



SPUZZUM
FIRST NATION

Our Land. Our Future. Our Success. Forward Focused Nation Building.

Chief and Council Governance Handbook

Formally Adopted, May 7, 2020

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1) Receipt & Acknowledgement of the SFN Governance Handbook

I, _____ have received and read a copy of the SFN Governance Handbook.

I am aware that during the course of my tenure as a Council member, confidential information will be made available to me. I understand that this information may pertain to members, legal negotiations, the program delivery of services of the Band and other sensitive areas and must not be disseminated or discussed outside of the regular course of Band Council business.

If I no longer hold the position on Council, I hereby agree not to utilize or exploit this information.

I understand that the policies, roles, rules, and benefits described in it are subject to change at the sole discretion of the Council after consultation with the membership.

By signing this acknowledgement, I confirm that I have read and agree to follow the provisions of the SFN Governance Handbook.

Signed at _____, this _____ day of _____, 20__

Chief/Councillor

2) Definitions

Band Administrator	means the person who is currently the senior member of the administration of the Spuzzum First Nation (SFN).
Chief	means the person currently elected as Chief of SFN.
Conflict of Interest	means the performance by a Councillor of their duties while having knowledge that in carrying out the duty or function, there is an opportunity to further their or their immediate family's private interest.
Council	means the elected members of the Council and includes the Chief unless otherwise indicated.
Councillor	means a current Councillor of the SFN.
SFN	means Spuzzum First Nation.
Member	Means a person whose name is on the Membership list of SFN at the relevant time.
Membership List	means the list maintained by Indigenous Services Canada under Section 11 of the Indian Act, or the list maintained by the SFN under Section 10, whichever applies.

3) Handbook Introduction

This Governance Handbook (the “handbook”) are the guidelines/policies for the effective operation of the Spuzzum First Nation (SFN) Chief and Council and top administration. The handbook helps define how the Council and the administrator operate together, the roles and responsibilities of Council and the procedures they must follow when addressing vital community issues including the rights and responsibilities of the community member.

This handbook will assist both experienced and new Councillors on how to carry out their duties and provide community members with insight into the following:

- how decisions affecting them are made and implemented;
- how they will be informed of Band activities;
- the procedures they can follow to appeal a decision of Council or the administration.

Once the handbook has been reviewed and formally adopted by Council, the handbook will eliminate some of the problems and differences that seem to arise routinely in the absence of explicit statements as to how a particular issue will be addressed.

While this handbook lays out the overall roles and responsibilities and broad policies, it is complemented by all other formally adopted policies by SFN. As well there are policies and reporting requirements imposed by funding agencies that control how the Council will manage the affairs of the Band. A list of which is attached in Appendix 1 and must be referenced when making or appealing decisions as these documents further guide the activities of the Council and the Administration.

4) SFN Chief and Council - Structure and Roles

Members elected to Council accept important responsibilities when they assume their positions. First and foremost, they must provide leadership to the SFN members. To do so, they must act as responsible role models which demands a high level of personal character and ethical behaviour (honesty, selflessness, fairness, courage and understanding) and a commitment to the well-being of the community as a whole.

Councillors also assume responsibility to the Nlaka'pamux Nation, of which they are a member. Commitment to the Nation entails taking steps toward the establishment of Nlaka'pamux government, the protection of historical rights and title, and the resolution of the 'land question.'

Council must deal with all of the challenges to the Nation as well as responsibilities, challenges and opportunities that fall under federal, provincial and municipal government authority within the capacity of the SFN financial and human resources.

The demands placed on Chief and Councillors are enormous as are the responsibilities to SFN membership and the Nation, however they are also tremendously rewarding.

