



*Fisher River*  
CREE NATION

**RECOGNITION OF INDIGENOUS RIGHTS AND SELF DETERMINATION  
PROGRAM**

**2022 – 2025 WORK PLAN**

**RECOGNITION OF INDIGENOUS RIGHTS AND SELF DETERMINATION PROGRAM**  
**2022-2025 Work plan**  
**FISHER RIVER CREE NATION**

OBJECTIVE	SPECIFIC ACTIVITIES	RESPONSIBLE PARTIES	DELIVERABLES	TIMELINES
<p><b><u>Discussion Table</u></b></p> <p>Advancing beyond Preliminary-Type Agreement discussions and furthering the signed “Memorandum of Understanding on Advancing Reconciliation”. Priority areas are core governance and education.</p>	<ol style="list-style-type: none"> <li>1. <u>Internal Meetings</u> <ul style="list-style-type: none"> <li>○ Internal working sessions with Chief and Council, working group and professional support team.</li> <li>○ Hosting community forums for information sharing and feedback.</li> <li>○ Finding out what is working and what is not working with the current system.</li> <li>○ What FRCN community might want from the future system.</li> <li>○ Get input and agreement on preferred authority delivery models.</li> <li>○ Get feedback on the key terms of the Term Sheet(s) for the final agreement.</li> <li>○ Prepare for discussions on Term Sheet(s).</li> <li>○ Notify Canada and Manitoba of desire to initiate negotiation of Term Sheet(s).</li> <li>○ Prepare draft Term Sheet(s).</li> <li>○ Co-development of Term Sheet(s)</li> </ul> </li> <li>2. <u>RIRSD Table Meetings</u> <ul style="list-style-type: none"> <li>○ Develop and implement joint workplans which timelines all the main tasks that CIRNAC and FRCN must complete to get final Term Sheets.</li> <li>○ Prepare draft Term Sheet(s).</li> <li>○ Negotiate Term Sheet(s)</li> </ul> </li> </ol>	<p>FRCN and Canada</p> <p>FRCN – Project Manager, Community Coordinator; Negotiator; Legal Advisor; Professional Consultant</p>	<p>Arrangements and procedures identifying contacts, timelines, general information guidelines and any other information required by the parties to ensure Consultation consistent with the MOU on Advancing Reconciliation.</p> <p>Options for Reconciliation of issues to determine impact, inconsistency, and/or conflict.</p> <p>Details of proposed Reconciliation of full and fair consideration.</p> <p>Co-development of Term Sheet(s)</p>	<p>April 2022- March 2025</p>

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<p><b><u>Core Governance Agreement – Develop Community Constitution</u></b></p>	<p>a) Develop a Constitution for Fisher River Cree Nation (FRCN) for the restoration of jurisdiction over governance, involving exercising jurisdiction over leadership selection, citizenship (membership), and the administration of government -- among other things.</p> <p>b) The FRCN Constitution will be the basis for a Core Governance Agreement that will include:</p> <ul style="list-style-type: none"> <li>• Language and Culture</li> <li>• Citizenship</li> <li>• Leadership Selection</li> <li>• Financial Administration and Accountability</li> <li>• Management &amp; Operations</li> </ul> <p>c) A FRCN Constitution will provide authority to pass laws in relation to other matters.</p> <p>d) A FRCN Constitution will define the institutions that form part of FRCN government, the rights of FRCN citizens and dispute resolution mechanisms.</p> <p>A FRCN Constitution will play a critical role in supporting economic development by putting in place appropriate lines of authority between the day-to-day management of business and politics.</p>	<p>FRCN – Project Manager, Community Coordinator; Negotiator; Legal Advisor; Professional Consultant</p>	<p>A draft community Constitution that sets out the basic rules and framework that FRCN membership agrees upon in order to structure itself and its government with the following key articles:</p> <ol style="list-style-type: none"> <li>1. Describes the values and principles that will guide FRCN.</li> <li>2. Outlines the right to govern.</li> <li>3. Describes the official language.</li> <li>4. Describes who is a citizen/member of the FRCN.</li> <li>5. Defines the rights and responsibilities of its citizens/membership.</li> <li>6. Describes election process</li> <li>7. Describes rights of individual citizens and FRCN to lands.</li> <li>8. Describes the institutions of government, their powers and mandates.</li> <li>9. Describes rules around meetings of the Chief and Council.</li> <li>10. Describes laws and law-making process.</li> <li>11. Describes dispute resolution laws, processes and procedures.</li> <li>12. Describes the Financial Administration and Accountability.</li> </ol>	<p>April 2022 – March 2025</p>

