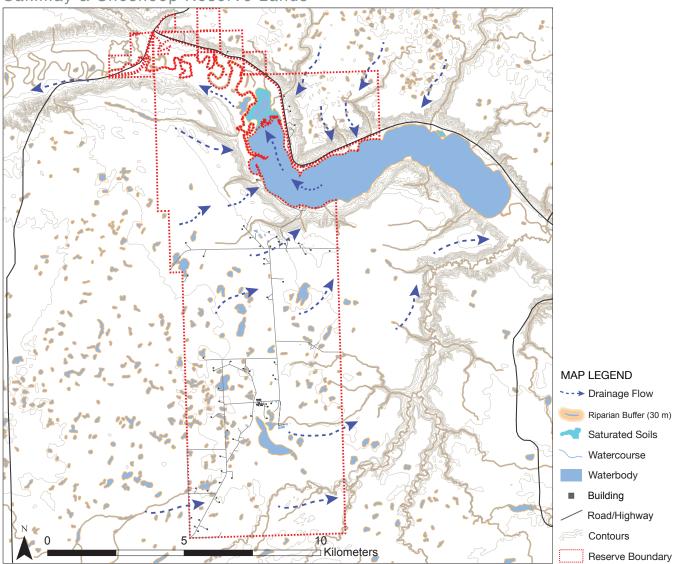
Knowing which way water moves is important when planning for future development and land uses. Streams, brooks, lakes and wetlands are all important natural features that can be negatively impacted by development. Riparian buffers, a strip of vegetation around streams, rivers and lakes, can protect water from nearby land uses and are important in protecting and maintaining water quality.

lands are part of the Assiniboine Watershed. The Assiniboine River Watershed Source Water Protection **Plan** from 2006 indicates that the watershed is in good GONTEXT - LANDS health. However, major stressors include excess nutrients entering the watershed from agricultural practices.

Little Bone and Minoahchak



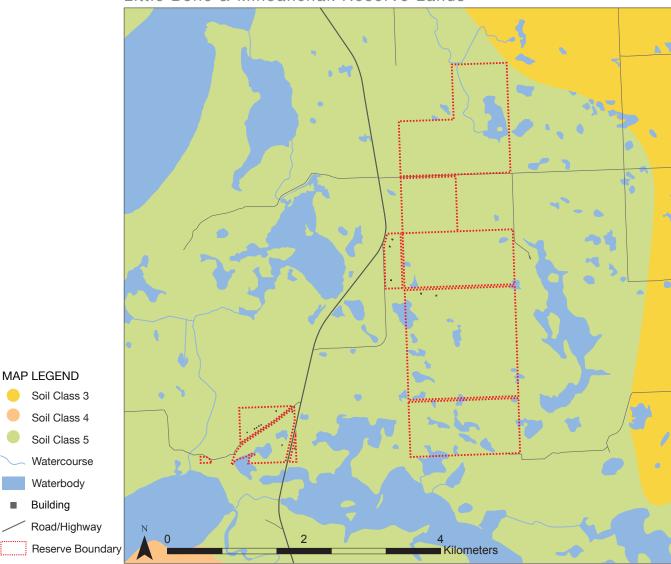
Sakimay & Shesheep Reserve Lands



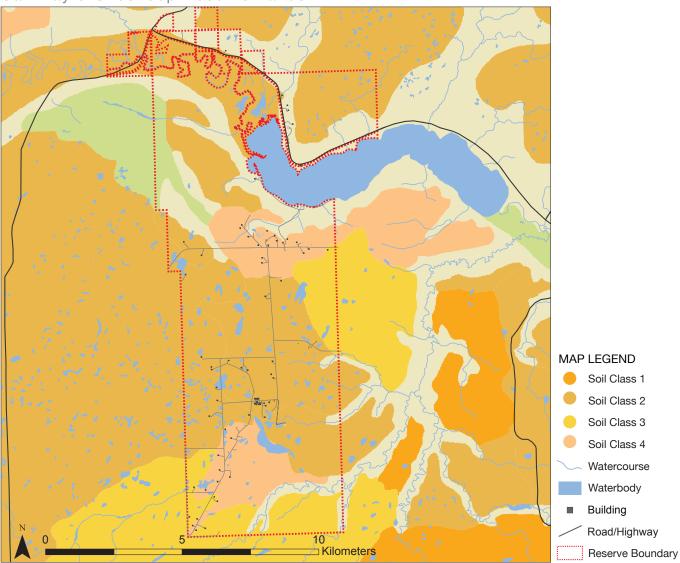
Sakimay and Sheesheep are located in the Lower Qu'Appelle River Watershed. Parts of Sakimay and Shesheep are located in the Qu'Appelle drainage basin. These lands are prone to significant, annual flooding. Important water bodies in Sakimay include Goose Lake and Crooked Lake. There are also a number of sloughs that provide nesting grounds for waterfowl.



Little Bone & Minoahchak Reserve Lands



Soil classes indicate the degree of limitation imposed by the soil in its use for mechanized agriculture. There are seven classes used to rate agricultural land capability, with Class 1 having the highest capability for agricultural purposes and Class 7 lands having the lowest capability. Higher class soils are ideal for agricultural operations. Little Bone and Minoahchak Lands have Class 5 soils. These soils cannot be used for the annual production of field crops.



Sakimay & Shesheep Reserve Lands

A range of soil classes are found on Sakimay and Shesheep Lands. The majority of Sakimay soils are Class 2 and can be used as productive agricultural lands for a variety of crops. Productive soil is a valuable resource. It is important to preserve and maintain the health of Class 2 soils for current and future production potential. Developing organic farming practices in Sakimay is also an economic development opportunity beyond leasing lands to local farmers.



Little Bone & Minoahchak Reserve Lands

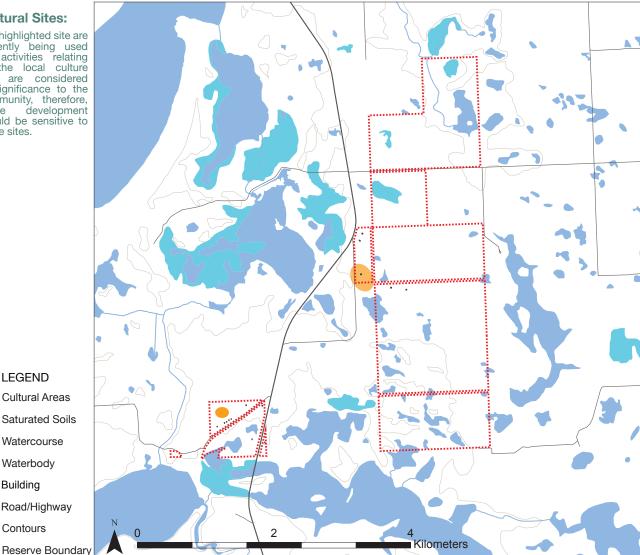
Cultural Sites:

The highlighted site are currently being used for activities relating to the local culture and are considered of significance to the community, therefore, future development should be sensitive to these sites.

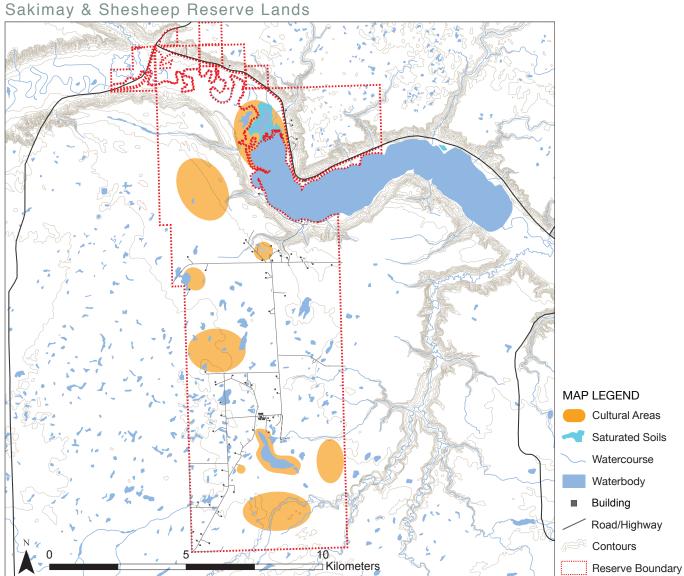
MAP LEGEND

Building

Contours



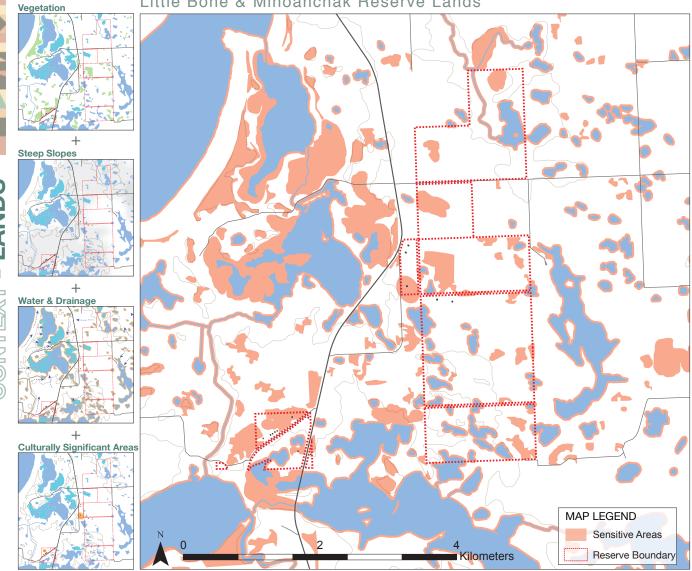
Highlighting cultural sites in the plan can serve as a reminder about the local value of these important resources for building a strong sense of community.



There are several areas in the community that Band members consider especially important to cultural identity and practices. Certain lands hold significance as places for gathering, learning, healing, honouring and celebrating in Sakimay. These areas should be respected today, as well as protected and enhanced for future Anishinaabe generations. Future development should not negatively impact these special areas.

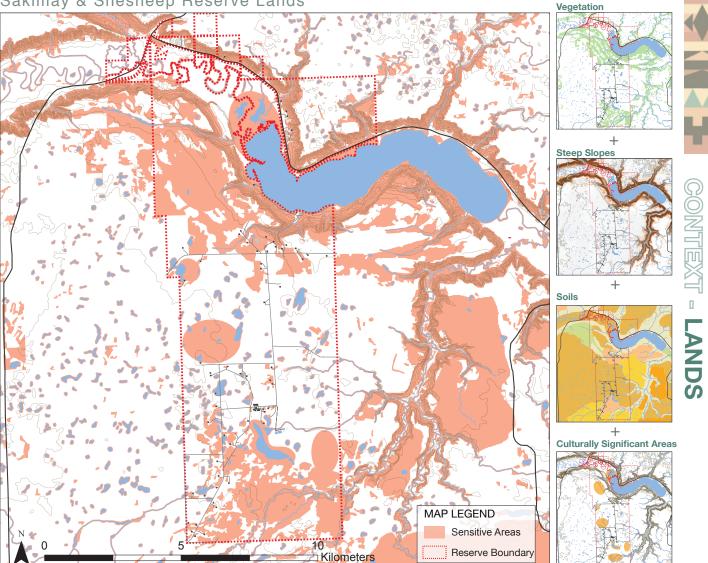
Sensitive Areas

Little Bone & Minoahchak Reserve Lands



This Sensitive Areas Map combines information on vegetation and wildlife, steep slopes, important soils and culturally significant areas to highlight parts of Little Bone, Minoahchak, Sakimay and Shesheep that should be protected from development. Protecting and maintaining sensitive areas is essential to the Plan. They provide a common reference that sets limits for development in Sakimay First Nations.

Sakimay & Shesheep Reserve Lands



In addition to buffers around waterways and sloughs, the combination of Class 2 soils and steep slopes around Crooked Lake makes the majority of the Sakimay and Shesheep lands not suitable for development. The community core of Sakimay (where the Band office, Health Centre, Community Complex etc. are located) is located in a sensitive area. Development in this area should be light - few roads and minimal impact on the land.

CONTEX

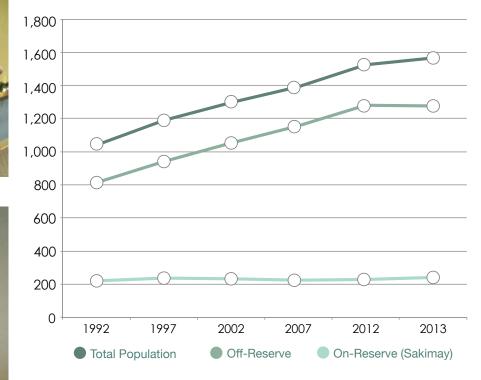
ш 0 PEO ۵ GONTEXT



Information about people is important for determining future housing, facility and service needs, and for understanding how culture and values affect the way of life.

People : Anishinabek/Nakawewin

The overall population of Sakimay First Nations has grown steadily since 1992, increasing by 50% in just over 20 years. However, the vast majority of this growth has occurred among the off-reserve population. Over this same 20 year period, Sakimay's on-reserve population has remained stable at just over 200 people. Given that the off-reserve population has experienced significant growth, the comparative lack of growth on-reserve may be attributable to a lack of housing and employment opportunities. Currently, the total population of Sakimay First Nations is 1,650, with 450+ living on reserve lands. This number includes families living in Shesheep, Little Bone and Minoahchak.



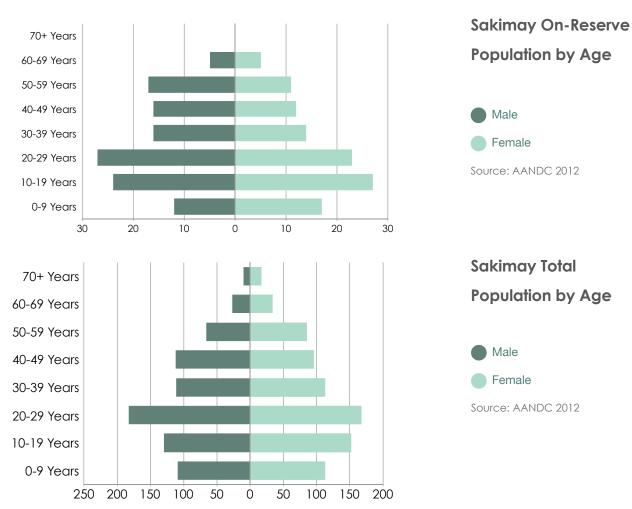
Population Change 1992-2013 (Sakimay & Off-Reserve)

Source: AANDC



Sakimay's population is young - particularly on-reserve. Among both men and women, under 30 are the largest age groups. The majority of Sakimay's on and off-reserve population is under the age of 50, with few band members above the age of 60. Given Sakimay's large under 30 population, it is likely that the total onreserve population will increase as young families have children.





