It should be noted that even though the role is demanding and will take up some time, Council, including Chief, are not full-time paid positions and in turn, Councillors may hold full-time jobs outside of the community and be trusted to carry on both roles simultaneously. The role of being on Council should not become a hardship to the elected members of Council or the Chief.

a) Custom Election Code

The Band follows Custom Election Code and has passed a membership code and election by-laws which comply with and reflect this policy. When Council is in doubt of anything relating to elections, the SFN Custom Election Code (November 26, 2016) must be referenced.

b) Size of Council

SFN Council consist of three members, one Chief and two Councillors

c) Term of Council

The term of office for all Council members shall be four (4) years, with Elections carried out every two (2) years.

d) Council Overlap

Upon the election of a new Chief and Council, in the best interests of continuity and ensuring the passing of knowledge, the outgoing council members will have a one month overlap of duties including participating in Council discussions and duly convened meetings.

e) Role and Authority of the SFN Council

SFN Chief and Council are the elected representatives of SFN membership and are the authorized local government and the legal authority on the 16 SFN reserves under the Indian Act. The Council also exercises traditional authorities through the Nlaka'pamux Nation Tribal system. These responsibilities extend to the protection of the traditional territory and Nlaka'pamux rights and title.

The Chief and Council are responsible for setting policies and objectives and seeing that the Band staff appropriately administers these. While they are accountable and liable for the overall administration of community services for SFN members on Band-controlled land, Council does not get involved in the day to day operations of SFN which is appropriately delegated to the Band Administrator, the sole employee of Council. These services include but are not limited to roads, housing, welfare, sanitation, fire protection, education and management of Capital and Revenue trust funds.

Council is also responsible for the interests of SFN membership regarding matters affecting rights and title over the traditional territory including, forestry, wildlife and fishery. In this respect, their jurisdiction extends to members who live off the reserve.

Further, the Council deals with the economic interests of the members in areas such as the regulation of land leases, acquisition of timber rights and the creation of small business and employment opportunities. Some of this capacity will be held under Inkawthia Nation Gateway Ltd, the Economic Development arm of SFN. It is crucial that SFN Council, including the Chief, ensure that EcDev remains within this arm's length legal entity focused on building a strong economic base for SFN.

The specific roles and responsibilities of the Council involve working towards the attainment of the Council's general aims and objectives which are as follows:

- a) To foster progress in the economic development, education, social and recreational life of the SFN community;
- b) To work in the best interests of the whole SFN membership and to work to bring the community together;
- c) To protect the SFN traditional territory and uphold the Aboriginal rights of the Nation, including SFN's inherent right to self-government;
- d) To develop policies, procedures and bylaws, as required, to adequately govern the SFN community, and to become familiar with the existing policies, procedures, bylaws and other powers of Council, and to use those for the betterment of the SFN community;
- e) To cooperate and liaise with the members of the SFN community, and advocate all levels of government in matters relating to the interests of the SFN;

- f) To encourage community participation in governance issues, including holding Band meetings at least once every three months; and
- g) To ensure that the needs of Members are met, including but not limited to social and educational needs, through committed leadership and the efficient administration of programs and services within SFN jurisdiction, including the administration of all budgets and financial transactions. Where appropriate,
- h) Council's role may be to support, encourage and empower members to address and meet their own needs.

More specifically, the Council will:

- a) Plan and budget for the funds and resources required for the administration of Band services;
- b) Negotiate funding arrangements with the Indigenous Services Canada and other government agencies, for areas under the Band's jurisdiction, and for which the Council has assumed administrative responsibility;
- c) Monitor program budgets and services and approve financial transactions under the Band's financial administration policies;
- d) Ensure sound financial management of all programs and services and be accountable to members and funding agencies through the annual audit;
- e) Ensure that all Band-controlled contractual agreements are met, according to contract/agreement specifications;
- f) Confirm/ratify all staff hiring and terminations;
- g) Delegate to the Band Administrator the responsibility to ensure that staff are adequately qualified for their job responsibilities, carry out their job duties according to their job description and adhere to regulations as set out in the Band's policy handbook;
- h) Approve and regularly review a Physical Development Plan which sets a direction for community development;
- i) Ensure SFN's housing policy is in place, adhered to and further initiate capital projects to meet the needs of the community.
- j) Confirm standards for building programs, with the assistance of qualified professionals and plan and approve designs for capital projects and invite and approve tenders for projects.
- k) Direct the Band Administrator to ensure management principles are set and followed including the implementation and monitoring of management plans for the scheduling, budgeting, and quality objectives of public works construction, renovations, operations and maintenance.
- l) The Chief and Council may, as they deem necessary, delegate authority to designated bodies at the regional, provincial, national, and tribal level, to speak on behalf of the Band on matters of Aboriginal interests.
- m) Establish communication strategies with the membership regarding Band policies, program objectives and services through community meetings, etc.
- n) Report to the membership, on an annual basis, on Band finances and program achievements. Also report to members regarding key issues, concerns, and developments on a local, regional, and national level through regular community consultation sessions.
- o) Permit members access, at reasonable times, to the minutes of General Band and Council meetings, bylaws and resolutions, the annual budget, monthly financial statements, audit reports, and the administration policies.
- p) As a means to an increased level of individual professional development, become familiar with all information that may help carry out their role as members of the Council. This includes Council authority, jurisdiction, and duties, Band policies and procedures; the organizational structure and services, responsibilities of their portfolios; and the purposes, mandates,