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			13. Describes code of conduct and conflict of interest guidelines of elected and non-elected representatives, and all employees of FRCN. 14. Describes appeals and recall process. 15. Describes process for ratification of the Constitution. 16. Describes the process to amend the Constitution.  Exploring Core Governance options with Canada (e.g. Core Governance Agreement provisions).	
<p><b><u>Education</u></b></p> <p><u>Special Education</u>            Historically FRCN was only allowed to report on what the department has funded not on what is spent for special education. FRCN has experienced a \$1.8 million loss on special education. Continue discussions and negotiations.</p>	<p>1. <u>Internal Meetings</u></p> <ul style="list-style-type: none"> <li>○ Internal working sessions with Chief and Council, working group and professional support team.</li> <li>○ Hosting community forums for information sharing and feedback.</li> <li>○ Finding out what is working and what is not working with the current special education system.</li> <li>○ What FRCN community might want from the future special education system.</li> <li>○ Get feedback on the key terms of the Term Sheet(s) for the final agreement.</li> <li>○ Prepare for discussions on Term Sheet(s).</li> <li>○ Notify Canada to initiate negotiation of Term Sheet(s).</li> </ul>	FRCN – Project Manager, Community Coordinator; Negotiator; Legal Advisor; Professional Consultant	Arrangements and procedures identifying contacts, timelines, general information guidelines and any other information required by the parties to ensure Consultation consistent with the MOU on Advancing Reconciliation in reference to Special Education.  Options for Reconciliation of issues to determine impact, inconsistency, and/or conflict.  Details of proposed Reconciliation of full and fair consideration.  Co-development of Term Sheet(s)	April 2022 – March 2025

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	<ul style="list-style-type: none"> <li>○ Prepare draft Term Sheet(s).</li> <li>○ Co-development of Term Sheet(s)</li> </ul> <p>2. <u>RIRSD Table Meetings</u></p> <ul style="list-style-type: none"> <li>○ Develop and implement joint workplans which timelines all the main tasks that CIRNAC and FRCN must complete to get final Term Sheets.</li> <li>○ Prepare draft Term Sheet(s).</li> <li>○ Negotiate Term Sheet(s)</li> </ul>			
<p><b><u>Development of Term Sheet(s)</u></b></p> <p>Development of a mutually acceptable Term Sheet addressing the needs and aspirations of Fisher River Cree Nation in the following 2021-2022 priority areas:</p> <ol style="list-style-type: none"> <li>1. Personal Care Home Licensing</li> <li>2. Daycare Licensing</li> <li>3. Resource revenue sharing</li> <li>4. Land</li> <li>5. Health</li> </ol> <p>Fisher River Cree Nation will outline in Term Sheet(s) their rights, interest and needs with Federal and Provincial officials in the noted</p>	<p>Development of key Fisher River interests for inclusion in Term Sheet(s) through community consultation in the following priority areas:</p> <ol style="list-style-type: none"> <li>1. Personal Care Home</li> <li>2. Daycare</li> <li>3. Resource Revenue Sharing</li> <li>4. Health</li> <li>5. Land               <ol style="list-style-type: none"> <li>a) <u>Traditional Territory</u> – FRCN seeking access to peat areas for hunting and trapping. FRCN shares the territory but conflict exists on land use and availability. Continue discussions and negotiations. Currently waiting judge ruling on court case relating to issue of licensing without adhere to their Consultation Policy.</li> <li>b) <u>Consultation</u> – FRCN is seeking consultation with Manitoba and Environment Canada on environmental issue. Continue discussions and negotiations.</li> </ol> </li> </ol>	<p>FRCN, Canada, Manitoba</p>	<p>Develop and implement joint work plans which timelines all the main tasks that ISC and FRCN must complete to get final term sheets in the noted priority areas.</p> <p>Seek formal mandate from Manitoba.</p> <p>Draft FRCN Negotiation Term Sheet(s) in the following priority areas:</p> <ol style="list-style-type: none"> <li>1. Personal Care Home Licensing</li> <li>2. Daycare Licensing</li> <li>3. Resource Revenue Sharing</li> <li>4. Land</li> <li>5. Health</li> </ol> <p>Tripartite coordination agreement with Canada, Province of Manitoba and Fisher River Cree Nation on Personal Care Home regulations and funding formula.</p>	<p>April 2022 to March 2025</p>

