



Whitecap Dakota First Nation Comprehensive Community Plan



FOREWORD

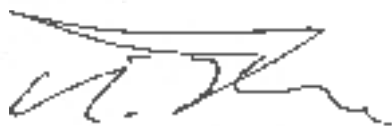
The Whitecap Dakota First Nation Comprehensive Community Plan (CCP) will enable and guide the Whitecap Dakota First Nation in our continued journey of creating a sustainable, self-sufficient, and progressive Nation and achieve our mission of *Strengthening Community, Building Opportunity*. This plan was developed through a community-led approach involving multiple consultation meetings with Whitecap members.

The CCP recognizes the progress that has been made to date and looks ahead to the future. The CCP identifies priorities that support a broad range of planning areas including the economy, governance, health, education, culture & language, housing & public works, agriculture, finance, infrastructure, lands & environment, justice & community safety, youth & recreation, administration, human resources, and elections.

Implementation Plans have been developed for each planning area. We will complete an annual review and update these Implementation Plans with the progress made throughout the year. These Implementation Plans will drive annual work plans and priorities for each department for each fiscal year.

We will continue to strengthen and build opportunity for our community by pursuing economic development initiatives that align with our Dakota culture & values, creates employment opportunities for our members and attracts capital investment on to Whitecap lands. We will continue to support Whitecap members and their families so they can expand and build their own individual opportunities.

We look forward to working with our entire community, our Executive team, and our Staff to implement the Whitecap Dakota First Nation Comprehensive Community Plan in the years ahead.



Chief Darcy Bear



Councillor Dwayne Eagle



Councillor Frank Royal

ACKNOWLEDGEMENTS

The Whitecap Dakota First Nation Comprehensive Community Plan (CCP) was funded and supported by Indigenous Services Canada over the course of three years with the goal of establishing and implementing a community supported plan. The CCP represents a significant amount of work that could not have happened without the contributions of many groups of people who shared their perspectives, knowledge, and encouragement. This includes:

- CCP Steering Committee
 - Chief Darcy Bear
 - Councillor Dwayne Eagle
 - Councillor Frank Royal (after November 2020)
 - Councillor Dalyn Bear (prior to November 2020)
 - Warren Buffalo, Chief Executive Officer
 - Darrell Balkwill, Director, Economic Development & Lands, and Chief Executive Officer, Whitecap Development Corporation
 - Murray Long, Director, Self-Government
 - Lori Sparling, Director, Health
 - Terry Parenteau, Director, Public Works and Housing
 - Kelly Kozak, Chief Financial Officer
 - Jackie Pilon, Chief Strategy Officer
 - Tanis Shanks, Director, Wellbeing Services
 - Tracey Lafond, Lands Manager/Community Navigator

- Whitecap Dakota Stakeholder Groups
 - Elders' Group
 - Women's Group
 - Youth Group
 - All-Committee's Group

- Whitecap Dakota First Nation Members

- Whitecap Dakota First Nation Staff

- Crosby Hanna & Associates, Consultant support led by Jim Walters

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1 INTRODUCTION

1.1 VALUES, VISION & MISSION

Dakóta wičóni, Dakota way of life, is lived through the Dakota values of:

- **Wočhaŋtohnake** (Generosity)
- **Wawohoda** (Respect)
- **Woowótoŋna** (Honesty)
- **Wičówaŋba** (Humility)
- **Wówaditake** (Courage/Bravery)
- **Woksape** (Wisdom)
- **Wowáuŋsida** (Compassion/Love)
- **Wowačíntaŋka** (Patience)
- **Wowakíš'ake** (Endurance).

It is by upholding these values that the Whitecap Dakota First Nation will continue to strengthen the community for generations to come.

Vision and mission are short statements used by groups, organizations, and communities to support decision making and strategic planning to achieve long term objectives. A vision statement describes the future goals and a mission statement describes “how” to reach those goals. A vision is aspirational in nature while a mission outlines the strategic approach to get there. These statements, once established, should only be revisited if there is a significant change in direction for the community.