Language: Nakawe

Language Identity:

The bands that formed Sakimay First Nations were originally speakers of Nakawe, also known as Saulteaux or Western Ojibwa. As the name indicates, the language is a dialect of Ojibwe, part of the larger Algonquian language family. Ojibwe speakers inhabit an area extending from Saskatchewan to the Great Lakes.

Ojibwe dialects such as Nakawe are closely related, meaning speakers of one dialect will likely be able to understand others. Dialects located near each other are usually more mutually intelligible. Nakawe is also said to have some similarities to Plains Cree, the nearest dialect of Cree geographically. Just over one in six Sakimay members can speak Nakawē, as compared to almost one in four Saskatchewan First Nations members. This level of language knowledge in Sakimay could provide a foundation for future expansion in the number of Nakawē speakers in the community. However, the Band must prioritize language education or it risks losing its knowledge base permanently.

Sakimay First Nations Saskatchewan First Nations

Source: Statistics Canada, 2011

There are a number of community events that take place in Sakimay that celebrate Anishnabek/Nakawewin culture and tradition, as well as boards & groups that may be able to offer support for similar events and cultural initiatives, including language programming.



Community Events

- Annual cultural events including Powwow, Culture Camp, Rain Dances, and Feasts
- Treaty Day Celebrations
- Bingo
- Fastpitch
- Ice Fishing
- Christmas Gathering
- Culture Camps
- Hunting

Boards & Groups

- Treasury Board
- Health & Social Development
- Advanced Education, Community Development & Enterprise
- Environment, Lands & Resources
- Housing & Infrastructure
- Yorkton Tribal Council (YTC)

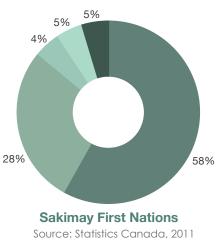
Education

The chart to the right shows the highest level of education achieved by Sakimay residents aged 15 years and older. It must be considered that some of those included in these statistics are too young to have completed high school. However, that fact alone cannot account for the almost 60% of the on-reserve population that does not have any formal education. More than a quarter of the population has a high school diploma, and 14% has some form of post-secondary education.

In comparison, under half of Saskatchewan First Nations members have no formal education. Sakimay does have a greater percentage of members with a high school education than Saskatchewan First Nations as a whole. However, Sakimay members are also half as likely to have any post-secondary education.

Formal education generally increases employability. The relatively small number of band members with recognized degrees, diplomas, or certificates could be a serious limiting factor in Sakimay's future economic endeavours. Finding ways to demonstrate the connection between education and employment could have many positive impacts on Sakimay's future.

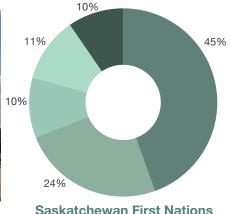








The Community Complex has classrooms and space for learning opportunities on-reserve. The Day Care is also located next door.



Source: Statistics Canada, 2011

Governance: Okemawin

Chief & Council's commitment to Planning work

The following list indicates planning work currently underway in Sakimay:

- Comprehensive Community Panning
- Traditional Land Use Planning
- Development Plans for Urban Lands
- Infrastructure and Capital Planning

Funding

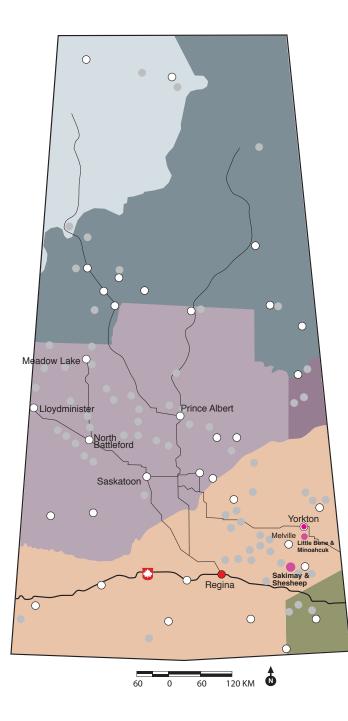
Sakimay is not receiving federal assistance under the default prevention and management policy. Federal funding from AANDC, Health Canada, and CMHC amounts to approximately \$6.2 million annually.

Sakimay has raised its voice in opposition to recent changes to the Comprehensive Financial Agreements that First Nations must sign to receive federal funding. Along with Thunderchild, Onion Lake, Peepeekisis and English River, the Band claims the new changes will grant the federal government immunity from future problems. All five bands have refused to sign new agreements with these changes in place. Bands may simply receive no federal funding in the future or they may be placed under third-party management. Sakimay has taken an assertive and progressive approach to governance in recent years, beginning in 1997 with the Treaty Land Entitlement claim process that concluded a decade later. The band also undertook a governance pilot project that led to the development of a code of conduct for Chief & Council, and, recently, an economic development pilot project with Urban Systems.

In order to improve government transparency and accountability, Sakimay has developed a variety of channels for community engagement. The band distributes regular announcements on their Facebook page. Mail notices and phone calls inform band members of meetings. Open forums held both on- and off-reserve allow band members to debate issues in person.

Sakimay First Nations follows a standard Indian Act Electoral System, with elections for Chief & Council occurring every two years. The current chief is Bonny Lynn Acoose. Along with Cote, Keeseekoose, Key, Ocean Man, and Kahkewistahaw First Nations, Sakimay is a member of the Yorkton Tribal Council.

Departmental responsibilities in Band Administration frequently overlap. There are many examples of collaboration as a result. The issue of zoning on-reserve, for instance, has required the attention of both Advanced Education & Community Development and Environment, Lands & Resources. This type of collaboration will be essential to the successful implementation of this Plan.



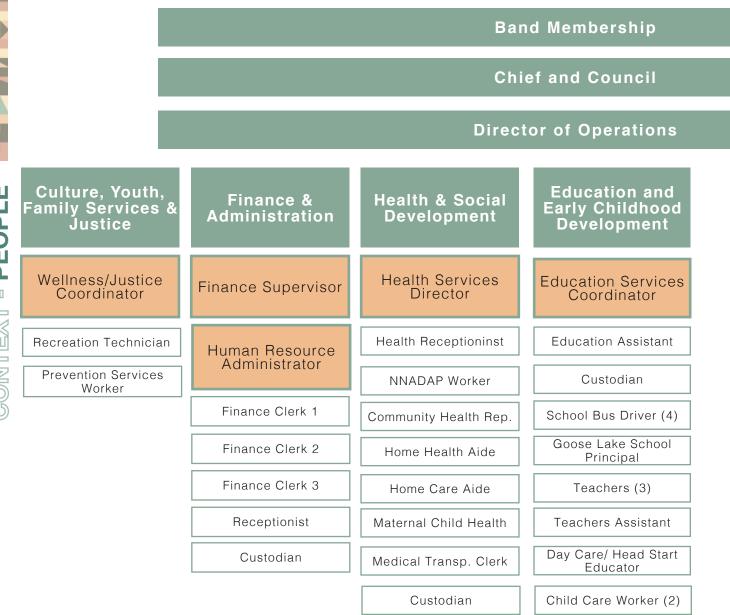
Treaty 4

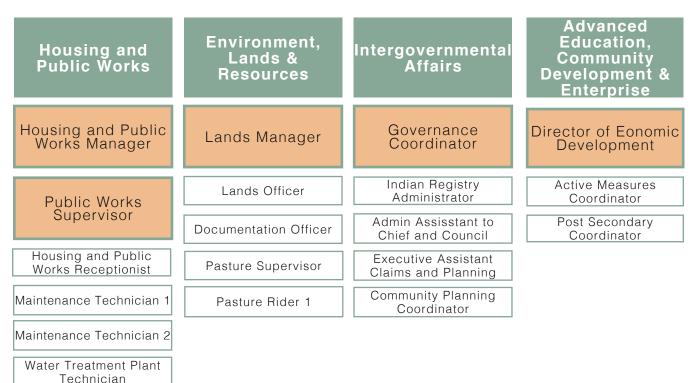
Treaty 4 territory is located in the southern portion of Saskatchewan, Manitoba part of and southern Alberta. Western treaty boundaries were established before provincial boundaries. The written terms of Treaty 4 included: reserves of one square mile for every five persons, schools, agricultural provisions and annuities. Hunting, fishing and trapping rights were to be respected.

In 1874, when Treaty 4 was negotiated, First Nations insisted on having a Treaty Ground set aside to conduct treaty business. After the Northwest Resistance of 1885, the Treaty Grounds were no longer used and eventually were given to the Department of the Interior by Indian Affairs. In 1995, after extensive negotiations, the Federal government agreed to a settlement just over a century after the Treaty Ground had been abolished.



Band Organizational Structure





Water Distrubution Operator Landfill & Sanitation Technician

Tenant Relations Officer



Settlement is the connection between the people and the land. It is defined by how people use the land and what is constructed on the ground. This information allows the community to see how it has developed physically over time, how the community is organized and what assets exist.

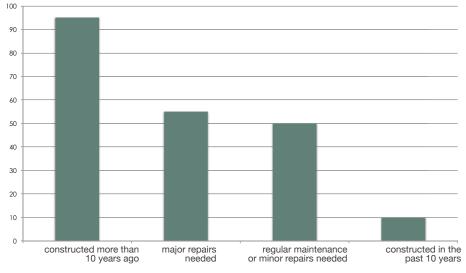
Settlement Community Infrastructure

Housing

Sakimay's various reserves have just under 90 houses, of which the Canadian Mortgage and Housing Corporation (CMHC) owns 27. Workshop participants indicated that overcrowding, lack of quality housing maintenance are major housing issues. With a population of 450+, the average occupancy rate per dwelling is over 4 residents. This figure is nearly double the national average and may indicate overcrowding.

Almost all of the housing in Sakimay was constructed more than 10 years ago, with only 10 dwellings built in the past decade. In addition, more than half of the existing housing requires major repairs. Inadequate and insufficient housing is also a likely reason that the on-reserve population has remained unchanged while the off-reserve population has consistently grown over the past 20 years. Housing must therefore be a primary concern for the band in the immediate future.

Construction Date & Quality of Dwellings in Sakimay First Nations



Source: Statistics Canada, 2011

Π

Ζ

The majority of houses in Sakimay consist of a single floor and a crawl space. The high water table has made this process challenging; mould is also a concern in crawl spaces.

Housing for Elders is in especially short supply. There are no long-term care facilities on-reserve, meaning Elders tend to leave when they can no longer support themselves. Overcrowding limits options for healthier Elders hoping to age in place.

The band provides services and charges "user fees" of \$100 per month, per tenant. The water supply is complex: most homes rely on wells or cisterns, with their potable water delivered by truck from the band's reverse osmosis water plant. The mix of wells and cisterns has developed as wells have dried or been contaminated by agricultural runoff. Residents frequently boil their water. The small "town centre" area around the band office and community centre has a piped water system. Little Bone is also served by a water line from nearby Melville.

There is a similar variety in the types of heating sources being employed in Sakimay, including propane, wood, electric, and oil. Although tenants are generally responsible for their own heating bills, the band subsidizes household expenses for members receiving social assistance. Approximately 50% of homes receive subsidies from the band as a result.

Summary of Key Housing Issues:

- Overcrowding, lack of quality housing and maintenance
- Aging housing stock and many homes require major repairs
- High water table and mould concerns limit development of habitable basements/crawl spaces
- Elder housing is in short supply & no long-term care facilities onreserve
- Complex water supply system that is prone to contamination



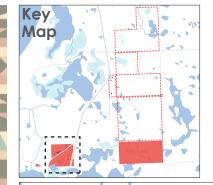
Urban Housing Needs

During workshop sessions in Regina, urban band members expressed a need for housing assistance in the city. Affordability is a big challenge. Accessible and affordable housing for Elders in Regina is also a significant need.

Little Bone Housing Needs

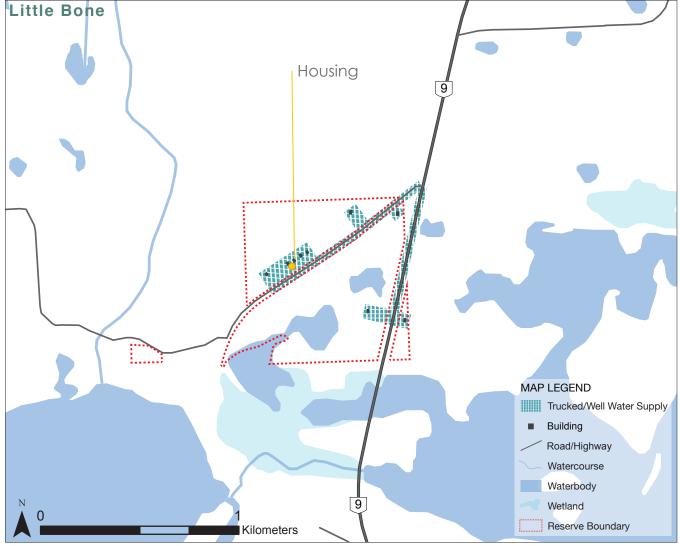
Little Bone band members discussed different housing types such as duplexes for single individuals and the need for a **Housing Policy/Plan** to further clarify current and future housing goals.

There was consensus in Sakimay, Yorkton and Regina workshops that band members should be responsible for building future housing for Sakimay First Nations.

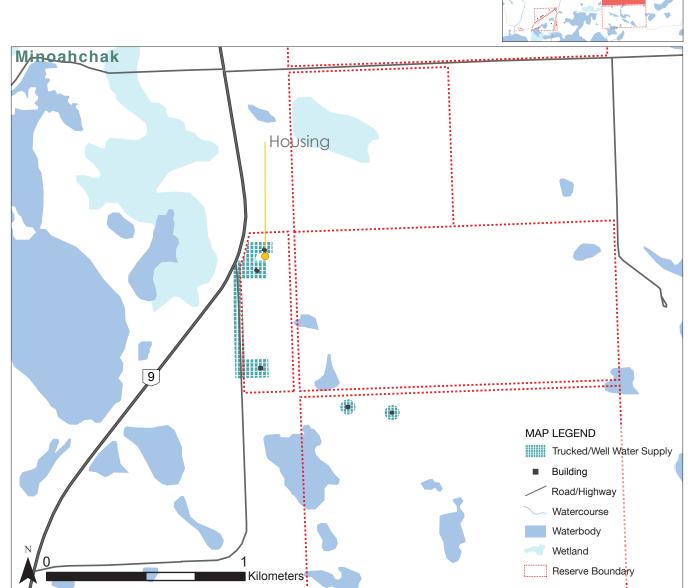


Community Assets: Little Bone & Minoahchak

A Community Asset is any service, physical place or structure that is or can be used to improve life for the community as a whole. The maps of Little Bone and Minoahchak lands indicate where current community facilities are located and where services could exist in each small community.