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<p>priority areas. This includes not only Indigenous service delivery, but also Indigenous authority over policy and funding.</p>	<p><u>Bilateral Meetings with Canada</u></p> <ul style="list-style-type: none"> <li>○ Signed MOU with CIRNAC and FRCN that formalized a process to advancing reconciliation.</li> <li>○ Develop and implement joint workplans which timelines all the main tasks that CIRNAC and FRCN must complete to get final Term Sheets.</li> <li>○ Prepare draft Term Sheet(s).</li> <li>○ Negotiate Term Sheet(s)</li> </ul> <p><u>Trilateral Meetings with Canada and Manitoba</u></p> <ul style="list-style-type: none"> <li>○ Make initial contact with the Minister of Indigenous Relations and Northern Affairs, Child and Family Services, Health and Natural Resources.</li> <li>○ Secure a formal mandate for the province’s participation in the process.</li> <li>○ Establish a working relationship with senior management for collaboration and negotiations.</li> <li>○ Get feedback and negotiate the key terms of the term sheet for the final agreement.</li> <li>○ Negotiate Term Sheet(s)</li> </ul>		<p>Tripartite coordination agreement with Canada, Province of Manitoba and Fisher River Cree Nation on local Daycare Centre regulations and funding formula.</p>	
<p><b><u>Engagement</u></b></p> <p>Implement a communication strategy that evolves at various stages of the process. Community leaders will provide as much information as possible</p>	<p>FRCN will use multiple engagement techniques in their communication strategies, to ensure at time of Referendum(s) for approval(s) both on and off reserve membership are fully informed. The following are engagement techniques that will be implemented:</p>	<p>FRCN – Community Coordinator;  Negotiator;  Legal Advisor;  Professional Consultant</p>	<p>The dissemination of information to the members on Core Governance, Health Services, Child Welfare; Community Constitution, Social Services, Personal Care Home; Daycare; and Resource revenue Sharing to support awareness of the content of the Term Sheet(s).</p>	<p>April 2022 to March 2025</p>