structure, and operation of external organizations which are mandated by the SFN to carry out activities on behalf Of the community.

- q) Attend all Council meetings and follow proper meeting procedures.
- r) Report on Council activities at General Band meetings.

f) Role of the Chief

The Chief is the elected head of SFN and coordinates with the other members of Council to govern the Band.

The Chief's role as a Council member includes the following:

- a) Acts as the SFN's official spokesperson and speaks to and expresses the opinions of the Band, either personally or through a spokesperson, when dealing with matters of community concern.
- b) Acts as the Chair at Council meetings; approve the agenda for meetings; ensures that Council meetings are conducted in an orderly and businesslike manner and decides questions of procedure.
- c) Makes decisions for the Council in times of emergency, when a decision must be made quickly, and it is not possible to call the Council together. If the Chief is required to decide on that basis, the Chief will report to the Council on the decision as soon as possible.

g) Council Portfolios

Each Councillor is assigned one (or more) portfolio(s) in a field or area in which the Councillor has the most experience and/or interest. The Councillor will then "specialize" in this portfolio area by:

- a) studying relevant background material;
- b) communicating, where appropriate, with staff members working in the related program(s) regarding overall policy development;
- c) attending workshops/training available in this area
- d) attending relevant conferences and meetings when there is a direct and obvious need for participation
- e) advising the remainder of the Council regarding policy development, budgeting and decision-making in this area at Council and General Band meetings.

Councillors do not manage or give direction in the area in which they hold a portfolio and staff members are not obligated to take action if a Councillor provides direction. Ultimately any direction will be delegated by Council as a whole to the Band Administrator in the nature of good governance and avoiding the potential for micro-managing.

h) Communication

In its dealing, the Council must remain accountable and transparent and communicate effectively and efficiently. In this regard, the Council will deal with all Persons in a fair, responsible and ethical manner and with honest, respectful communication.

i) Council Committees

The council may appoint committees on any matters as the interests of the band may require.

The mandate and general duties of committees are to be defined in writing by the Council at the time the committee is formed, but they may be changed by the Council at any time if required.

The Chief of the band shall be an ex officio member of all committees and be entitled to vote at all committee meetings, and other members of the council may attend meetings of a committee and may with the consent of the committee take part in the discussion but shall not be entitled to vote.

j) Compensation of Council Members

Members of the communities recognize that Council members must be compensated for their time and expenses in carrying out their responsibilities to manage the affairs of the Band. The amount paid must be fair and clearly understood by the membership.

Therefore, it is the policy of the Band that each Council member will receive a monthly honorarium appropriate for their responsibilities and time required for their specific duties. Each Councillor will also have a set monthly travel limit which they must not exceed without prior Council approval. The Band Administrator, therefore, is responsible for keeping track of travel claims. This approach has the following advantages:

- The yearly budget for Council expenses can be projected accurately;
- There will be control over unnecessary travel.

The amount paid to all members of Council and staff will be presented for review at General Band meetings following each election and then at least once a year.

Should Council responsibilities require additional travel beyond the amount budgeted, the Council will meet to determine if an increase is warranted for a defined period.

Rates are found in Appendix 4

k) Council Orientation

Council orientation will ensure that all new Council members become familiar with the SFN's operations, finances, and governance practices. SFN Band Administrator will be responsible for making information and resources available to new Councillors to complete this orientation, and Council members are responsible for reviewing all materials.

New Council members are provided with the following written information as well as a verbal in-person meeting with the Band Administrator:

- SFN Governance Handbook;
- SFN Strategic Plan;
- SFN Organizational Chart;
- SFN Council Minutes and Materials from prior six meetings;
- Most recent SFN Audited Financial Statements.