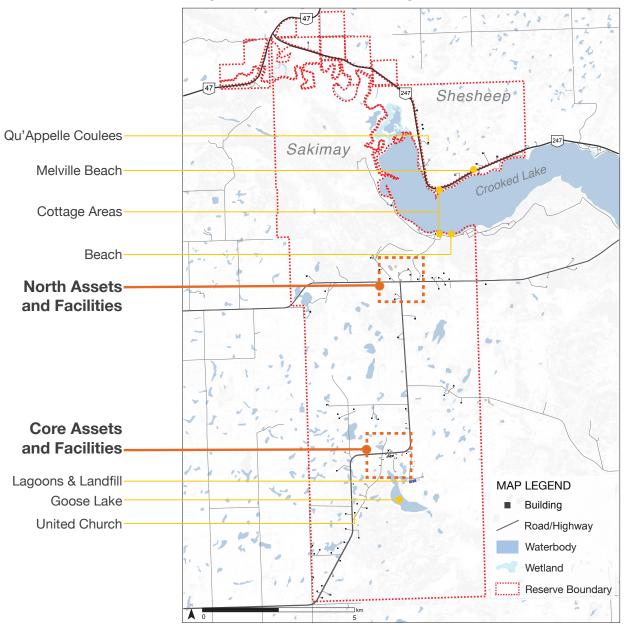
Houses in Little Bone and Minahchak are serviced by water trucking or on-site septic/well systems. Future housing in Little Bone and Minoahchak should be integrated into the existing community fabric.



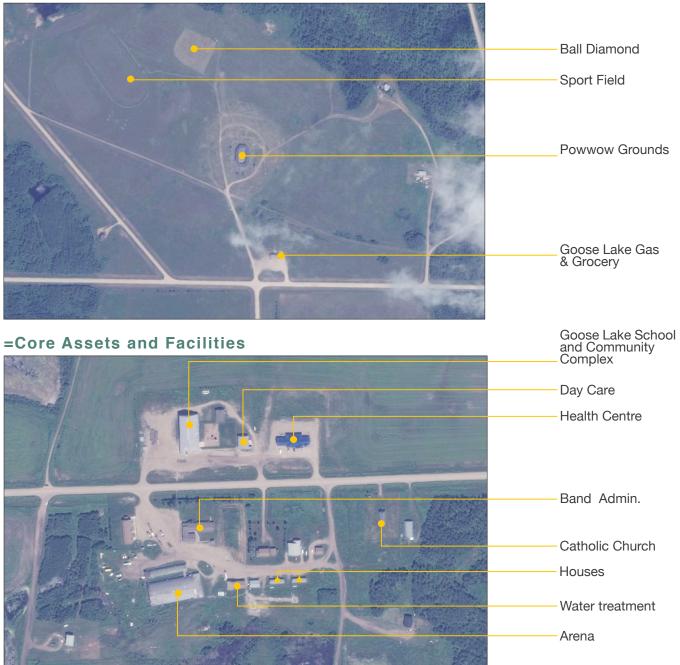
Key Map



A number of Community Assets exist in Sakimay and Shesheep. Natural assets include Goose Lake, Crooked Lake and the Qu'Appelle coulees. Community facilities are clustered in the Village Core and in the North Village.



North Assets and Facilities





Current Infrastructure: Sakimay & Shesheep

Bullee Consulting Ltd. (BCL) conducted a Water and Sewer Infrastructure Review for Sakimay First Nations in January, 2014. Information from this report has been adapted for this section of the Plan.

Recommendations from this report include:

- Assessment of raw water quality in relation to treatment and current regulations
- Upgrade of the water treatment plant to increase capacity and improve water quality (based on current drinking water guidelines)

Basic Services

Public Works Department is responsible for solid waste removal and landfill operations, snow removal, maintenance and repair of roads, gravel and crushing operations as well as operation and maintenance of the water distribution system.

Water Supply

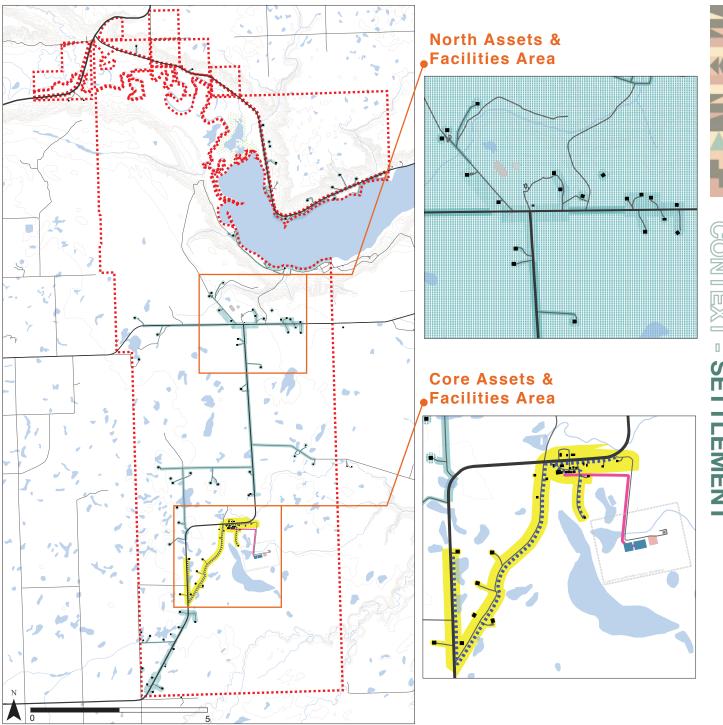
The raw water supply for Sakimay's main reserve comes from one groundwater well located 30 m (metres) south of the water treatment plant in the Village Core. The well was built in 1989 and was refurbished in 2004. In 2009/10, a back-up well was installed.

The water treatment plant in Sakimay was built in 1987 and was upgraded in 1995 and 2004. Treated water is stored in an underground concrete reservoir. A reverse osmosis filtration unit is also in the water treatment plant for a bottle/pail fill station. A dedicated truck fill pump is used to truck water to homes outside of the Sakimay Village Core. Only homes in the Village Core have access to piped water. In the future, a water treatment facility may be developed in the North Village in Sakimay.

Wastewater

Wastewater in the Village Core is collected by gravity sewer mains and is pumped to the sewage pumping station. It was upgraded in 2006 and cannot pump during a power outage. The lagoon is 900 m southeast of the pumping station and has a capacity of 4700 m³.

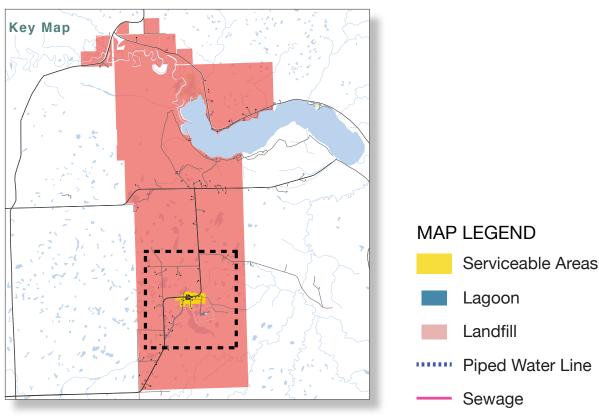


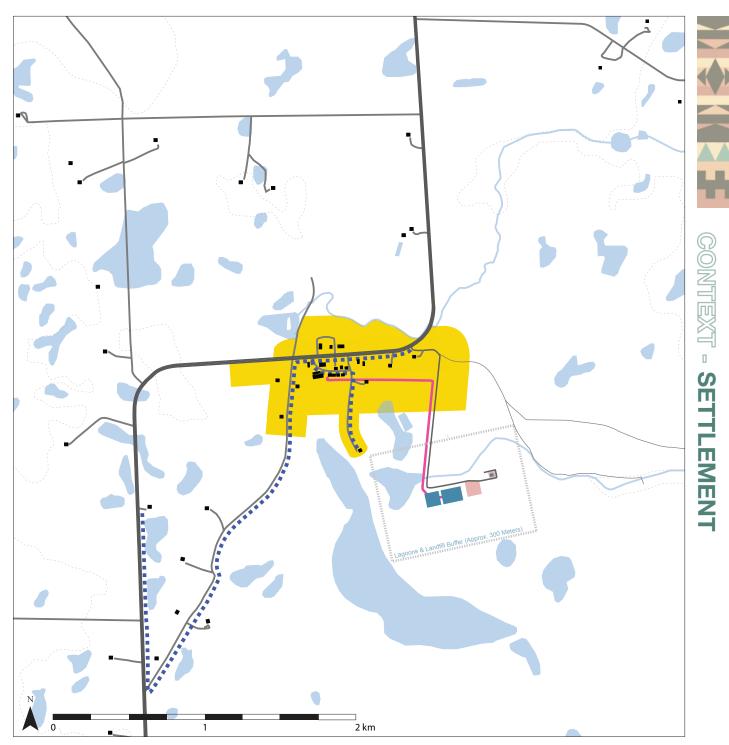


Serviceable Areas: Sakimay

All communities are continually faced with expenses related to maintaining, improving and extending roads, water lines and sewer services. In order to develop in a cost-effective and sustainable manner, decisions about new investments in infrastructure should consider environmental and financial implications. Sakimay First Nations can reduce installation and maintenance costs by building close to existing facilities, services and infrastructure.

The Serviceable Areas Map shows the areas where basic community services, such as sewer and water exist, or could reasonably be extended. Consideration of topography and the location of current infrastructure forms the basis of the Serviceable Areas Map.





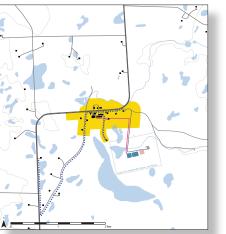
Developable Areas: Sakimay

The developable areas map was created by removing all areas considered to be sensitive from the land designated as serviceable. Developable Areas are those parts of the community where services, such as sewer and water exist, or could reasonably be extended, to permit development. These areas exclude any lands designated as sensitive areas. The Developable Areas Map outlines where it is possible and desirable to develop.

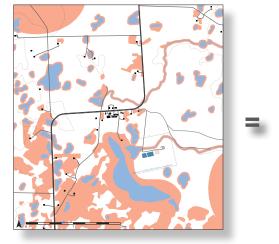
This map serves as the basis for determining appropriate locations for new infrastructure, including housing and community facilities. Developable areas typically do not include lands that are considered sensitive. Developable areas include land near to existing infrastructure and existing settlement areas.

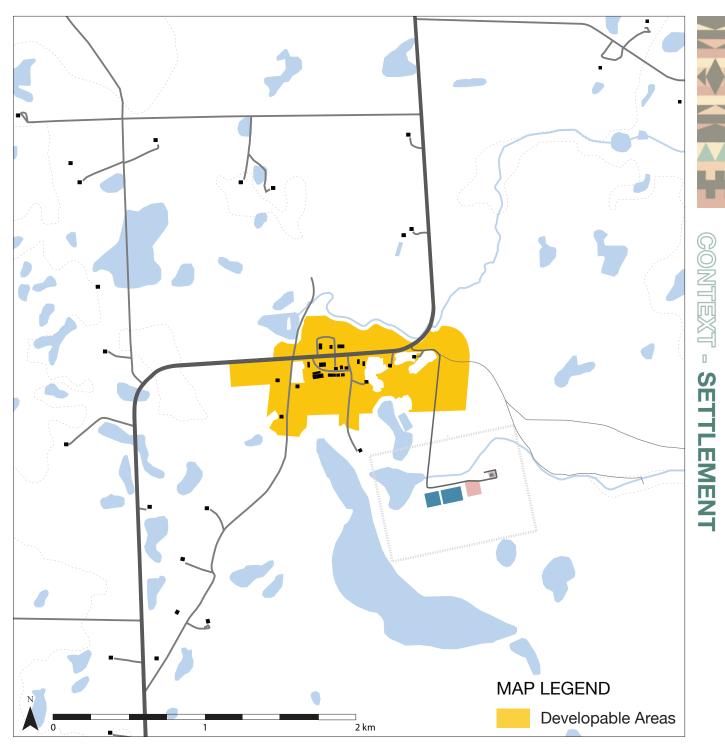


Serviceable Areas



Sensitive Areas







Economics is about how a community sustains itself. It is also about what people do, how resources are used, and what keeps the community going. Both traditional and new economies are important contributors.

- Sakimay Retail Entities

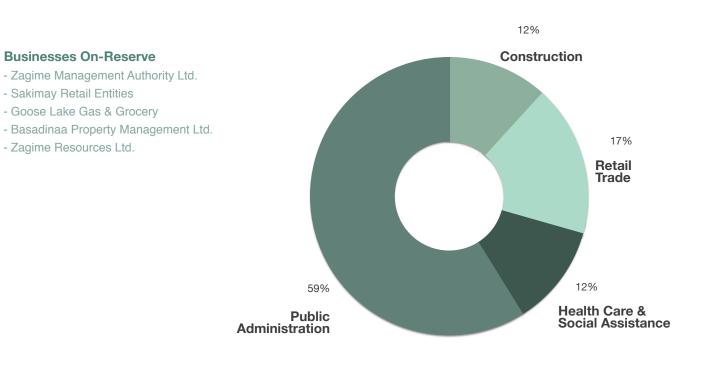
- Zagime Resources Ltd.

Economics Wicitowin

Employment

Sakimay's on-reserve labour force consists of less than 205 people. Labour force includes all individuals 15 years or older who are either employed or unemployed. This relatively small sample size must be borne in mind while considering economic data. Rounding, for instance, has a greater impact on smaller sample sizes.

More than half of those employed in Sakimay work in public administration. Construction, retail, and health care also employ significant portions of the work force. The band also reported a number of members on-reserve whose industry was undefined, meaning they had either never worked for pay or were selfemployed.



Source: Statistics Canada, 2011

Employment statistics in Sakimay are shown compared to Saskatchewan First Nations and the province as a whole. Barely half of those over 15 years of age are participating in the economy, compared to nearly 70% of those in all of Saskatchewan. The employment rate is below 40%.

Sakimay's high unemployment rate indicates that a large number of people are looking for work. While discouraging for the present, a high unemployment rate means that new businesses should be able to find employees easily. Entrepreneurship and community enterprises could capitalize on this availability, benefiting both new businesses and those in Sakimay seeking employment.

Economic & Education Programs

- Funds for business start-ups for both on and off-reserve members
- Funds to attend community college
- Partnering with other First Nations to offer training programs for individuals

Participation Employment Unemployment Rate Unemployment Description Sask. First Nations Saskatchewan

What do these numbers mean?

Labour Force Participation Rate

The percentage of the population over 15 years old that is employed or unemployed but actively seeking work.

Employment Rate

The percentage of the population over 15 years old that is working.

Unemployment Rate

The percentage of people in the labour force who cannot find work.