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<p>about the Recognition of Indigenous Rights and Self- Determination Project, and widely encourage community input. This consultation will assist the negotiators understanding community concerns and aspirations and develop the support and mandate they need to deal with the governments.</p>	<p><u>Information Centre and Information Boards:</u></p> <ul style="list-style-type: none"> <li>• Establish community information boards</li> </ul> <p><u>Correspondence by phone/Text/Facebook</u></p> <ul style="list-style-type: none"> <li>• Distribute project information to government officials, organizations, agencies and companies</li> <li>• Invite stakeholders to meetings</li> </ul> <p><u>Print media and radio announcements</u></p> <ul style="list-style-type: none"> <li>• Disseminate project information to large audiences, and illiterate stakeholders</li> <li>• Create and maintain website and use social networking sites (i.e. Facebook).</li> <li>• Inform stakeholders about consultation meetings</li> </ul> <p><u>One-on-one interviews</u></p> <ul style="list-style-type: none"> <li>• Solicit views and opinions</li> <li>• Enable stakeholders to speak freely and confidentially about controversial and sensitive issues</li> <li>• Build personal relations with stakeholders</li> <li>• Recording of interviews</li> </ul> <p><u>Formal meetings</u></p> <ul style="list-style-type: none"> <li>• Present project information to a group of stakeholders</li> <li>• Allow the group of stakeholders to provide their views and opinions</li> </ul>		<p>Information exchanged with members on Core Governance, Heath Services, Child Welfare; Personal Care Home; Daycare; and Resource revenue Sharing:</p> <ul style="list-style-type: none"> <li>• Public meeting forums</li> <li>• Interview summary reports</li> <li>• Focus group summary reports</li> <li>• Community meeting summary reports</li> <li>• Survey summary reports</li> <li>• Conferences / Workshop reports</li> <li>• Traditional Knowledge Committee meetings</li> <li>• Bilateral Meeting reports</li> <li>• Task force reports</li> <li>• Think tank reports</li> <li>• On-line consultations quarterly reports</li> </ul> <p>Financial project audit 2022-2023.</p>	

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	<ul style="list-style-type: none"> <li>• Build impersonal relations with high level stakeholders</li> <li>• Distribute technical documents</li> <li>• Facilitate meetings using PowerPoint presentations</li> <li>• Record discussions, comments/questions raised and responses</li> </ul> <p><u>Public meetings</u></p> <ul style="list-style-type: none"> <li>• Present project information to a large audience of stakeholders</li> <li>• Allow the group of stakeholders to provide their views and opinions</li> <li>• Distribute non-technical project information</li> <li>• Facilitate meetings using PowerPoint presentations, posters, videos and pamphlets or project information documents.</li> <li>• Record discussions, comments/questions raised and responses</li> </ul> <p><u>Workshops</u></p> <ul style="list-style-type: none"> <li>• Present project information to a group of stakeholders</li> <li>• Allow the group of stakeholders to provide their views and opinions</li> <li>• Use participator exercises to facilitate group discussions, brainstorm issues, analyse information, and develop recommendations and strategies</li> <li>• Recording of responses</li> </ul>			



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	<p><u>Focus group meetings</u></p> <ul style="list-style-type: none"> <li>• Allows a smaller group of between 8 and 15 people to provide their views and opinions of targeted baseline information</li> <li>• Build relationships with community members/stakeholders</li> <li>• Use a focus group interview guideline to facilitate discussions</li> <li>• Record date</li> </ul> <p><u>Surveys</u></p> <ul style="list-style-type: none"> <li>• Gather opinions and views from individual stakeholders</li> <li>• Gather baseline data</li> <li>• Record data</li> </ul>			
<p><b><u>Research</u></b></p> <p>A <u>literature review</u> will be conducted on the most common jurisdictional models developed, as a result of the legislation and funding procedures in the following five noted priority areas: (Core Governance-Community Constitution; Health; Personal Care Home; Daycare; and Resource Revenue Sharing, Education).</p>	<p>The literature review will be objective, critical summary of published research literature relevant to the five priority areas. The purpose of the literature review is to create familiarity with current thinking and research on the seven priority areas and justify future research into a previously overlooked or understudied area.</p> <p>The literature review in the seven priority areas will consists of the following components:</p> <ul style="list-style-type: none"> <li>• Introduction: <ul style="list-style-type: none"> <li>○ A concise definition of the topic area under consideration, as well as the</li> </ul> </li> </ul>	<p>FRCN – Project Manager; Researcher(s)</p>	<p>Development of individual literature review documents in the following areas:</p> <ul style="list-style-type: none"> <li>• Core Governance</li> <li>• Child Welfare</li> <li>• Health Services</li> <li>• Community Constitution</li> <li>• Personal Care Home</li> <li>• Day Care</li> <li>• Resource Revenue Sharing</li> <li>• Education</li> </ul> <p>Financial project audit 2022-2023.</p>	<p>April 2022 to March 2025</p>