5) Council Meetings

All Council meetings will be held in a business-like manner. The Chair must ensure that the agenda is followed and kept "on track," and that proper meeting procedures are followed.

Regular Council meetings shall be open to members of the Band, and no member shall be excluded except for improper conduct (disruptive behaviour). However, unless addressed by the Chair or have allotted time on the agenda, SFN members will attend as observers only.

a) In-Camera Meetings

Special "in-camera meetings" are closed to the public as they may be held for sensitive topics. Minutes must be kept of the business conducted or motions passed during in-camera meetings. These must be filed with the Council documents with restricted viewing authorizations.

b) Meeting Frequency

The first meeting of the Council shall be held not later than ten days after it is elected, on a day, hour and place to be started in a notice given to each member Of the Council.

This meeting will coincide with the SFN Swearing-in ceremony, where each elected member must participate and will include the signing of the SFN Code of Conduct and SFN Governance Handbook acknowledgement.

Hereinafter, meetings shall be held on such days and at such times as may be necessary for the business of the Council, or the affairs of the Band. All Councillors shall be notified of the meeting (preferably in writing), with at least five days' notice.

The Chief or a majority of Council may call for emergency or special meetings, if necessary, with 24 hours' notice to Council.

Council meetings shall be cancelled/postponed if:

- a. there is no quorum
- b. there is insufficient business, and it is not pressing.
- c. The Chief may use his/her discretionary powers in cancelling/postponing a meeting.

c) Quorum

The quorum for the Council will be a majority of the Council Members. If the number on Council is an even number, the quorum is one more than half the members.

d) Council Decisions / Band Council Resolutions

Council will only make decisions in duly convened meetings and must be expressly presented in the minutes of the meeting as a formal motion.

In many situations, SFN Council will be required to initiate, authorize or approve numerous transactions by signing a Band Council Resolution (BCR). This is the Councils formal means of providing instructions or approvals to any entities that require such a process including Indigenous Services Canada (ISC).

BCR's may only be signed in the following two circumstances:

1. In a duly convened Council meeting; or
2. Upon execution of a Motion passed within a duly convened Council meeting and clearly stated in the Council Minutes. The Council minutes must accompany the Draft BCR for reference prior to Signature by a Council member.

e) Meeting Guidelines and Procedures

New Council members should familiarize themselves with the appropriate guidelines and procedures governing the Council meetings as outlined below:

- a) The Chief, in conjunction with the Band Administrator, shall prepare an agenda for each meeting.
- b) The agenda, minutes from the previous meeting, and any relevant available background material for the meeting shall be distributed to the Council at least three working days before the regular Council meetings.
- c) If no quorum is present within one hour after the time appointed for the meeting, the Secretary shall take the names of the members then present, and the Council shall adjourn until the next meeting.

- d) The Chief shall chair the meetings; if the Chief is absent or late, a Councillor shall be appointed to act as chair until the Chief can be present.
- e) Councillors wishing to speak shall address their remarks to the Chair.
- f) In the event of more than one Councillor wishing to speak at one time, the Chair shall determine who is entitled to speak.
- g) Any Councillor may appeal the decision of the Chair. All appeals shall be decided by a majority vote and without debate.
- h) A majority vote of the Councillors must decide all questions before the Council.
- i) The Council recognizes the need to reach consensus on contentious issues. When consensus is not possible, the item is tabled for further consideration
- j) All Council members shall vote unless they have a personal interest in the question, in which case they shall be excused from voting. (Refer to Conflict of Interest Guidelines below).
- k) A Council member who refuses to vote shall be deemed to vote in the affirmative.
- l) Council members may request the question or resolution under discussion to be read for their information at any period during a debate, but should not interrupt a Councillor who is speaking, in making their requests.
- m) The Chair may expel or exclude any person who causes a disturbance at a meeting.

f) Order of Business

The order of business at each regular meeting of Council shall be:

- a. Traditional opening;
- b. Reading, correction (if required) and adoption of the minutes of the previous meeting;
- c. Unfinished business;
- d. Hearing presentations from Band members and visitors;
- e. Quarterly, the presentation of financial statements and accounts payable for approval;
- f. Presentation and reading of correspondence and petitions;
- g. New business;
- h. Presentation and consideration of reports of committees, managers and council members;
- i. Adjournment.

g) Minutes of Meetings

The minutes of Council meetings are essential records of the Council decisions on all Council matters. As such, they may be considered accurate legal records and must be kept of all duly convened Council meetings.