80

70

60

50

40

30

20

10

Λ

Economic Assets

Chief & Council's Commitment to Lands & Economic Development

- Planning and Legislation will govern the direction of land use and economic development
- The integrity of reserved lands held in trust for the collective benefit of our people will be maintained
- Long-term, stable revenues will enable employment, improved quality of life, self-determination and life-long learning

Economic Assets

- Land & Pasture Leases
- West Lands development
- East Lands commercial development
- Southeast Lands future commercial / residential development
- Saulteaux Junction Gas & Convenience
- Yorkton Properties
- Cottage leases at Indian Point

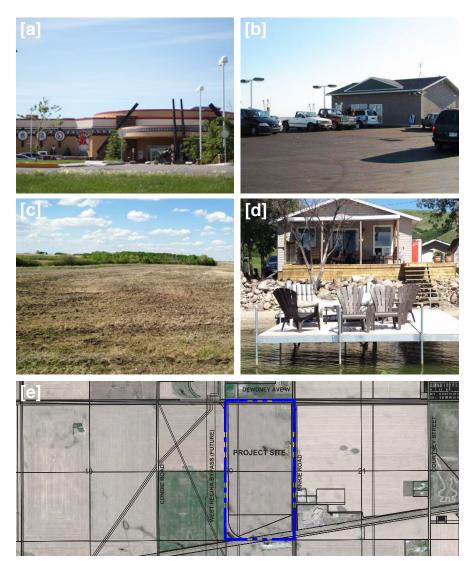
Development Corporations

- Four Horse Development Corporation
 - Regina and Yorkton Developments
- Zagime Management Authority Limited
- Yellow Calf Agriculture Venture
- Sakimay Retail Entities
- Basadinaa Property Management Limited
- Zagime Resources Limited

On the shore of Crooked Lake, Sakimay reserve lands are home to approximately 300 cottages. The land is leased to non-band members and represents a consistent form of revenue generation. Cottage tenants are responsible for their own services (water, sewage treatment and waste removal). An appraisal of the properties in 2008 indicated that lease rates were well below market value. As a result, rates were substantially increased in 2013. Tenants contested the rate increase and an agreement was reached in early 2014.

Sakimay is in the early stages of participation in an *Economic Development Lands Planning Pilot Project*. In partnership with Urban Systems, the goal of this project is to improve economic development capacity and realize the economic potential of reserve lands. The land southeast of Regina and leased lands on Crooked Lake are the focus of this project. The land outside of Regina in the RM of Sherwood has been identified for highway commercial development in the short-term and development could be available for long-term leasing (99 year leases) by the general public or band members.

The land uses surrounding Sakimay's urban lands are primarily industrial and agricultural. The proposed site for the Global Transportation Hub (GTH) is nearby and Regina's West Industrial Lands Plan guides development in the area. A 2011 Stantec plan for the Sakimay lands suggested developing the area as a business and industrial park. The West Lands, located on the outskirts of Regina, are essential to Sakimay's economic development and provide an opportunity to connect development with employment for band members.



Images above: **[a]** Painted Hand Casino, **[b]** Saulteaux Junction Gas & Convenience, **[c]** Crop land in Sakimay, **[d]** Cottage on Crooked Lake, **[e]** West Lands Project Site

Economic Leakage

Economic leakage refers to the money being spent by community members off-reserve. Understanding where Sakimay band members spend money off-reserve can help determine what new products and services can be provided on-reserve through creative economic development initiatives. Reducing economic leakage can lead to increased self-sufficiency. Some of the items band members leave Sakimay for are:

- Fresh Foods
- Clothing
- Gifts
- Pharmaceuticals
- Furniture/appliances

Human Resources in Sakimay

- Professors
- Administration
- Financial Services
- Health Care professionals
- Electricians
- Trades
- Heavy Equipment Operation
- Construction
- Plumbing
- Carpentry
- Cooking
- Hairdressing
- Cooking
- Beading & Crafts
- Fishing/Hunting



Images above: **[a]** Pow Wow Ground, **[b]** Lake Scenery, **[c]** Forest Areas, **[d]** Flooding Period, **[e]** Beach & Cottages

Strengths, Issues & Root Causes

Exploring the strengths and issues of Sakimay First Nations means understanding the possibilities and challenges that exist today. The Community Plan works to support community strengths and to address community issues.

Strengths and **Issues** emerged from every community discussion and have been organized under four themes showing major areas of pride or concern in Sakimay. They also highlight perceptions and attitudes of community members. **Root Causes** are the underlying reasons why issues exist and provide a better understanding of the current situation. Root causes provide insight into what needs to change and where energy and attention should be focused. **Common Root Causes** are found on page 66.

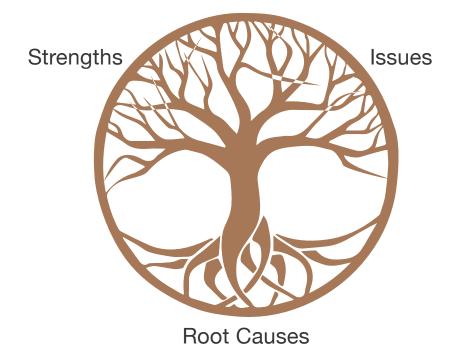
By examining the root causes of each theme, it is clear that many strengths and issues are connected. Common root causes can suggest a direction for positive change and are an important link between the way things are and the way things could be.

Strengths - reflect what is working well and what the community can build upon to improve the quality of life in Sakimay First Nations.

Issues - present opportunities for improvement and highlight areas that require attention.

Root Causes - are the main reasons why strengths and issues exist. We find what is at the heart of why things are the way they are when root causes are explored.

Common Root Causes - show that many issues are connected to the same root causes.



FEXT

۵

Community

Strengths to build on

Sense of Community

- Welcoming, tolerant, friendly and hospitable
- Inclusive and safe
- Visionary and hopeful-looking to move forward together

People

- Strong people (especially women) and values
- Honest and warm-hearted
- Value and respect Elders
- Close-knit families, compassionate and supportive
- Resilient, proud and innovative (full of potential)
- Knowledgeable, experienced and vocal
- Growing together (population growth)

Culture

- Culture awakening occurring
- Honour past Chiefs
- Traditions still practiced (Powwows, Rain dances, Annual Culture Camp)
- Both women and men have a distinct role in ceremonies
- Community Hunt
- Oral history & language (book- Earth Elders Stories)
- Spiritual diversity

Health & Wellness

- Health services (drug and alcohol programs, prenatal)
- Wellness camp
- Sweats and ceremonies
- Flower days
- Wild food sources (moose, deer, rabbits, berries)

Education & Recreation

- Educated and tech savvy Band members
- Early childhood education
- Training opportunities and programs
- Focus on youth activities and athletics
- Sakimay Fighting Chiefs soccer team
- Athletic role models- Paul Acoose in the Saskatchewan Sports Hall of Fame
- Powwow grounds and Ball diamonds



Issues to explore

Sense of Community

- Connection with Little Bone & Urban Members
- Fairness and equality of employment
- Trust
- Promoting a positive environment

People

- Addressing racist attitudes
- Emmowering people
- Role models/mentors
- Financial independence
- Promoting Community inclusion
- Improving communication

Culture

- Address language retention
- Encourage youth involvement
- Encourage knowledge of treaty rights and history
- Encourage and promote individual spiritual journey
- Continue to seek guidance from Elders and knowledge keepers

Health & Wellness

- Healthy lifestyle choices
- Mental health well-being
- Prevention and knowledge of chronic diseases
- Develop consistent programming
- Protection and promotion of treaty rights in relation to health
- Support individual and community healing
- Assist and identify Elders care needed

Education & Recreation

- Literacy
- Life skills training
- Transition opportunities for youth from high school to university
- Integrate culture and history in education
- Provide more physical and recreational opportunities for all Members
- Training connected to employment

Root Causes

Why issues exist

- Colonization & Residential schools
- Addictions
- Poor nutrition
- Unemployment
- Lack of parental involvement
- Chronic under-funding
- Differing cultural backgrounds
- Government not honouring treaty

Lands & Environment

Strengths to build on

Land base

- Large and diverse
- Qu'Appelle Valley- recreation and economic development opportunities (cottage lands, Indian Point, Grenfell Beach)
- Beautiful scenery along Crooked Lake
- Rich farm and pasture lands (good soil quality)
- Land leases with local farmers
- Wide open spaces
- Lands near Regina and Yorkton

Culture

- Traditional lands used for berry picking, sweet grass picking, medicines, sage
- Ideal for hunting and gathering
- Lands connect with ancestors
- Stewards of the lands- taking care for future generations
- Sovereignty comes from the land
- History, culture and traditions connected to the Qu'Appelle Valley

Community Infrastructure

- Water treatment plant (with 1 proposed)
- Education Centre with gymnasium well-used
- Health Centre & day care
- Reliable road maintenance
- Good fleet of vehicles
- Maintain cemeteries

Housing

- Opportunities to build housing on urban lands
- Opportunities to build housing on Sakimay, Little Bone, Minahchak, Shesheep
- Space to build Elders housing



CONTEXT - STRENGTHS & ISSUES

Issues to explore

Land base

- Land acquisition, zoning and land use plan
- Identify land base and inventory (e.g. community pastures or leased lands)
 - Incorporate and implement environmental protection strategies and laws
 - Protection of ground water and acquifer water resources
 - Membership knowledge in land development processes

Culture

- Valuing traditional land-uses and their cultural/spiritual significane
- Respect for other Earth
- integrate cultural values to move towards self-sufficiency must honour the lands and future generations
- Encourage Environmental protection/stewardship

Community Infrastructure

- Flooding and drainage
- Access to the land
- Transportation plan/assistance (for on and off reserve)
- Monitor Waste disposal site
- Remediate Former landfill sites
- Improving winter road conditions
- Extend gasification

Housing

- Housing needs and overcrowding
- Instill pride in homes through effective home maintenance training for Band members
- Identify appropriate and diverse housing needs
- Students need urban houing
- Elders need appropriate housing on reserve
- Identify and explore alternative/energy-efficient housing infrastructure
- Update and maintain housing codes and policy

Root Causes

Why issues exist

- Chronic under-funding
- Lack of land management
- Lack of regional coordination to address water issues
- Rely on Federal Government
- Government not honouring
 treaty
- Global warming (flood/ drought cycle)

Governance & Economics

Strengths to build on

Chief & Council

- Building on past leadership's accomplishments
- Commitment to long term planning:
- Dedicated to treaty rights protection
- Strong governance capacity longer term council
- Law and policy development
- Community engagement and involvement
- Communication
- Involvement in community events
- Building on better working relationships

Community Economics

- Financially stable
- Working to build a self-sufficient Nation
- Comply with financial reporting requirements
- Negotiate specific claims successfully
- Proactive in addressing potential risks
- \$21 million in Sakimay Legacy Trust
- Oil opportunity in south pasture?
- Goose Lake Grocery & Gas Bar
- Educated workforce- people are willing to work
- Potential for eco-tourism (hang-gliding club)
- Own source revenue- cottage and pasture lands, urban land parcels



CONTE П **STRENGTHS & ISSU** Ш ິ

Issues to explore

Chief & Council

- Online communication is lacking (no website)
- Urban Band Members want access to information
- Feelings of disconnect- that Chief & Council are not accessible
- Perception that honesty is needed from Chief & Council
- Could use traditional teachings when leading
- Restructure to a traditional governance model and work towards consensus-based decision-making
- Perception that planning and implementation takes too long
- Need to balance the needs of all Band members, not just those on Sakimay

Community Economics

- Prioritizing community members for Band employment
- Building businesses from own-source revenue
- Low-income and lone parent families need employment
- Identify skills in membership
- Maximize use of community pasture lands
- Funding is a challenge for entrepreneurs and start-up businesses
- Reduce dependency on government funding
- Economic development on and off reserve
- Lack of partnerships

Root Causes

Why issues exist

- Colonization & Residential schools
- Addictions
- Poor nutrition
- Unemployment
- Lack of parental involvement
- Government not honoring Treaty
- Chronic under-funding
- Differing cultural backgrounds

Common Root Causes

Connections between issues

Root causes are the main reasons why certain issues exist. They reveal connections between the origins of particular issues. According to community members, the main root cause in Sakimay First Nations is addiction. Addictions are holding people back from realizing their full potential. Poor nutrition has had serious health consequences. Chronic under-funding has led to inconsistent programming. Racism impacts the self-esteem of youth. The impacts of colonization and residential schools are still being felt and require attention if the community is to heal from the trauma and move forward.

Future Implications

If no action is taken

Identifying common root causes allows the community to use the Plan to move toward change for the future. If the community does not act on the Plan, the ongoing issues will become worse, and possibly unmanageable. The health of the community's economy and people depends upon serious consideration of these issues and action taken to move toward change.

VISION Where Sakimay First Nations is going



CHAPTER 2: VISION

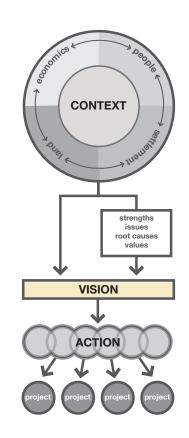
Chapter 2 defines Sakimay's Vision for the future and the values community members share. The Vision and community values for this Plan were developed by Band members through many discussions and community planning workshops.

Community Value Statements

Community Value Statements describe what community members believe to be essential about the kind of community Sakimay First Nations is and wants to become. They are a reminder of qualities that inspire and strengthen the community. These Values should influence and be reflected in how Sakimay First Nations grows and changes over time. Change is constant, but Community Values remain the same. Community Value Statements help to ensure that changes reflect the shared Values of community members.

Vision Statement

The Vision is a bold, clear statement of Sakimay's ambitions and long-term goals. The Vision provides direction for all strategic actions; it defines what community members want the future to be like. Realizing the Vision is challenging and requires effort, leadership and creativity from all community members. **The Vision is meant to be the lasting direction that inspires new project ideas, policies and ongoing action in Sakimay First Nations.**





Community Value Statements

Sakimay First Nations' sovereignty comes from the land. Land is the root of our culture and identity. The future of our community is connected to the land.

We value environmental stewardship and balancing our needs with the needs of the land. We will protect the land, water, wildlife and plant life.

We value community and family unity, closeness and support. We recognize and celebrate Little Bone's unique history with Sakimay First Nations. A ripple of change affecting everyone begins with community collaboration.

We value love, kindness, respect, creativity and humour. We are open-minded and believe in each other. Recognizing and supporting our community spirit makes us stronger.

We value knowledge. Our traditional and cultural teachings strengthen our identity and promote wellness in all areas of our lives.

We value our youth and respect and love our Elders. We will empower youth to become leaders and encourage success in all stages of life.

Listen. Always remember what was spoken in years past.

Decisions today will shape the future, preserve our values and traditions for future generations and our overall existence as First Nations people!

These values show what is truly important to community members.

values should remain constant for generations to come. VISION

VISION STATEMENT

Live Well, on Earth with All Our Relations

ACTION Shaping the future

and May Marine

the second state where a second the supplication of the second second second second second second second second



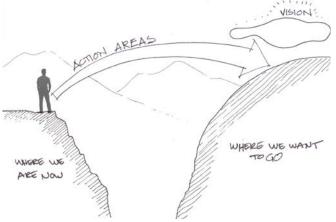
CHAPTER 3: ACTION

With a clear sense of direction and a Vision in place (Chapter 2), Chapter 3 - Action - is organized around two parts: Form and Structure, and Action Areas.