The vision and mission developed during the previous WDFN 5-Year Strategic Plan (December 2017) were used to guide the development of this plan.

Vision: *To be a self-sustaining, self-governed community of healthy households.*

Mission: *Strengthening Community, Building Opportunity*



COMMUNITY VISION STATEMENT

*To be a self-sustaining, self-governed community
of healthy households.*





1.2 OVERVIEW

A Comprehensive Community Plan (CCP) is developed through a holistic process that involves and engages an entire community in imagining a better future and creating a plan on how to get there. A CCP is comprehensive because it includes planning for all aspects of a community, in this case for the Whitecap Dakota First Nation (WDFN). The project is driven and owned by everyone in the community.

In February 2019, WDFN retained Crosby Hanna & Associates (CHA) to undertake the development of the CCP with the community. This report represents efforts of a multitude of individuals and groups, including:

- Chief and Council
- WDFN Elders
- All Committee's Group
- Youth Group
- Women's Group
- WDFN Members
- WDFN Department Directors and Staff



WDFN Youth Drum Group

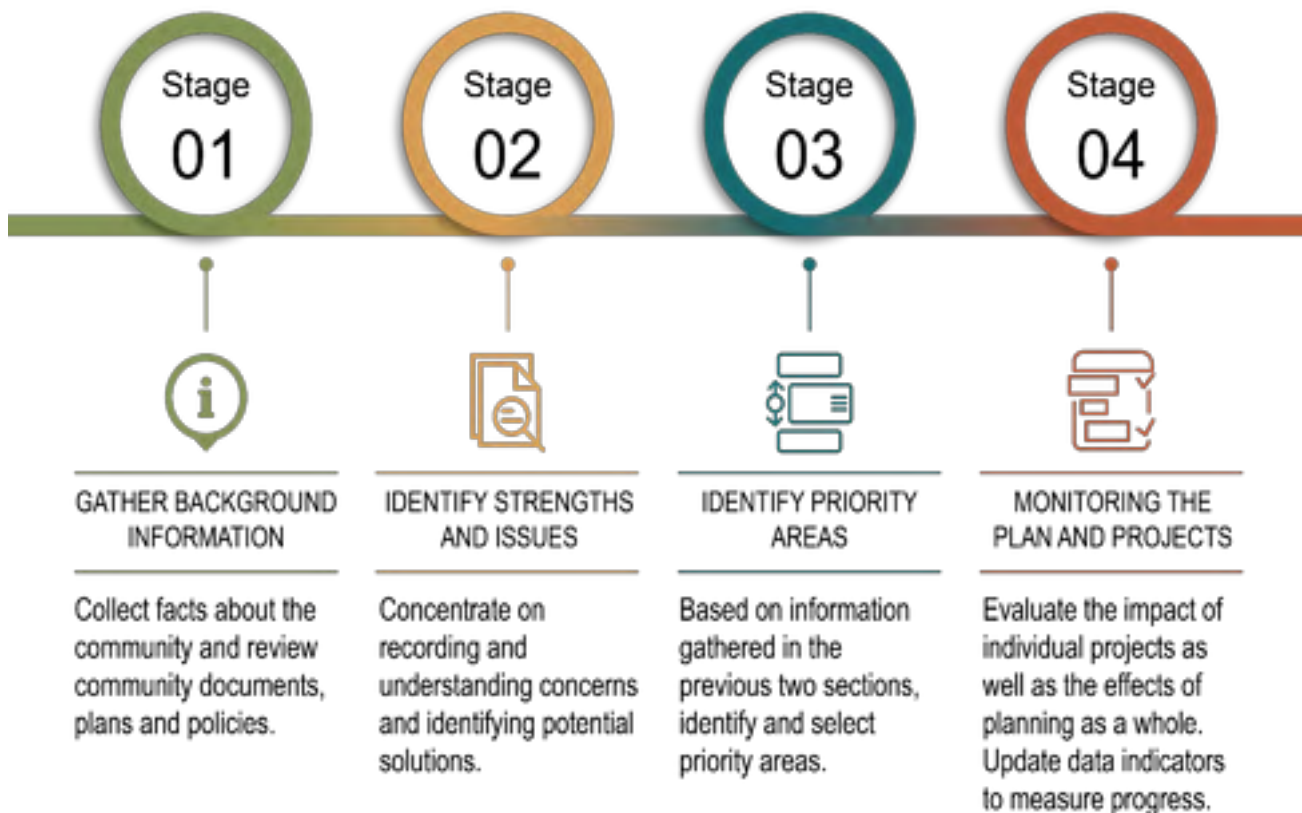


1.3 PURPOSE

A CCP is a process that engages community members in planning and implementing the long-term vision for the community. It includes the development of objectives and a plan of action, or strategy, to work towards fulfilling the vision. A CCP is truly a comprehensive approach to community planning as the processes are driven by the community, for the community, and as a result, are more likely to result in positive change.

WDFN has undertaken significant work in developing this CCP. This includes numerous community engagement sessions to identify what is currently being undertaken within the community and to outline initiatives that could be undertaken to further improve the quality of life of the members of Whitecap.

In compiling this CCP it was necessary that the community have a high level of involvement and input so that the local ideas, aspirations, concerns and priorities could be captured and used to provide direction for the future of Whitecap. This process helps to ensure that the CCP serves the needs of the entire community.





1.4 HISTORY