The minutes should record all decisions, whether of a minor nature, expressed in the form of motions, or more major policy decisions in the way of resolutions or by-laws, made by the Council and the reasoning behind those decisions.

Minutes shall be used when necessary as a method of informing staff; Band members and government departments of the decisions which Council has made. To ensure their authenticity, the minutes are to be accurately recorded and follow proper legal procedures such as ensuring proper voting procedures and a quorum of Councillors are present.

The minutes of Council and General Community meetings are to be signed by the Chief and Council on the last page. Original signed copies of all minutes will be filed in a safe place in the office, and a copy will be posted the office.

Minutes shall include the following information:

- the date, time and location of the meeting
- a list of those present
- matters discussed including the opinions expressed
- action items assigned, to who, with expected completion dates and results
- from issues not considered, or decisions postponed, with an explanation
- the date, time and location of next meeting

h) Formal Dissent

Council will strive for consensus on all items but in many cases will reside to majority vote. In this essence, some decisions could potentially impose personal liability on an individual councillor. In such circumstances, the Councillor should exercise their right to dissent, and have it formally noted in the minutes of the current meeting on the motion in the discussion of their dissent.

If the Councillor is absent from the meeting or decision, then it's their sole responsibility to review the minutes of the meeting they were absent from and submit in writing no later than 7 days, a letter of dissent on the motion with which potential personal liability may be imposed.

6) SFN Band Administrator

SFN Chief and Council feels that the future of the nation is its most crucial function and much of its time shall be held to planning, policing making and evaluation of operations, and that the development of procedures and implementation of policies as well as management of operations shall be the responsibility of the Band Administrator and SFN staff.

An essential responsibility of the SFN Council is to recruit and hire the most qualified applicant for the position of Band Administrator with the necessary skills, abilities, and competencies to effectively perform the job responsibilities.

Chief and Council expect the Band Administrator to delegate effective and responsibly to the SFN staff and to ensure a positive team relationship so that the members of the SFN receive a consistent level of service and efficient utilization of Band funds to benefit the collective.

a) Roles and Responsibilities

The roles and responsibilities include, but are not limited to:

- Implementing Chief and Council Policy's / Procedures;
- Oversee and manage the Council's short- and long-term goals and objectives;
- Support Council by ensuring the integrity and strength of the Council and ensuring the clarity of roles;
- Implementing SFN programs and services;
- Hiring / Dismissing and Managing all staff under the SFN Organizational Chart;
- All other responsibilities delegated by the Council within reason of the Role.

b) Band Administrator Performance Evaluation

Council must provide a regular review and assessment of the Band Administrator. This review is an opportunity to discuss core competencies and professional development goals, as well as the expectations Council, has of the Band Administrator on an annual basis.

Council will conduct an evaluation based on a performance agreement or policies with measurable outcomes established in advance of the evaluation period.

7) Role and Responsibilities of SFN Membership

a) Custom Membership Code

SFN membership is further defined in the SFN Custom Membership Code.

b) SFN Membership

Community membership has responsibilities concerning SFN, and their participation can make a difference. They will influence how they are governed by staying well-informed regarding policies and programs, seeing that policies and decisions are made in their best interests, and speaking up to Council members about any concerns they have, or changes they would like to see.

Concerned members should be an active part of the democratic system and make an effort to assume some of the following responsibilities:

- a) Attend Band meetings so that they will know what is going on concerning programs and applicable policies.
- b) Express their concerns to Council members or the Band Administrator through the appropriate mechanism.
- c) Receive and read minutes of Council meetings, financial statements/reports, and Band policy to become well-informed about Band governance.

c) Community Meetings

Regular communication with the members of the community is essential to ensure the Council and administration are meeting the needs of the people. Proper consultation will also ensure that the members understand the work the Council and that the administrative duties are carried out on their behalf.

A Band General meeting of Councillors, staff and community members will be held a minimum of 4 times a year on a quarterly basis, day and time to be determined accordingly. This routine allows off-reserve members to know when they can plan to attend community meetings. Also, the administration will have a specific time to consult with the community members on new issues.