Form and Structure refers to the future physical form of Sakimay. Structure Maps highlight fixed, permanent elements around which new development can occur: streets, meeting places, parks, institutions and major community services. These elements provide direction for future projects and investments, as they inform what types of fixed elements should be located in particular areas in the community. *Future Development Maps* provide a glimpse of how Sakimay will look in the future having established these elements and implemented planned projects.

Action Areas identify aspects of the community that need attention and serve to focus efforts where they will have accumulative benefits. Once the community undertakes planned action, Sakimay will grow in its own chosen direction. The Action Areas bring together what the community has learned about its strengths, its need for change and its Vision for the future. Each Action is designed to remove barriers that stand in the way of success and is respectful of the shared Values that unite Sakimay.

The Action Chapter translates the Vision into clear, conceivable and manageable initiatives. Therefore, each Action contributes to the greater Vision.



This Chapter outlines tangible, specific and immediate action. It shows how the future is going to look, what needs to be changed, and what the Vision means to the place, people and the environment. It has two major components:

1. Form and Structure: *Structure Maps* establish the skeletal elements of the physical elements of the community structure. *Future Development Maps* illustrate how future development can look like. Together, both help the community achieve its Vision and protect its Values.

2. Action Areas: Action Areas describe where the community wants to focus its efforts for positive change.

Action Areas are paired with a list of **project and policy ideas** that support each Action Area. **Kickstart Projects** (developed during the planning sessions) are presented for each Action and are intended as a first step forward toward achieving the Vision.



Action Areas are the bridge from 'where we are' to 'where we want to be'.

Form and Structure

Community Structure Map



The Structure Map was informed by the Developable Areas Map (page 53) as well as Community Values, Vision and Action Areas.

Future Development Map



For a community to shape its own future, it is important that there is a clear, shared understanding and a commitment to what that future looks like on the ground.

Here we present that picture for Sakimay in two ways:

1. The **Community Structure Map** is a tool to inform major land-use decisions. It establishes how the community will grow and renew itself physically to reinforce existing neighbourhoods and core areas while making the best use of existing services. Building on existing roads and services, the structure map protects sensitive environments while providing a long-term skeletal structure around which new housing can be built, new commercial, cultural and social enterprises established and new neighborhoods formed. The Structure Map was developed with substantial community input and regard for local knowledge.

2. The **Future Development Map** illustrates how over time the physical structure of the community will be completed, with new streets, housing, public spaces and institutions all part of a coordinated strategy.

Community Structure Map

The Structure Map is the result of careful consideration of various aspects of Sakimay, including needs, values, opportunities, aspirations, sensitive areas and developable areas. It is guided by two fundamental principles:

1. Protect Sensitive Areas

Respecting the First Nation's values and culture, sensitive natural environments (e.g., ecosystems, habitat), significant places (e.g., cultural areas, beautiful landscapes) and natural resources (e.g., water, forests, etc.) should be defined and protected and used as a limit or boundary for future development.

2. Focus New Development Around Existing Infrastructure

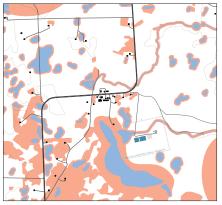
Based on an understanding of the costs (i.e., monetary, environmental, social, energy) of random, unplanned development, new development should be focused around existing infrastructure (i.e., water, sewer, roads). Any extensions to infrastructure should be cost-effective and contribute to the overall form and structure of the community as described in this Plan.

These two principles protect environmental and culturally-significant resources, make best use of existing infrastructure and together establish developable (as well as protected) areas.

The Structure Map illustrates three basic components of community design:

- **1.Services:** The locations of existing infrastructure such as streets, water and sewer services informs selection of the most cost-effective locations for future growth and development.
- **2.Gathering Places:** Shared outdoor spaces offer places to socialize and spend time outside. Safe walking routes that are comfortable for people of all ages and abilities should connect these spaces to each other and to a community-wide open space network.
- **3.Connections:** Walking trails and pathways, in addition to streets, are essential connections for communities.

Sensitive Areas Map

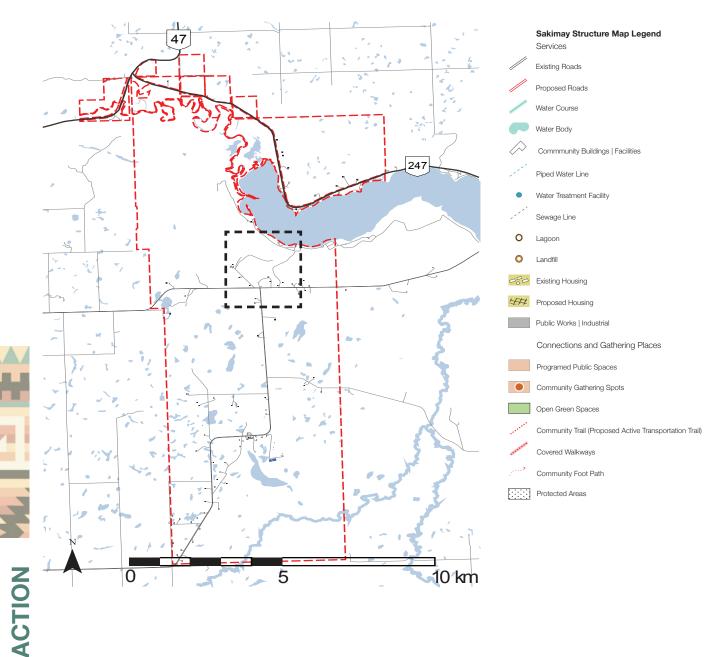


The Sensitive Areas Map (page 31) combines information on vegetation and wildlife, steep slopes, important soils and culturally significant areas to show lands that should be protected.

Developable Areas Map



The Developable Areas Map (page 53) identifies the most strategic areas of the community for future growth and development. It is informed by the Sensitive Areas Map and the Serviceable Areas Map.



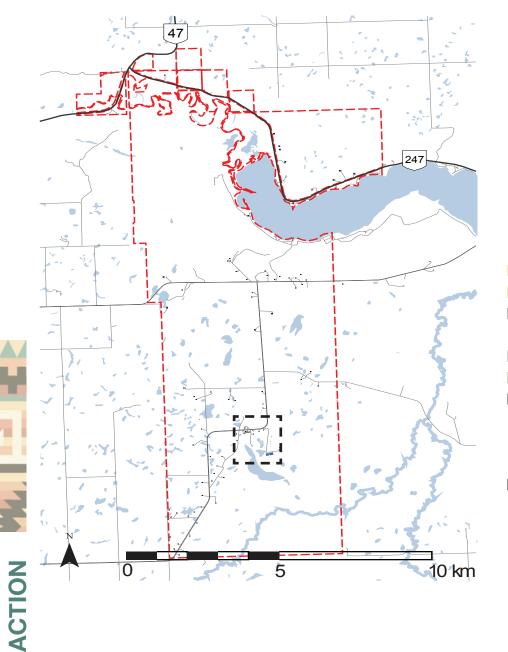
Community Structure Map - North Assets & Facilities Area



The complete structure map shows how services, connections and gathering places work together. It indicates where future roads, trails, parks and housing may be located. Clustering future homes and community facilities enables communal lands to remain untouched, or when feasible, serve as economic drivers through land leases and farming from which all community members can benefit. Using the structure map as a guide, Sakimay will be able to build a safe community that encourages the health and well-being of both community members and the land.

 $\mathbf{\Sigma}$

—



Structure Map - Core Assets & Facilities Area



Sakimay Structure Map Legend



Future Development Map

Sakimay Core Assets & Facilities Area

TO T

III II.







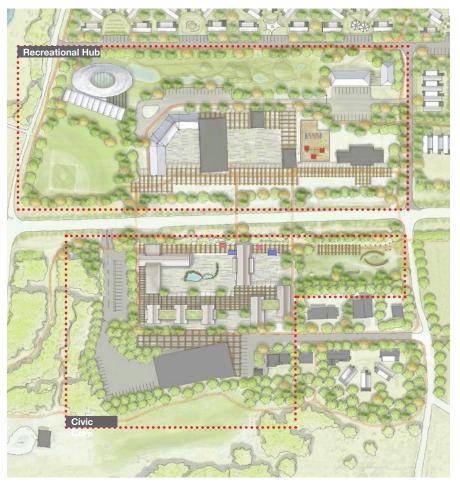
CTCH HOT



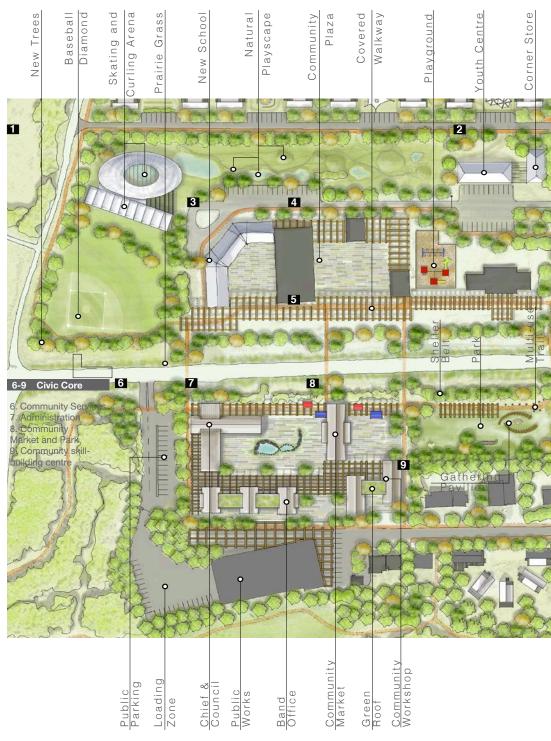


Locator Map

The locator map above indicates the locations of proposed future development projects. The proposed developments highlight what is possible in the heart of Sakimay.



The Village Core is divided into two major centres: the Civic and Recreational Cores. At right, these centres are broken into their components to show how they function both as individual units and are interconnected to form a whole.



1-5 Recreational [Hub] Core

 Recreation Hub
 Youth Centre
 New school and school yard
 Community Gathering Area | Square
 Covered Walkway as an extension of the community trail

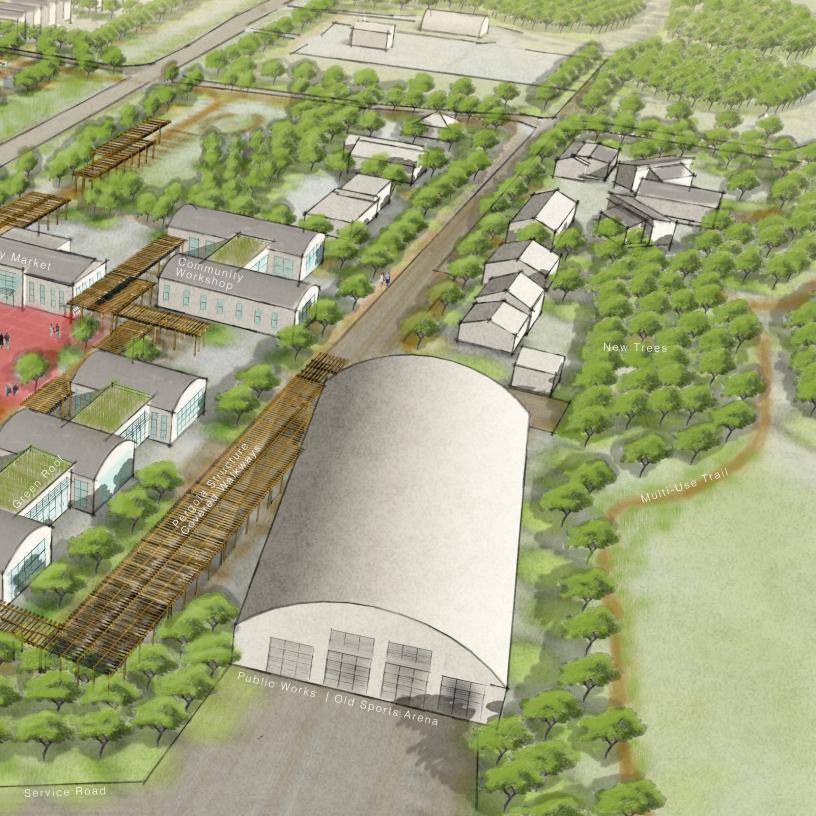
Core Assets and Facilities Area

Sakimay's Vision and Community Values call for balance between the needs of community members and the Land, and this can be manifested through community building efforts. Natural elements can be incorporated into new construction, such as buildings with green roofs. Added trees and vegetation will mediate and stabilize the soil from the effects of frequent flooding and protect from wind effects. Simple structures such as covered walkways and natural stone seating can enhance the public spaces and community life. Commun

Band Office

00-11

Parking for the Administrative Core

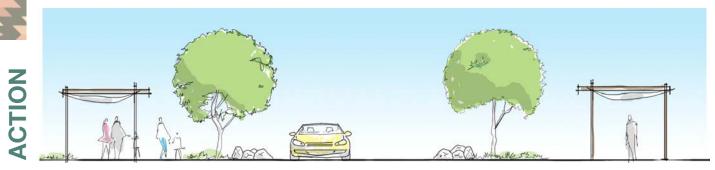


Future Development

Cross-Section of Main Road, Core Assets & Facilities Area

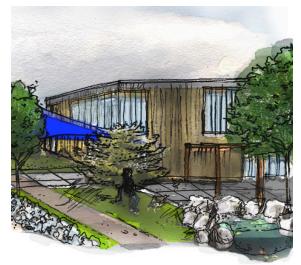


Simple enhancements like additional landscaping and natural elements can improve the streetscape for all users. Adding trees, and designing pleasant trails and walkways for pedestrians can encourage community members to engage and take ownership of the land and their community.



Future Development

Landscape Concepts for Main Road, Core Assets & Facilities Area



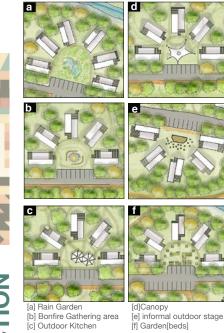


New construction can use simple natural elements to encourage public life and activity on the street. Pedestrian pathways can use colourful awnings for weather protection. Using natural elements can help to keep the design of the community connected to the land.



Cluster-Courtyard Housing Type Row Housing Type Appropriating the new housing form to the existing homes in the community Areas of future expansions Community garden

<u>Courtyards</u>



Future Development Housing

Sakimay residents currently have very few options for housing, and much of the existing stock is in need of repair. New housing in Sakimay could take on a variety of different forms. Sustainably designed duplexes, clusters, apartments, or townhouses would expand the number of options available to community members. Furthermore, dense housing design could increase social interaction; houses designed for multigenerational living could improve Elder care and family dynamics. Sustainable design would reduce negative environmental impacts. A locally-focused planning, design and construction process would foster a sense of ownership over new housing and support the local economy by providing jobs.