The Whitecap Dakota First Nation is part of the larger Dakota-Lakota-Nakota Nation with a traditional governance structure called the Oceti Šakowin (Seven Council Fires) whose lands extended into both Canada and the United States. These lands were documented in the “Arrowsmith Map” commissioned by the British House of Commons in 1857 and prepared by British map maker, John Arrowsmith.

The image below is from the Arrowsmith map with a focus on the Dakota territory. Current national, provincial and state borders have been added for reference. The complete Arrowsmith map can be found in **Appendix A**.



The Dakota have a long-standing relationship with the British Crown, dating back to the 1760's. A significant testament to this relationship is a signed Treaty between the British Crown in the American Revolution, 1775 – 1782 and in the War of 1812.

Years later in 1862, following an uprising in Minnesota, the Dakota, led by Chief Whitecap, Chief Standing Buffalo and Chief Littlecrow, followed their old trade routes along the Souris River and entered their old territories.



Chief Whitecap, 1885

By 1879, Chief Whitecap's community strategically settled in this area known as Moose Woods, which had plentiful game, traditional plants, and access to the river. It was a traditional hunting and trading area spanning centuries, with an HBC outpost nearby. The community fostered social and economic ties with the nearby Métis community of Round Prairie, and later with local settlers.

While Chief Whitecap was present at the Treaty 4 and Treaty 6 signings, the Dakota were denied the ability to sign Treaty because they were viewed as 'American Indians'. They were however given reservations in Canada and in 1881, the Reserve, formerly known as Moose Woods, was surveyed and later established by Order in Council in 1889. The name would later change to Whitecap Dakota/Sioux First Nation and then to Whitecap Dakota First Nation.

In August 1882, Chief Whitecap counseled John Lake on the location for a new temperance colony that would later become the City of Saskatoon. Chief Whitecap played a vital role in building important relationships between the Dakota people and settlers, many of which are still strong to this day.

During the Riel Resistance of 1885, Chief Whitecap ensured that the young community of Saskatoon was protected. He, along with members of his community, travelled with the Metis to Batoche to provide guidance. Although he was arrested for treason, Chief Whitecap was acquitted based in part by settler testimony that he had always been honest and loyal to the Crown.