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	<p>scope of the related literature being investigated.</p> <ul style="list-style-type: none"> <li>○ The introduction will state the general findings of the review and comment on the availability of sources in the subject area.</li> <li>● Main Body: <ul style="list-style-type: none"> <li>○ Each work will be critically summarized and evaluated for its premise, methodology and conclusion.</li> <li>○ Logical connections and transitions will be used to connect sources.</li> </ul> </li> <li>● Conclusion: <ul style="list-style-type: none"> <li>○ The conclusion will summarize the key findings of the review in general terms. Notable commonalities between works, whether favorable or not, will be included here.</li> </ul> </li> <li>● References: <ul style="list-style-type: none"> <li>○ The literature review will contain complete and correct citations for every source.</li> </ul> </li> </ul>			
<p><b><u>Capacity Building</u></b></p> <p>Maintain a negotiation structure that reflects specific local conditions. The negotiation team includes a plan for managing information to share information with the community at critical</p>	<p>1. In 2018-2019 FRCN created an organizational structure (Attachment 1: Organizational Chart and Attachment 2: Job Descriptions) and staffed the positions of the following to support the process:</p> <ul style="list-style-type: none"> <li>○ Lead negotiator – contract</li> <li>○ Legal – contract</li> <li>○ Community Coordinator</li> </ul>	<p>FRCN</p>	<p>Management review report on the operations of project governance model.</p> <p>Demonstrate evidence of information, communication and consultation with members and interest groups.</p>	<p>April 2022 to March 2025</p>

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<p>times, to form the “right” negotiation position.</p> <p>The negotiating team includes, or have access to, various expert advice on a range of issues that will arise in negotiations.</p>	<ul style="list-style-type: none"> <li>○ Elder Council</li> <li>○ Finance Support – contract</li> <li>○ Advisor(s)/Consultants – contract</li> <li>○ Communication Consultant – contract</li> </ul> <p>2. Roles of the negotiating team will change over time. At the outset, the following are tasks undertaken:</p> <ul style="list-style-type: none"> <li>● Help establish community aspirations and priorities.</li> <li>● Work to translate community goals and aspirations into clear goals for negotiations, so there is a defined sense of what needs to be in the agreement(s).</li> <li>● Establish a process for two-way communication throughout the negotiation process – community to negotiating team, and team to community.</li> <li>● Work with advisors and political leaders to form the negotiation strategy.</li> </ul>		<p>Financial project audit 2022-2023.</p>	
<p><b><u>Administration</u></b></p> <p>Maintain local project office that serves as a central point for the FRCN Recognition of Indigenous Rights and Self-Determination Project initiative. The office will serve as a data storage site for all information collected and created.</p>	<p>The office space and use of office will be central to the management of the project such as:</p> <ul style="list-style-type: none"> <li>● To coordinate project office activities and operations to secure efficiency and compliance to FRCN policies.</li> <li>● Supervise administrative staff and contractors and divide responsibilities to ensure performance.</li> </ul>	<p>FRCN - Project Manager</p>	<p>Management review report on the operation of the physical office space for the project.</p> <p>Financial project audit 2022-2023.</p>	<p>April 2022 to March 2025</p>

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	<ul style="list-style-type: none"> <li>• Manage agendas/travel arrangements/appointments etc. for the project personal/professionals.</li> <li>• Manage phone calls and correspondence (e-mail, letters, packages etc.).</li> <li>• Support budgeting and bookkeeping procedures.</li> <li>• Create and update records and databases with personnel, financial and other data.</li> <li>• Track stocks of office supplies and place orders when necessary.</li> <li>• Submit timely reports and prepare presentations/proposals as required.</li> <li>• Assist project contractors whenever necessary.</li> </ul>			
<p><b><u>Whole-of-Government Discussions</u></b></p> <p>RIRSD Table as a forum for discussion of FRCN interests, issues, and community needs.</p>	<p><b><u>Bilateral Exploratory Discussions with Canada</u></b></p> <p><b><u>Social Services</u></b></p> <p>a. <u>Insufficient Funds</u> – FRCN tends to run deficits in all programs related to social assistance such as housing and CMHC housing authority. FRCN follows the rates and application process specified by ISC (identical to the Province of Manitoba).</p> <p>b. <u>Shelter Allowance</u> – FRCN is not reimbursed for the cost of shelter allowance when provided a Ministerial Loan Guarantee for houses over the years. Continue discussions and negotiations.</p>		<p>Facilitate discussion with senior officials with respect to the priority Core Governance, Health Services, Social Services, Major/Minor Capital and O&amp;M, and Education funding issues as set out.</p> <p>Arrive at practical arrangements and/or formal agreements to resolve and/or address outstanding issues.</p>	