Housing for urban members has emerged as a general priority for the band; the reserve lands outside Regina could fill that need.

90



Existing + New Housing

Natural Buffers can be extended.

1

3

3+4 Cluster-Courtyard

Ideas that are incorporated in the cluster courtyard housing: Programing the shared space [courtyard], providing both private and shared spaces Designing a housing form that responds to the issues of flooding and the particular climate. Centralized parking

A

ACTION

Housing in Sakimay should build on the existing form and structure of housing,

and looking past the immediate future housing. It is crucial to plan for new infrastructure, such as future roads and housing and build where existing services

Future Development

Cluster Housing



Cluster housing is a smart and sustainable design option for future residential development. Grouping houses together preserves open and natural spaces, has less impact on the environment than a typical subdivision, and reduces the cost of site development. A courtyard design provides space for recreational activities and community gatherings, with opportunities for outdoor kitchens, bonfires, informal outdoor stages, and gardens.



Future Development

Row Housing

Row housing provides a flexible option for multi-generational housing. Many layouts are possible, and the "L" shape of the floor plan creates a sheltered, private space for each family. Houses can be one or two levels, and may be built on stilts to limit flooding potential, and reduce the impact of housing on the land. Although the houses are closer together, backyards are designed for privacy, with shared front yards that allow for children to play together and adults to share communal recreation space and gardens.





Action Areas

Action Areas describe boldly and simply where Sakimay First Nations needs to focus energy and attention to realize the Vision of the community.

A Kickstart Projects Map that indicates the locations of Kickstart Projects is shown on page 116.

Five Action Areas have been identified for the Sakimay Community Plan. Together they address the core priorities voiced by community members throughout the planning process: the importance of supporting entrepreneurs and career building, good governance, healthy food and activities, respecting the Sakimay identity and designing for a healthy community.

Each Action Area is described by its purpose and goals and includes several **program/policy ideas** to guide the community's actions. Numerous **physical project ideas** are also identified for each Action Area. Over time, many more will emerge.

This plan highlights and briefly describes several possible **Kickstart Projects** in each of the Action Areas. Projects improve everyday life and together move the community toward the envisioned future. The intent is to emphasize the importance of taking action in each of the Action Areas by using the human, social, cultural and physical resources at hand rather than waiting for new resources or outside agencies. The **Kickstart Projects** are just examples of what can be done. They are not necessarily the first priority or only priorities in each Action Area. They are a way to start.



ENVIRONMENTAL STEWARDSHIP

Honour the environment through remediation, protection and conservation to ensure future generations inherit clean lands and waters. The land is a strong part of culture and identity.

BUILDING CONNECTIONS

Enhance and create opportunities for community members to connect, gather and collaborate both on and off-reserve lands and across villages to build a collective sense of belonging and self reliance.

GROWING COMMUNITY RESPONSIBLY

Focus on sustainable development of community infrastructure and housing to meet the needs of all community members while respecting the environment.

HOLISTIC HEALTH & WELLNESS

Support a culture of spiritual, emotional and physical wellbeing in a preventative way, by providing opportunities for embracing healthy lifestyles.

CULTIVATING OPPORTUNITIES

Proactively link employment with education and capacity development to increase long-term opportunities for community members, to live and work on-reserve lands.

* The youth are the future of Sakimay First Nations. When looking at these five Action Areas, think about how the youth will benefit from these commitments.

ACTION

ction Are

Action /

ACTION AREA #1 Environmental stewardship

Program/Policy Ideas:

- Environmental protection plan based on traditional values
- Land Management: establish and maintain conservation, natural areas
- Chemical run-off regulation
- Burning bylaw to limit pollution
- Water system testing and regulation
- Law against dumping in lakes
- Public lands clean-up task force
- Waste stream management plan
- Anti-dumping regulations
- Environmental enforcement officer
- Conservation partnerships (i.e. Ducks Unlimited)
- Environmental excursions within and beyond the community to revive awareness & relationship with land
- Incorporate recycling programs into band-owned businesses
- Hybrid/electric vehicles for local government
- Car share program and bikeways to lessen the use of cars
- Work toward Sakimay becoming an eco-touristic attraction with the way land is managed

Action area 1 focuses on respecting and protecting the lands of Sakimay First Nations. Future generations will depend on the same lands Sakimay band members depend on today. The lands and waters are also shared with local wildlife. Many habitats for wildlife in Saskatchewan are threatened due to development and farming practices. What needs to be done is to **clean** the negative impacts of previous practices, **manage** natural resources to ensure sustainable use, and **protect** the land to keep it clean of contamination by regulating the use of pollutants and managing waste. Future development initiatives and activities can be programmed to nurture connection to the land

Sakimay First Nations, as stewards of the land, is committed to environmentally protect the land in all new projects and policies, to preserve the land for future generations.

Connection to the Vision:

Environmental projects and policies will allow Sakimay First Nations to foster respect for the Land and reconnect with their traditional teachings. As stewards of the Land, Sakimay band members recognize the importance of sustainable management of local natural resources, and view such stewardship as an integral part of becoming an empowered Sovereign Nation.



Kickstart Project: Sakimay Environmental Stewardship Association

The Canadian Prairies are one of the most important nesting areas for waterfowl in North America. Industrial farming in Saskatchewan has put these important habitats at risk; Canada's wetlands are shrinking daily. Sakimay has the opportunity to conserve a small portion of the region, setting an example for other First Nations and all communities. Band Elders recall migrating waterfowl covering the sky. By conserving and rehabilitating wildlife habitats, Sakimay can work towards bringing back such impressive displays.

The SESA will consist of a group of Band members reporting to the Lands department. SESA will be directed by a representative group of volunteers, including at least one youth member. The long-term mandate for the group will be the promotion of environmental stewardship in Sakimay through conservation projects and educational initiatives. In the short term, the group will pursue a partnership with Ducks Unlimited Canada (DUC).

SESA will be more visible to the community by being physically present at Sakimay's community centre (as shown on the right), with and a storefront operation.

Physical Project Ideas:

- Shelter belts: Plant local fruit trees around important areas of settlement and agriculture
- Replant/Reforest/Renaturalize some lands with trees
- Renewable Energy: Converts major band buildings to solar or geothermal; establish wind turbine/ farm with partnerships
- Recycling & Compost Centre
- Establish wildlife reserves

Projects that utilize Technology

• Use mapping to protect medicine grounds, traditional lands, wildlife habitat, local plant species



ACTION

97

The Proposed SESA Building DRAFT FOR REVIEW - May 2017

SESA & DUC

Tusket **Environmental** The River Protection Association (TREPA) originated in 1986 in response to the threat of pollution from a nearby mine. After an initial push to force the mine to discharge its waste responsibly, TREPA continued to research the issue and monitor the Tusket River. The organization has also branched out into a variety of other environmental projects, working with all levels of government, the public, and other interest groups. TREPA has now outlived the mine that spurred its creation.

SESA will have a strong focus on education. Band members will be involved in SESA projects, helping to build local capacity and provide employment. Connecting with youth will be particularly important. Sakimay youth have expressed interest in environmental issues. Capitalizing on this enthusiasm will help build a culture of environmental responsibility.

DUC offers several services and programs that will benefit Sakimay. The Sakimay Farming Cooperative, recommended in this Plan, could take advantage of DUC's winter wheat program. The process of growing winter wheat involves less interference with waterfowl nesting habitats, encouraging population growth. Assistance with establishing conservation areas is another of DUC's programs.

Shelter belts are rows of trees or shrubs planted to provide shelter from wind and prevent erosion. In Sakimay, shelter belts could help protect farmland from flooding as well as erosion, as the root systems of trees and shrubs can moderate groundwater levels.

Planting shelter belts provides an ideal opportunity for community building. Once planted, the rows would produce native berries, provide animal habitats, and create opportunities for other agricultural activities.





Maintenance of wetlands improves water quality and wildlife habitats while mitigating flooding and erosion. Improved waterfowl habitats would also increase hunting opportunities, allowing traditional practices to continue on Sakimay reserves. Mapping is essential to a full understanding of environmental issues. DUC should also assist with GIS (Geographic Information System) mapping in Sakimay to help identify sensitive areas and inform a variety of projects.

Working collaboratively with DUC, SESA will help carry forward the community's Vision by fostering a respect for the Land and will reconnect community members with traditional teachings. SESA will demonstrate leadership in land conservation, helping to create and return pristine wildlife habitats to the landscape, illustrating to communities across Canada a community-driven land conservation approach.





A community compost and recycling centre would help Sakimay divert waste from its landfill and use resources more efficiently. Diverting waste reduces pollution, odors and seepage, minimizing the community's negative environmental impacts.

Compost can be used as fertilizer and recycled materials can be reused or reprocessed.



Program/Policy Ideas

- Communication: Establish policy outlining regular communication between leadership and membership
- Chief & Council to distribute time equitably on and off-reserve
- Membership Act
- Language Immersion: Introduce a language immersion program in schools that is available to all ages.
- Annual community hunts
- Mentorship program: as a companion to the professional trades mentorship program, a program to connect Elders and youth like Big Brothers/Big Sisters on-reserve.
- Treaty 4 Information Centre
- Traditional education programs
- SMS service for Band announcements
- Community Ride Share Service: establish network of members willing to provide rides for members without their own transportation. As funding allows, this network could be replaced with a reliable and frequent community transportation service.
- Sakimay, Little Bone Family Tree
- Car share and/or shuttle service programs

Action area two focuses on connecting Sakimay First Nations with on another. It is about both connecting people and connecting the land. Physically, different parts of the community will be connected through establishing a shuttle service and/or car share programs. Social programs and educational programs will bring people together. Technology will also be utilized to facilitate connections among people and between places.

Community hubs will build connections between communities. This makes it easier for people to travel between villages and beyond, and also easier to access services and programs. Focussing on building physical places (hubs) for people to connect will address issues of isolation and disconnection that many Band members who do not live on the main Sakimay reserve feel.

Sakimay First Nations is committed to creating places and occasions for people to connect.

Connection to the Vision:

Taking a proactive stance to connect Sakimay community members to each other will help to build respect for the Land and traditions, and build a strong, healthy community.



Kickstart Project: Local and Urban Community Hubs

Creating two community hubs, one on reserve lands (Little Bone) and another in an urban centre (Regina), will create a physical space for people to connect and for information to be shared. A regional map showing hub connections is shown on page 103.

Regina Urban Hub

An urban office will allow Sakimay's urban members to remain in contact with the Band and each other. Reducing isolation felt by urban members will improve interaction and connection among all of Sakimay. For those travelling to Regina, an urban centre would be a place to go to for help and connecting with the right people and places. The space could also host small businesses, a Treaty 4 education centre, and encourage interaction with other Bands.





Physical Project ideas

- Urban Office
- Cultural Camp ground at Little Bone
- Urban Office to provide services and maintain connection with off-reserve members.
- Community gathering places in each community

Projects that utilize Technology

 Community website to share official notices, public opinion, and other information.

An urban office (such as the Circle of Life Thunderbird House in Winnipeg, Manitoba, below) allows urban Aboriginal people to connect with their culture and foster a sense of identity, belonging, and physical and spiritual health.

ACTION

The Vacant Cresent Lake Metis – Allery School



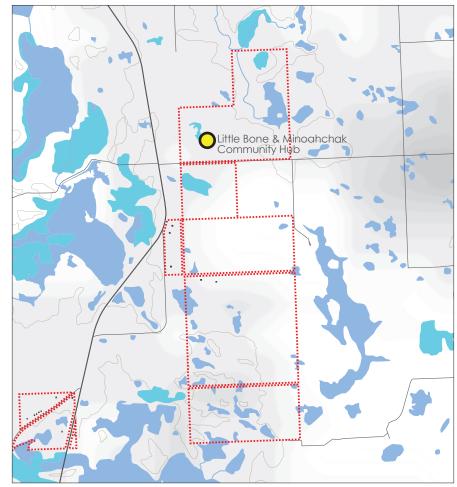
By the early 1900s the Crescent Lake area south-east of Yorkton was home to a number of Métis road allowance families. It became a Métis Colonv established by the Saskatchewan Department of Social Welfare and Rehabilitation in the late 1940s. The government moved a number of local Métis "Road Allowance" people to Crescent Lake, located just south of Yorkton. The government purchased this land from the land allotment of the Little Bone reserve given that the Indian children would also attend the Crescent Lake School (and they did). In the fall of 1946 Crescent Lake was the site of the first Métis School in Saskatchewan, Allery School. In 1966 the school closed down with the encouragement of Roman Catholic priests, and the people moved to Yorkton and other towns seeking employment.

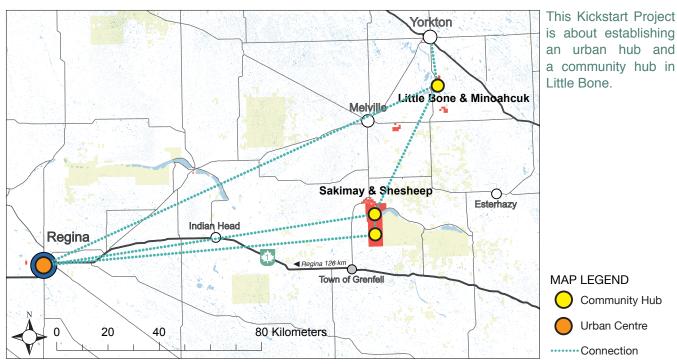
A weak economic base in and around the colonies, such as Crescent Lake, had forced the Métis to search for employment elsewhere and the colonies never evolved to economically self-sustaining communities. At the time, Saskatchewan Premiere Tommy Douglas, had identified the Metis as an issue to be addressed, the Crescent Lake Metis where one of the Metis settlements that where funded by the provincial government. In the end the Crescent Lake Métis and the school house was a failed attempt by government of the day to address a land base for the Metis people of Saskatchewan.

Sources: F.L Baron and Lawrence Barkwell

Little Bone & Minoahchak Community Hub

The development of a community hub on Little Bone as a hub for the community. This project could help Sakimay advance all of its Action Areas. Including green design techniques and compost and recycling facilities which would work toward environmental stewardship and green village design (Action Areas 1 & 3). Providing a gathering place for Band members to interact and build interpersonal connections (Action Area 2). A Little Bone and Minoahchak community hub would be an ideal place for a food centre, store, garden market, or exercise facility (Action Area 4). The new structure could also include space for small businesses, acting as an incubator for entrepreneurship (Action Area 5).





*An urban community hub in the city of Regina along with local community hubs within reserve lands keep band members connected with each other.