Chief Whitecap with headdress



By the time of Chief Whitecap's passing in 1889, he had created a bond between the people of the Whitecap Dakota First Nation and neighbouring communities, which are still maintained today and/or are represented by some of the following accolades:

- 1979: City of Saskatoon names 350 acres of land along the Saskatchewan River "Chief Whitecap Park"
- 2005: Bronze statue was built in Chief Whitecap Park
- 2008: Chief Whitecap and John Lake Statue, downtown Saskatoon
- 2009: Highway 219 was named Chief Whitecap Trail
- 2014-15: Chief Whitecap Waterway was established
- 2017: Chief Whitecap Elementary School opened in the Saskatoon Stonebridge neighbourhood

From the 1890s until the late 1940s, the community developed a thriving cattle industry. A herd of nearly 300 head at its peak provided the community's main source of wealth and food. Alongside of the cattle industry, hay production became another key source of income for the community. Families came together in the summer to cut hay in their shared hay lands. Community members took hay to market in local towns and Saskatoon.

As Saskatoon grew, the Whitecap community took advantage of opportunities to share their culture with the city. In the first half century of Saskatoon, the Whitecap community accepted invitations to attend the opening of the Bessborough hotel in 1935, the Royal Visit in 1939, and participated annually in the Exhibition parades since the 1930s. Accepting the Western Development Museum's invitation to showcase their culture at Pion-Era in 1955, is another example of Whitecap's relationship to Saskatoon.



Founder's Statue - Chief Whitecap and John Lake, downtown Saskatoon, SK

2 COMMUNITY PROFILE

2.1 EXISTING LAND USE AND FACILITIES

Major Facilities and Land Uses on the WDFN include:

- 164 housing units
- 2 apartment complexes
- Charles Redhawk Elementary School including playground and outdoor rink
- Whitecap Early Learning Centre
- Whitecap Health Centre
- Whitecap Business Centre
- Whitecap Government Office
- Whitecap Fire Hall
- Whitecap Public Works & Housing Building
- Commercial & Community Water Treatment Plant Facilities
- Dakota Dunes Golf Links, 18-hole championship golf course, including a Driving Range and Clubhouse
- Dakota Dunes Hotel & Casino
- Whitecap Trail Gas Station and Convenience Store
- Walking Trails (under construction)
- Sports Grounds including a Track, 6 Ball Diamonds, Concession Building and Outdoor Picnic Area
- Whitecap Business Park (fully serviced industrial & commercial lots)
- Whitecap Commercial Real Estate Building (multi-bay storage facility)
- Fee simple lands




Pictured above: Dakota Dunes Casino, Dakota Dunes Hotel and Conference Centre and Whitecap Commercial Real Estate Storage Facility



2.2 DEMOGRAPHIC ANALYSIS

The study of past population trends provides a basis for projections of future population. WDFN provides services to 3 distinct groups with differing demographics and populations: WDFN Band Members, Whitecap Community Population and WDFN Service Population. Individuals may be included in more than one group but are not always found in all 3 groups. Each group is defined as:

WDFN Band Members	Individuals listed on the Whitecap Dakota First Nation membership list. Includes members both on and off reserve.
Whitecap Community Population	All residents who reside on the Whitecap Dakota First Nation. Includes non-members.
WDFN Service Population	Individuals, whether employees, visitors and/or neighbours to the community and who access Whitecap community services.

In this section, historical population trends were identified for the Whitecap Community Population only. These historical trends can be used to project future population growth that drives increased demand for municipal infrastructure allowing for expanded community, residential and business developments that increase community services and amenities creating a desirable community that attracts a larger population. This creates a virtuous cycle. 





Projecting future population is, at its best, an approximate “science” or “best guess” that relies heavily on the quality of assumptions and probabilities that are made about what people will do in the future. Projecting future population growth for the WDFN Membership, the Whitecap Community and the WDFN Service Population is further complicated by the relatively small size of these populations. For example, small changes in the number of births or deaths, additions to housing options and expansions to Whitecap businesses in any given year can have a proportionately large impact on percentage changes and significantly affect the projected population. However, this is the most widely accepted method of predicting future populations and the best tool for modeling population changes. (See **Appendix B** - Population Data for more information).