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	<p>c. <u>Issuance to non-band members</u> – Non-band members residing on FRCN reserve are expecting to be issued Income Assistance averaging \$110,000 annually resulting in financial constraints on the Income Assistance program. Continue discussions and negotiations.</p> <p><b><u>Major Capital. Minor Capital and Operation &amp; Maintenance</u></b></p> <p>a. <u>Sewer &amp; Water Operation and Maintenance</u> – FRCN not allowed to have water wells, require holding tanks for water and sewerage creating higher operating costs. Continue discussions and negotiations.</p> <p>b. <u>School – Capital Cost</u> – FRCN is requesting \$8.5 million capital shortfall on the actual cost of the second school. Continue discussions and negotiations.</p> <p>c. <u>School – Teacherages</u> – FRNC requires new teacherages (\$2.2m) to replace the ones constructed in 1972. Continue discussions and negotiations.</p>			
<p><b><u>Health Care</u></b></p> <p>Establishing the legal foundation for drawing down health care jurisdiction.</p>	<p><b><u>Health Care Sectoral Agreement discussions</u></b></p> <p>a. Canada announced in January 2021 that the federal government will work with Indigenous leaders to co-develop legislation aimed at giving First Nations control over the delivery</p>	<p>FRCN and Canada</p> <p>FRCN – Project Manager, Community Coordinator; Negotiator; Legal Advisor; Professional Consultant</p>	<p>Development of a Consultation Report on items to consider in the proposed legislation on Indigenous-controlled health care.</p> <p>Report identifying health services governance framework.</p>	<p>April 2022- March 2025</p>

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	<p>of health care in their communities. FRCN expressed its intent to ensure their Indigenous control over the development and delivery of health services to their membership.</p> <p>b. FRCN plans to undertake a pre-engagement process with Canada, Province, and its membership to proactively share information, identify potential impacts to Aboriginal and Treaty Rights, and discuss measures to avoid/mitigate potential impacts of the proposed legislation aimed at giving First Nations control over the delivery of health care in their communities. An effective coordination of activities and structures creates a shared analysis of needs and shared vision of the best possible outcomes from a given situation.</p> <p>c. Development of a jurisdictional framework for the delivery of health services for FRCN membership.</p> <p>d. To establish appropriate agreements necessary with Canada and others on the delivery of health services.</p> <p>e. To undertake a thorough and rigorous review of potential governance models for the establishment of Health Services from a Treaty-Based perspective. Through a review and extensive</p>		<p>Report identifying needs in the planning process on imbedding Indigenous principles (i.e., emotional, cultural, traditional healing, spiritual, etc.) into the overall Health Care system.</p> <p>Report identifying applicable regulatory and governance requirements for Health Services from a Treaty Based Perspective.</p> <p>Report on governance scope and needs, such as types of health services both existing and new.</p>	

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	<p>consultation with on and off reserve membership establish a health governance structure identifying the processes, structures and organization traditions that determine how power is exercised, how stakeholders have their say, how decisions are taken and how decision-makers are held to account.</p> <p>f. Defining the Health Services governance operating model requirements which incorporate and promote Indigenous Knowledge, beliefs, values, practices, medicines of health and healing into a Treaty-Based Health Services institute.</p> <p>g. To be engaged through various means in all Health Transformation initiatives in Manitoba.</p>			

  
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