Program/Policy Ideas

- Annual landscaping awards
- Band Rainy Day Fund: Establish a long-term investment fund for future projects and emergencies.
- Tenant education programs
- Housing maintenance program
- Fire safety training
- Housing: Establish housing policy to clarify responsibilities and occupancy standards for tenants
- Housing policy and provision for urban members specifically
- Sustainable approach to housing
- Property management policies
- Long-term capital plans
- Define lands in Little Bone for housing

Action area 3 focuses on Sakimay First Nations's future growth and development in a way that meets the needs of the community while keeping community members **connected** as a people and with the land, making **environmentally responsible** choices, and **utilizing local resources efficiently**.

Every decision about how the physical environment of a community is built (roads, housing pattern, schools, etc.) has lasting implications for the health of the environment and quality of life for community members. Investments in infrastructure, housing and community facilities will shape the community for decades to come. Conventional approaches to land development often ignore natural systems.

Sustainable development approaches focus on working with the lands and natural systems, and even give back to the local ecosystem. Sustainable approaches to development reflect the Vision, values and goals of Sakimay First Nations members.

Sakimay First Nations is committed to grow in an environmentally, sustainable and responsible way, build housing that meets the actual needs and lifestyles of the community, grow around existing infrastructure, and to utilize local resources efficiently.

Connection to the Vision:

Sustainable development opportunities help to keep the Sakimay community connected to and ensure respect for the Land.



Kickstart Project: Sustainable Design

Sakimay members have expressed a wish to develop both rural and urban reserve lands in an environmentally responsible way. Band members' concerns about sovereignty and self-sufficiency should also be considered in the process of development.

Applying time-tested sustainable design measures and learning from Eco villages and the principles of permaculture combines all of these considerations.

The following two pages (pages 106 & 107) show a perspective view that feature sustainable design ideas for housing¹.

Physical Project Ideas

- Design and build a small multiunit housing project that is energyefficient
- Housing Retrofits: Renovate existing housing to be more energy-efficient
- Integrated Elder housing/nursing home
- Redevelop powwow grounds and ball diamonds
- Redevelop hockey rink in Sakimay
- Park and outdoor rink in Little Bone
- Landscape the Little Bone graveyard
- Off-reserve arena/multiplex

ACTION

1Friedman, A. (2007). Sustainable residential development : Planning and design for green neighborhoods. New York ; Toronto: McGraw-Hill.



- (1) Blocking winter wind by rows of trees
 - 2 Mix of dwelling types
- 3 Live-work dwellings
- **4**) Shared green space, community garden, and green house
- 5 Shared parking
- 6 Rain harvesting, and natural rain drainage (passive infrastructure)
- Southern exposure to maximize solar utilization (for heating and energy generation)
- 8 Flexible and growing homes
- **9** Bins to seperate garbage, recyclable materials and compost

(10) Taking advantage of existing infrastructure



Sustainable Strategies for Housing

Permaculture provides twelve adaptable design principles that help clear the path to sustainability. These principles include: produce no waste; use and value diversity; catch and store energy; and use small and slow solutions. Each principle has numerous potential applications. Housing design applies principles of permaculture: building materials are locally sourced, sun-facing windows and solar panels maximize solar energy, and composting toilets allow human waste to biodegrade on-site and be used as fertilizer.

Sakimay could use the development of urban reserve lands to address band members' environmental concerns, and also to encourage sovereignty in other ways, including training and employing Band members in construction and design. An inclusive design and construction process would provide the opportunity to build local capacity through training and employment. Once completed, the project could serve as a model for development across the country, both on- and off-reserve.

Principles of permaculture and sustainable design are time-tested and can be applied in a variety of ways. Accounting for different tenure types will also be a specific concern as Sakimay looks to develop its urban reserve. This makes it especially useful and points to the importance of deliberate and considered planning and design.

Permaculture Ethics:

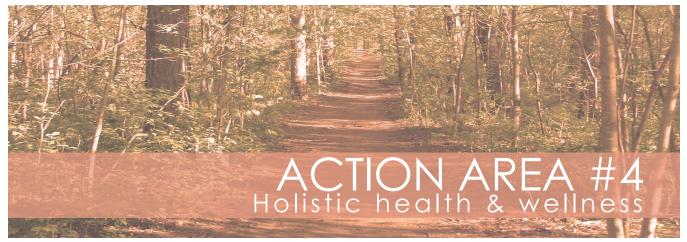
- Care of the Earth
- Care of People
- Fair Share

Permaculture Design Principles:

- 1. Observe and interact
- 2. Catch and store energy
- 3. Obtain a yield:
- 4. Apply self-regulation and accept feedback
- 5. Use and value renewable resources and services
- 6. Produce no waste
- 7. Design from patterns to details
- 8. Integrate rather than segregate
- 9. Use small and slow solutions
- 10. Use and value diversity
- 11. Use edges and value the marginal
- 12. Creatively use and respond to change

Source: permacultureprinciples.com





Program/Policy Ideas

- Trails Group: Establish a volunteer group to develop, maintain, and promote walking and bicycle trails
- Addiction education and prevention
 programming
- Lateral violence counseling
- CPR and other readiness training
- Community Nutrition Programs
- Family-oriented health services
- Nurse visits to Little Bone- education & health care
- Emergency health response program
- Expand meals on wheels program
- Residential school counseling
- Recreation opportunities: skiing, hang-gliding
- Blueprint for Health: Clearly identify health priorities, objectives, programs, and success indicators.

Action area 4 takes a holistic approach to health, which uses a prevention-oriented approach. Active lifestyles combined with a healthy diet can assist in preventing health challenges facing Sakimay band members. The physical form of Sakimay should support active and healthy lifestyles through promoting active transportation and managing recreation areas as places of physical activity.

Access to fresh, locally-produced foods and wild game support physical and spiritual well-being. This will be achieved through growing and producing food locally. Community gardens are one direct solution. Taking advantage of the relatively good soil and planting on a larger scale makes sense as well. Physical activity through active transportation and less dependency on cars, and also through recreation yields great health benefits. Education and raising awareness about health, especially for children, and raising awareness is essential. A network of healthcare-trained individuals covering basic health matters minimizes the need to travel for help.

Sakimay First Nations is committed to a holistic approach to health that will build a strong, healthy community.

Connection to the Vision:

Health must be considered from a broad perspective to ensure that Sakimay community members are physically and mentally healthy and the community is strong and empowered to make change. With this action area, the community will be empowered to be more physically active and eat fresh, healthy foods.



Kickstart Project: Sakimay Community Garden

Food is the foundation of a healthy lifestyle. A place to grow vegetables, clean game, and prepare meals as a community will allow a food culture to flourish in Sakimay. Offering a place to clean game would facilitate traditional hunting practices. Producing food locally could provide business opportunities and would reduce negative environmental impacts by reducing food miles. Preparing meals in groups would also build community and provide the opportunity for knowledge sharing.

A community garden has been a popular idea in our public workshops; the design of the project will require ample public input to determine the location, and distribution and regulation of plots. The development of the garden could be done incrementally and eventually feed into a number of associated projects, including a community kitchen and a healthy food market.



Food Mile: A travelled mile to transport food from source to consumer, used as a unit to measure the fuel used for delivery.

Physical Project Ideas

- Community Garden: allocate plots to interested members; start small and expand.
- Community Kitchen
- Affordable Healthy Food Market
- Elders' drop-in centre
- Youth focussed resource centreinclude a variety of social activities in the same space
- Bicycle trails
- Walking paths
- Accessible walking paths for Elders
- Providing destinations within walking distances from homes encourages being active outdoors



ACTIONAREA #5 CULTIVATING OPPORTUNITIES

Program/Policy Ideas

- Establish policy that encourages the development of farms and markets to create a local food system
- Mentorship programs for trades and professions on-reserve
- Connect with Parkland College to encourage post-secondary education participation, particularly in trades and entrepreneurship.

Physical Project Ideas

- Organic community and commercial farms with chicken, buffalo, cows, elk, pigs, moose, sheep
- Small grocery store/market onreserve
- Campground
- Develop Sakimay beach areas
- Casino Building: Redevelop with ample public consultation
- Truck stop & Mechanic shop
- Urban Day care
- Beauty shop
- Sell beads/arts & crafts

Action area 5 is about growing an entrepreneurial spirit. Career choices on-reserve can be challenging. Developing skills to utilize the fertile soils in Sakimay is a sustainable approach to on-reserve employment. In order to know its own capacity, Sakimay must become aware of all its resources: natural, human, and built, and then utilize those resources creatively and sustainably; without over consumption or harm. Whether it is a natural resource, unique skill or a work of art, connecting with communities beyond the local village is important to assess the demand for those resources elsewhere as well. 'Building connections' expands the market for those resources, secures more partnerships for investment and employment opportunities; on and off-reserve for Band members. Off-reserve development can provide trades and business opportunities for onreserve and urban Band members for decades to come.

Education helps to raise awareness, make connection and finding creative ways to use talents and resources.

Sakimay First Nations is committed to becoming a Sovereign Nation by empowering community members and increasing opportunities for all.

Connection to the Vision:

Developing education and employment opportunities on-reserve will help Sakimay community members to thrive. By redirecting local funds to a community bank, Sakimay can support entrepreneurship through seed funding opportunities. A local economic development strategy is needed.

Kickstart Project: Crescent Lake

TURIN TURING THE THE

This action area project comes from a desire to connect with the Lake and to provide recreation and opportunities for community members to connect. The pier in the image is mirrored on the other side of crooked lake. Canoes are the means to connect with the lake, to fish, swim and enjoy the water and natural beauty of the Qu'Appelle Valley. Canoes also connect both sides of the lake, and as such, Sakimay and Shesheep together. With the cottage community present in the summer, canoe rentals can also provide seasonal youth employment.

The series of small huts along the pier could be a number of things. They could have food, fishing supplies, and ice-cream. The idea is to capitalize on the cottager's presence and needs in the summertime as well as community members; to create a welcoming public space for interaction, recreation and enjoyment.

This project allows the opportunity to share environmental and financial concerns.

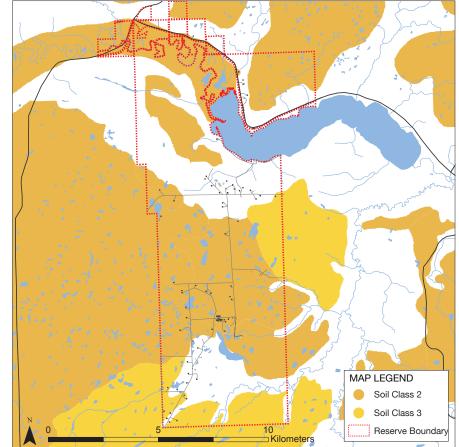


Kickstart Project: Sakimay Farming Cooperative

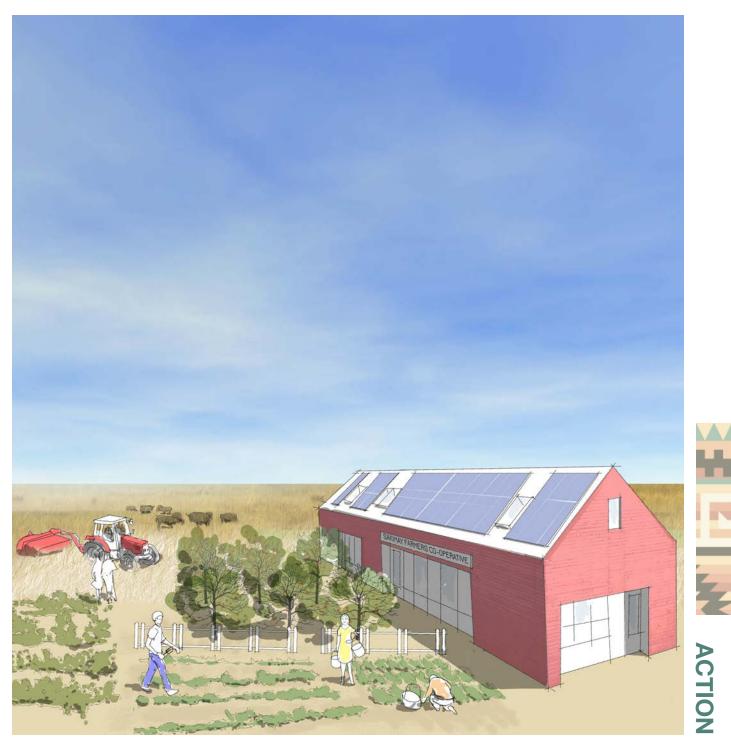
Organic agriculture is ideally suited to Sakimay's land base. A community-owned, manageable scale, organic agricultural operation could bring significant financial benefits to the Band. The agricultural land and relatively good soils are under utilized (See the Productive Soils Map below). A deal can be made with partners outside the community who have the know-how but lack the land.

A farming operation would also offer mentorship opportunities and build capacity, improving employment prospects for Band members. A well-run operation would support the community food supply and encourage healthy diets.

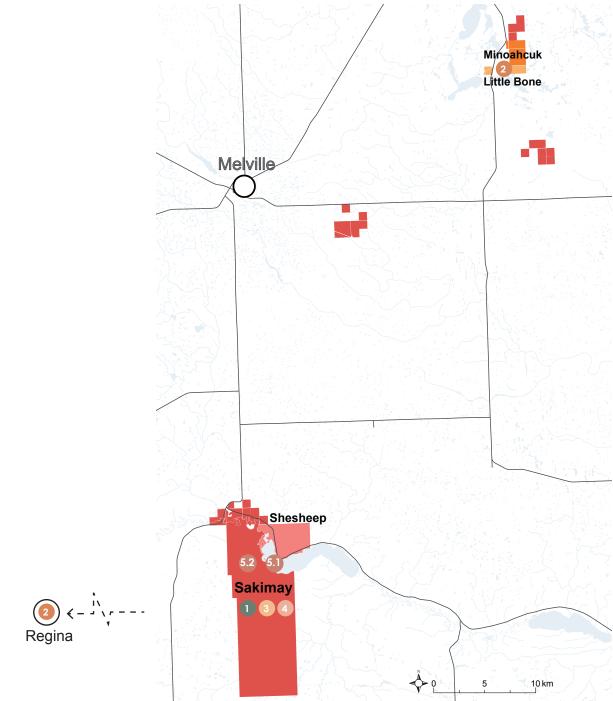
Productive Agriculture Soils







Kickstart Projects Map



ACTION

Kickstart Project in Each Action Area

ACTION AREA 1: ENVIRONMENTAL STEWARDSHIP

Kickstart Project 1: Sakimay Environmental Stewardship Association

ACTION AREA 2: BUILDING CONNECTIONS

Kickstart Project 2: Local and urban Community Hubs

ACTION AREA 3: GROWING COMMUNITY RESPONSIBLY

Kickstart Project 📀 : Sustainable Design

ACTION AREA 4: HOLISTIC HEALTH & WELLNESS

Kickstart Project 🕘 : Sakimay Community Garden

ACTION AREA 5: CULTIVATING OPPORTUNITIES

Kickstart Project 51: Crooked Lake Kickstart Project 52: Sakimay Farming Cooperative ACTION

APPROACH TO CHANGE Making Change Happen



CHAPTER 4: Approach To Change (A₂C)

To stay on course, to build the bridge to the Vision, to shape it's own future, Sakimay needs a new approach and new tools that are much more pro-active. We need an approach which considers much more holistically, creatively and inclusively everything the community does everyday.