WDFN MEMBERS

The *Whitecap Dakota First Nation Membership Code* was adopted December 4, 2012, as provided under Section 10 of the *Indian Act, R.S.C. 1985*, and outlines a process “to determine Whitecap Dakota First Nation Membership in order to promote the cultural integrity, social harmony and economic stability of the Whitecap Dakota First Nation.” To be eligible for WDFN Membership an individual must first be registered as an Indian under Section 6 of the Indian Act and then meet the requirements of Band Membership outlined in the Membership Code.

The WDFN Membership Clerk is responsible for maintaining the Membership List and other related administrative duties. As of March 30, 2022, there were 686 WDFN Band Members on the Membership List.

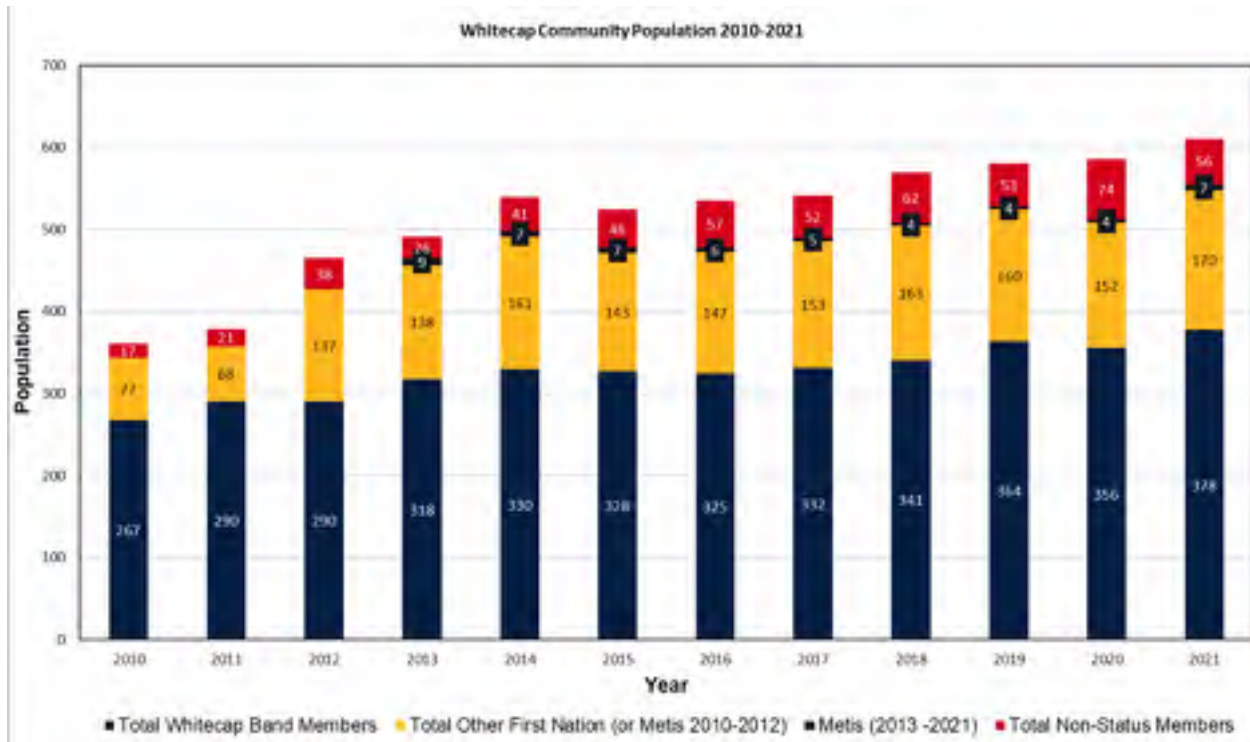
WHITECAP COMMUNITY

The Whitecap Community Population is made up of all residents who live on WDFN Reserve Lands. This includes Whitecap Band Members, members of other First Nations, Métis, and non-status residents. WDFN completes an annual census to ensure adequate programs and services are available to the Whitecap community.