Each Community member attending an SFN General meeting must sign the attendance list.

d) Community Member Meeting Minutes

Minutes will be kept for each General community meeting; these will assist members who do not attend to be advised of the discussions of important issues.

Minutes of the last meeting along with the meeting agenda and any other relevant materials shall be distributed at least one full business day before the meeting. Each Council member shall maintain a personal file of Council and General community minutes and other relevant materials, for reference purposes. The Band Administrator or their designate is responsible for taking accurate minutes of the meetings.

e) Members Appeal Process

Members have the right to a fair and impartial decision on all issues which affect them. The Council recognizes there will inevitably be situations arise when members are not satisfied with a decision that has been made by the administration such as allocation of housing or provision of Band services or funding.

There is a four-stage process members must follow to appeal a decision; the steps are as follows:

1. A written appeal is made to the Band Administrator. The administrator will respond in 2 days with the reasons for the decision, including all applicable policies.
2. If a member is still not satisfied and feels that policy was not followed appropriately, the member may then provide an appeal in writing to Chief and Council which will consider the issue at the next scheduled meeting. The Council minutes will note the Council's final decision and accompanying reasons. A copy of the Minutes will be given to the member.
3. If the member is still dissatisfied, the issue can be placed on the agenda of the next General Band meeting. The item will be discussed by the members who may give direction to Council Members of Council will then consider the issue at the next Council meeting and make a final decision that will be binding. The member will be given written notice of the decision.
4. If the member remains unsatisfied, the only solution then is to take the matter to court for a legal resolution. This will likely be through the Federal Court of Canada.

8) Conflict of Interest Guidelines

The potential for conflict of interest exists within various areas, including decision making and the staffing of the organization. This potential is inherent given the intention of the Council to hire Nlaka'pamux workers, the desire to create and draw upon expertise from within our Nation; and the multiple roles our leaders and members play. Keeping this in mind, it shall be assumed a potential conflict of interest need not be grounds for decisions to not be made or not hiring nor for terminating an employee of the Band.

Council members, who find themselves in a conflict situation in a Council meeting or decision are expected to excuse themselves. Failing to do so, they will be asked to leave the meeting for the relevant period by the Chair.

9) Code of Conduct

The Chief and Council of SFN will carry out their duties under the highest ethical standards and in turn adhered to the SFN Code of Conduct of which they have signed off on. A copy of the SFN Code of Conduct can be located in Appendix 2.

10) Appendix 1: SFN Programs and Program Policies List

SFN Programs and Programs Policies List

Program / Department	Policy Name	Policy Date
Community	Comprehensive Community Plan	
	Emergency Plan	
	Membership Code	
	Land Use Plan	
Chief and Council	SFN Governance Handbook	
	SFN Strategic Plan 2020/2021	
	Election Code	
Administration	Communications	
	Financial	
	Human Resource	
Health	Communicable Disease Pandemic Plan	
Education	Post-Secondary	Draft
Housing	Housing	
	Market Housing	

11) Appendix 2: SFN Council Code of Conduct

Spuzzum First Nation Council Code of Conduct

I, _____ do hereby swear that, as a newly elected representative of the Spuzzum Band, holding the position of CHIEF / COUNCILLOR.

I will do my utmost to carry out the duties of my position loyally, honestly, and to be best of my abilities, remembering at all times that my primary function is to serve the membership.

I will familiarize myself with the Band Policy Handbook and agree to abide by the policies and regulations of the Band. I further agree to the following:

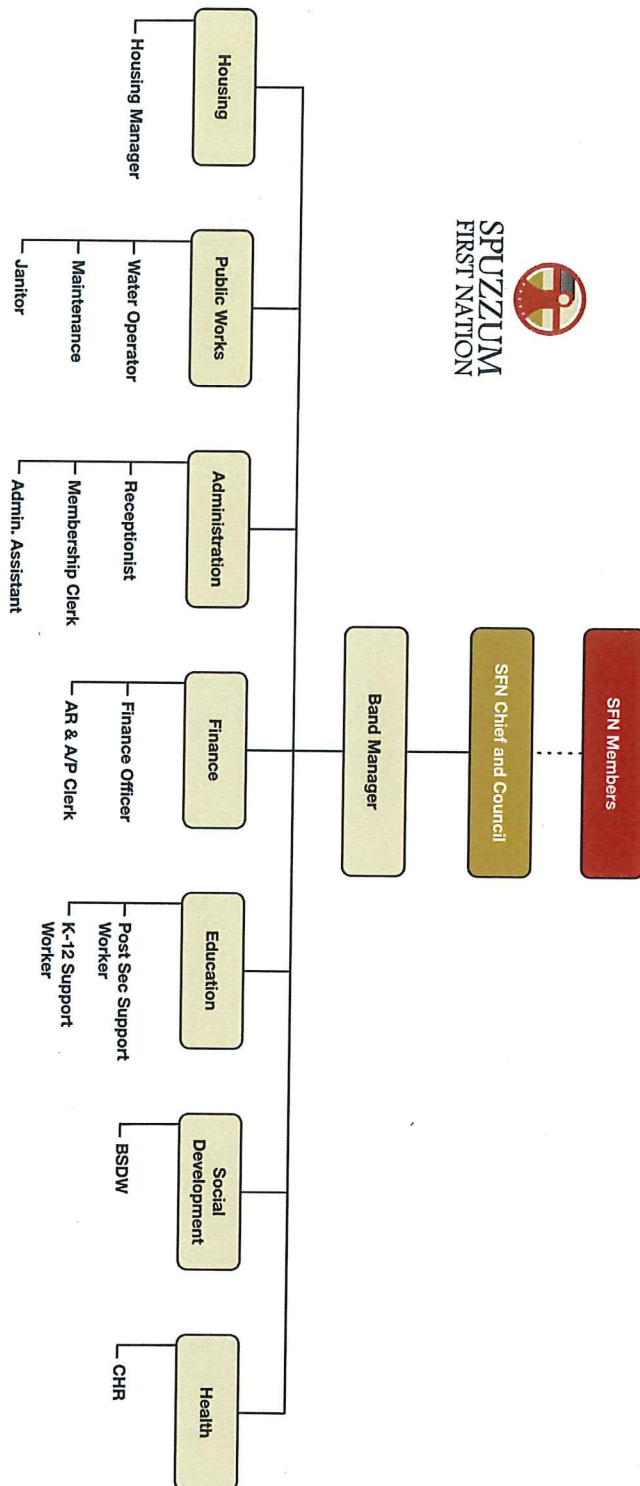
1. I will conduct myself at all times concerning others and, in a manner, which will bring credit to myself the Council, my community and the Nlaka'pamux Nation.
2. I will be prompt and conscientious in the performance of my duties as a member of the Council.
3. I will attend all Council meetings punctually unless there is a valid reason for absence or lateness, in which case I will contact the Chief, Band Administrator or other members of the Council in advance.
4. I will fully attend all other meetings, workshops, and conferences officially to me as an official delegate of the Band and will report back to the Council on the proceedings.
5. I will not give out official or confidential information acquired as a result of my elected position unless I have been authorized to do so by Council nor will I use information obtained as a result of my elected position for personal gain.
6. I will not make any decision or commitment in the name of the SFN unless it is done by a duly convened quorum of Council or the membership.
7. I will use equipment, property, or supplies which are owned or rented by the Band for authorized purposes only.
8. I will accept only that remuneration in terms of salary and reimbursement of expenses from the Band as defined by the Council after full discussion with the membership. I will not accept any other payments offered to me in reward for duties performed under my position without full disclosure to and approval from the Council.
9. I will not publicly criticize the Councilor staff. If I feel changes should be made, I will discuss the matter at Council meetings.
10. If my elected position and private interests may constitute a conflict of interest, I will inform the Chief and Council who will direct how this may be resolved. I will uphold commitments made with other First Nation organizations and other levels of governments.
11. I will ensure that I do my part as a member of Council to report regularly to the general membership in accordance with the policy of the Council
12. I will not discuss another First Nation's business in public for any reason. If there are circumstances that require discussion or public statement, it will be at an in-camera session of Council and dealt with by Council resolution.

Signed at _____, this ____ day of _____, 20__

Chief/Councillor

12) Appendix 3: SFN Organizational Chart

SFN Organizational Chart



13) Appendix 4: Expense Rates