The Approach to Change describes how Sakimay can start immediately to reconceive, design, build and operate every project and each program so that they are consistent with community knowledge and values, connect to and advance all Action Areas, and utilize local human, natural and physical resources while building new capacity and enterprize.

Three Principles

The Approach to Change is:

- Community-Based
- Project Driven
- Locally-Focused

These three aspects of the Approach to Change serve to ensure that the community works together, that projects reinforce each other and that every action moves the community towards its Vision.

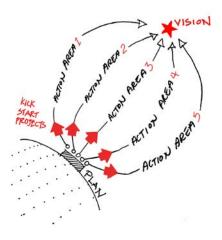
The following case studies (pages 122-124) of projects completed in other communities are presented to further clarify these aspects.

This Chapter:

1. Describes the three aspects of the Approach to Change and provides a specific example for each.

2. Provides a project template tool and demonstrates, as an example, how it can be applied to a specific project in Sakimay.

3. Describes the implications of the Approach to Change for the governance structure of the community.



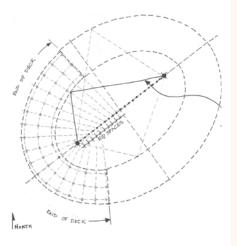


'Community-Based' in Action:

Community-based means that every project is developed, designed, built and operated in an open and inclusive way which allows the community to be engaged and assume ownership. Community-Based improves the project and leads to more open and responsive governance structure that contributes to the development of a more cohesive, engaged community.

The **Community-based** aspect relates to:

- Governance
- Communications/Awareness
- Social/Cultural



Outdoor Classroom, Shoal Lake Cree Nation, SK

The outdoor classroom is a flexible space that provides a different and informal venue for learning. All community members come together in this creative space to share ideas, celebrate and learn from one another.





This project built on the enthusiasm during the community planning process, drawing community members of all ages into every stage. Community-based is about the joy of getting together as a community.

Marking and cutting the form of an ellipse was a real life, long lasting lesson in geometry for the kids. Community-based is about seeking opportunities to think together, build together, learn, achieve and bond.





'Project-Driven' in Action:

GreenShed, Standing Buffalo Dakota Nation, SK



The Green Shed is a small test structure that engages the community in exploring how straw bale, a local material, can be used in the construction of community buildings. **Project-driven** means that change happens one project at a time. But each project can be extended, and enriched beyond its usual boundaries to touch on and contribute to advancing the plan by building community structure a well as advancing each of Sakimay's action areas.

The project-driven aspect relates to:

- Community Structure Map
- Action Areas

The project was always intended to be more than a simple storage shed. The Green Shed advanced several community goals. In addition to its primary functions as a greenhouse and community garden centre, this project created numerous future spin-off uses.





Incorporated into school curriculum the larger garden can be used to teach about food production and environmental systems. Connected to health and social assistance the garden can provide lessons about healthy eating and active lifestyles, support families and ultimately lead to employment and greater self-sufficiency.

There became opportunities to support other action areas of the community plan by creating a place to relax, teach, learn, gather and socialize all while producing a healthy and inexpensive source of food.



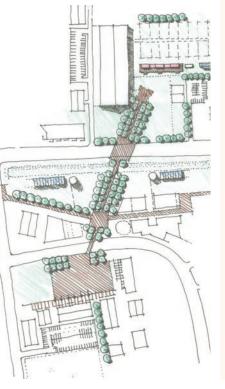


'Locally-Focused' in Action:

Locally-focused means that the emphasis is on using and developing capacity around human, natural and physical resources of the community. The focus on local resources inspires change at every stage in the development of each project. It also results in new capacity for the community which contributes to increased social, environmental and economic capital.

The locally-focused aspect relates to:

- Human Resources
- Natural Resources
- Physical Resources



Community market, Kahkewistahaw First Nation, SK

The Community Market is a place where people come together to buy and sell local arts, crafts, baked goods, fruits and vegetables. It creates a lively space that can both accommodate regular market events, and also encourages and supports community gatherings.





It was an opportunity to re-imagine and reuse an abandoned local community resource to create something needed in the community.

This project taught to change attitudes. What may appear to be a lack of resources could be an opportunity to use local labour, skills and materials for a project rather than looking outside the community to make change happen.

Also, this project was as an opportunity to build new skills, share knowledge and train local people.



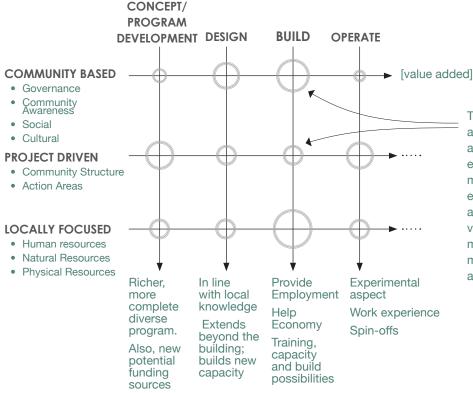


Approach to Change Template

The Approach to Change is meant as a project planning and plan implementation tool. The template diagram below relates the four phases of project development (**concept**, **design**, **build and operation**) to each of the three Approach to Change aspects (**community-based**, **project-driven** and **locally-focused**).

The template highlights what needs to be considered during the various stages of the project. Each of the three principles serves to shift, extend and focus each of the four stages (**concept/design/build/operate**) of most projects.

It's intended that the community could consider and eventually develop every project at every stage using this template. It's a tool for getting the most out of every action and ensuring that each project moves the community in the right direction towards its vision.



The Approach to Change is about seekina relationships making connections to and extend opportunities and maximize benefits coming from every initiative/project. All in accordance with the plan and vision. Some connections are more direct/obvious while others may become more relevant during another phase of the project.

Demonstration of the Project Template

Applying to the Little Bone Community Hub Project

As an example the Approach to Change template is used to highlight and demonstrate how the Little Bone Community Hub Project (see page 102 for a description of this Kick-start Project) might be considered throughout the project's life (project idea through to operation). This example demonstrates how each step, choice and decision during the various phases of the project is an opportunity to push the Plan forward, build capacity and strategically benefit Sakimay and the community at large.

The template ensures a holistic view toward all the issues and opportunities in the community. The connection between the project steps/elements and relevant pieces of the community Plan (such as the Structure Map and Action Areas) becomes visible. Ultimately, this leads to adding much more value from the community's investment in projects by maximizing benefits well beyond the projects' immediate scope.

Community Hub Project Template

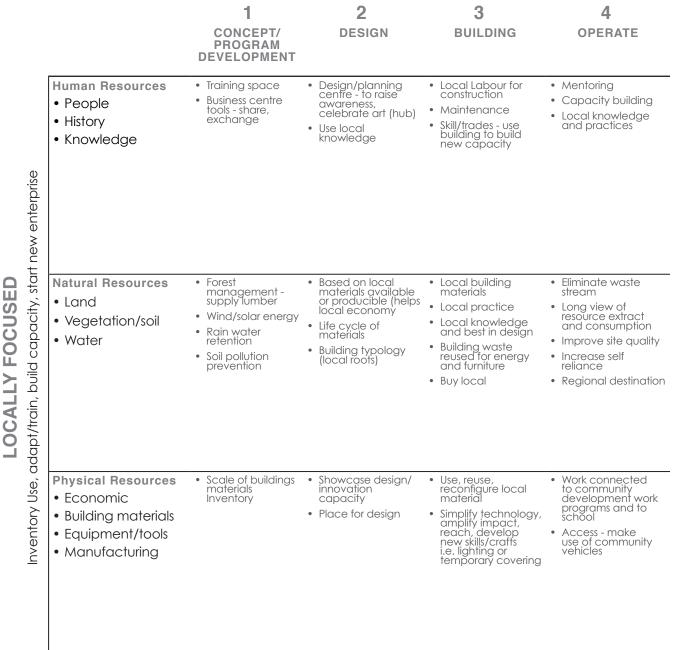
COMMUNITY BASED

		1 CONCEPT/ PROGRAM DEVELOPMENT	2 DESIGN	3 BUILDING	4 OPERATE
Open, accessible, inclusive, effective engagement throughout	 Governance Leadership & staff's role in ensuring each project advances the Plan Organize governance structure to enable effective collaboration 	 Ensure openness, inclusiveness and participation throughout the process. Review the departmental structure of the Administration to decide on the appropriate leadership team for this project. 	 Opportunity for youth, seniors, Elders, Chief, Council, and administration members to work together Extend design scope to include the building site and other plan elements 	 Think of renovating building as a sequence of decisions/actions; each affecting the next step Build pride, sense of ownership, safety 	 Project operates with a degree of autonomy Build transparency and accountability into the organizational structure Measure the impacts of the project
	Communication/ Awareness • Bring community together through each project formally, informally, Open new channels, places & opportunity for open discussion	 Set up storefront operation so everyone knows about the project and can contribute ideas Highly visible on the ground (showroom) A community gathering place - a place for celebrations Kitchen/ Restaurant 	 Set up design of community hub as an art or civics (Gov.) course for School students - training Create a Design Centre open to community 	 Building Newsletter Skills training Program for community space Arts centre - network 	 Community Hub Newsletter Community courses
	Social/Cultural • Connection to land • Community Values	 Planting connected to land/seasonal cycles Residence program associated with public relations Teaching function within and beyond community Year round program/activities 	 Idea of repurposing a building- Increase/ provide awareness of connection between design and values How the building sits on the land 	 Barn raising tradition Building with and into the land Building as social occasions for celebrations i.e. community meals Technology vs. passive approaches 	 Cycles - hours of operation Volunteer labour organization

		1	2	3	4
		CONCEPT/ PROGRAM DEVELOPMENT	DESIGN	BUILDING	OPERATE
	Community Structure (the Structure Map) • Gardens • Streets • Paths • Meeting Places • Services	 Extend site development to improve adjacent public space Path for people/ bikes 	 Simple vocabulary for community structure (easy to produce - extend overtime) Inside Outside 	Use depends on building public structure first. The building may happen incrementally	• Portions of building (hub) which may be closed (i.e. after hours or at certain times of the year) and public environment is still open/safe and contribute to community
ACTION AREAS	Action Area 1: Environmental stewardship	 Emphasis on re use of existing structure Energy Neutral Zero Carbon 	 Working with the environment - catching sun and wind Collect & Use rain water 	 Introduce young people to value of labour-product, sweat equity Muscle vs. Machine power (scale of building) Minimise waste Recycle Building Materials 	 Recycle Re use Classes related to the various activities held
	Action Area 2: Building connections	 Community Hub comes in fulfillment of this Action Area 	Physical and visual connection to outdoor	 Build with the land Build in the land Build to help the land 	 Connect with local villages Connect with urban Aboriginals
	Action Area 3: Growing community Responsibly	 Support growth through building connections, marketing, and incubating local businesses 	 Design Centre Local design book/ guide 	 Carpenters cooperative Furniture building Local materials Energy from waste plant Business plan Provide range of local employment opportunities 	 Build bridges with local and regional markets Raise awareness on a broad range of issues
	Action Area 4: Holistic health & wellness		 Building is expandable in parts 	 Community based 	
	Action Area 5: Cultivating opportunifies				 Build capacity through connecting training with activities

-

DRAFT FOR REVIEW - May 2017



Governance Structure and Attitude Change

The Plan represents an organized, coordinated way of moving forward towards shaping Sakimay's future. It will not happen by itself. It requires work and thinking and commitment and leadership everyday. It will help if the plan is integrated into the Administration's organizational structure and it's daily operations. This requires that both the community atlarge and the Directorates work actively together towards the Vision. It is critical that each director refers to and uses the Plan as they direct projects, set budgets and identify priorities.

Directorates, Council and community need to participate and contribute to the development of each project whether it is in their area of responsibility or not.

CCP on the Agenda

When Chief and Council and also senior management meet on a regular basis, the Plan should be a standing item on the agenda, allowing constant reflection on how it is being used.

Directorate Planning

The Plan should also be seen as a tool to guide any Directorate work-planning sessions. Each Directorate should refer to the Plan as a way to gauge priorities for programming, projects or funding proposals.

Inter-Directorate Collaboration

Holding weekly meetings to review opportunities for collaborative proposals and align projects can be very helpful in advancing Action Areas and Kickstart Projects.

Report back to the Community

Report back to the community yearly on the progress toward the Plan.

Finally, for Sakimay to build its own future, change is necessary. The simple prescription is to say that the governance structure should change to align itself with the community's vision and action areas. There are no doubt advantages to creating a more integrated, open, connected (less silo like) structure.

However, a new structure will not necessarily lead to implementing the Approach to Change. What is required is a change in attitude within all sectors of the community. That has to start with the broad understanding, awareness and ownership of the Plan, and a relentless shared desire to get the best and most for the community from every project and each program, everyday.

This is why the Approach to Change is not just a template or a model but an essential attitude to take Sakimay closer to its vision:

"With respect for ourselves, the Land and our traditional teachings, we will work together to become a happier, healthier, and empowered Sovereign Nation."



Monitoring

Monitoring is a way of keeping track. It allows the community to look back at what has been accomplished and look ahead to new challenges and possibilities. It enables the community to learn from past successes and mistakes, to report on progress in the community, to provide a forum for community input, to address concerns and to continue moving forward in the planning process. Indicators have been chosen in order to make monitoring easy and useful. Establishing baseline information will help track progress.

Monitoring is an ongoing process that requires determination to measure progress. For each Action Area, staff will identify key indicators to gauge the success of the Plan. Indicators, when possible, should be based on information already collected on a regular basis for existing programs or activities. Regular monitoring highlights differences from year-to- year, reveals accomplishments and provides warning of needs that are not being met.

Monitoring takes work, but it is also rewarding. It will show progress, build accountability and transparency in Sakimay. It can instill a sense of pride built on celebrating accomplishments. Monitoring shows how Sakimay will be moving forward and achieving community goals.

Evaluating Progress

Identifying key indicators and baseline data for each Action Area is essential for measuring progress toward achieving the community's long-term goals. Monitoring indicators is an ongoing process that builds accountability within the community and can instill a sense of pride built on celebrating accomplishments. Tracking indicators and reporting on progress should be a part of every department's mandate.

Closing Remarks

Sakimay First Nations has come together over the past months as a community of people interested in making their home a better place, both for themselves and future generations. Through this process, the community has developed a clear direction. This Community Plan and the Approach to Change will provide tools for the community to work together, inspire innovation and build a stronger community for the future.

Change will not happen overnight and will not be the result of one person's actions. Every person will be part of this new direction, and every action must be seen as a step toward our Vision. This Community Plan is a road map for our journey together as a community.