Historical population numbers were gathered from WDFN reserve statistics and the year-to-year change in population for WDFN for the period from 2010 to 2021 are represented in Figure 2-1 on the following page.



Figure 2-1



According to WDFN reserve statistics, on reserve community population increased steadily at an average annual rate of 6.30% between 2010 and 2021.

Table 2-1: Historic Population Growth Rates – WDFN Community (2010 to 2021)

	Whitecap Band Members	Other First Nation*	Métis (2013 -2021)	Non-Status Residents	Total On-Reserve Population
2010 Population	267	77	9	17	361
2021 Population	378	170	7	56	611
Net change	111	93	-2	39	250
Net growth	41.6%	120.8%	-22.2%	229.4%	69.3%
Average annual growth (12 year)	3.8%	11.0%*	-2.8%**	20.9%	6.3%
Average annual growth (5 year)	3.3%	3.1%	3.3%	-0.4%	2.8%

* Métis residents were included in Other First Nation from 2010-2012 which impacts population growth rates for these groups.

** Average annual growth (8 year)



WHITECAP COMMUNITY POPULATION PROJECTIONS

Three projections have been prepared using WDFN Community population data (see *Figure 2-1, Table 2-1 and Table 2-2*).

The first two projections are based on the continuation of trends which have been established for the last five years and 12 years respectively (2.8% and 6.30%). The third projection represents a robust growth model based on the continued successful implementation of commercial, industrial, and recreational opportunities, and a subsequent demand and capacity for development to occur at WDFN and was assumed at 4.6% (an average of the 5-year and 12-year trends).

Table 2-2: WDFN Population Projections to 2046

Year	5 Year Trend (2.8%)	12 Year Trend (6.3%)	Robust Growth (4.6%)
2021	611	611	611
2026	701	829	763
2031	805	1125	953
2036	924	1527	1190
2041	1061	2073	1487
2046	1218	2814	1858

The established 12-year trend of 6.30% predicts that 2,814 people could be living on-Reserve by the year 2046. This is an overall increase of 2,203 people over the course of just 25 years. It is noted that there is no indication that would suggest the 12-year trend is inaccurate in any way (i.e. no discrepancies). However, the more recent 5-year growth rate of 2.8%, is significantly lower, which suggests that population growth is directly tied to other factors, including lack of available housing.

Since the risks in under-projecting population growth far outweigh the risks in over-projecting, particularly in a community that is already facing issues of significant overcrowding, one additional growth model (4.6% annual average growth) was included in Table 2-2 above. The 4.6% annual growth rate predicts that 1,858 people could be living on-Reserve by 2046.



Population growth is strongly tied to community facilities, services and other required capital development and land uses and should provide a sound basis for residential (e.g. housing needs), facility, and capital planning.

WDFN SERVICE POPULATION

WDFN Service Population is impacted by a variety of economic and regional factors that affect on-reserve business activity and service offerings. The WDFN and the businesses located on-reserve collectively employ over 800 people which makes the community a regional employer. This number will only continue to grow as WDFN expands. The community also sees over one million visitors annually which can contribute to service offerings at Whitecap.



WDFN's Buffalo Berry Sub-division including Littlecrow Trail, two apartment complexes and Whitecap Trail Gas Bar

3 COMMUNITY ENGAGEMENT

3.1 STAKEHOLDER CONSULTATION

The main objective of the Whitecap Dakota First Nation Comprehensive Community Plan (CCP) is to identify broad community objectives across a broad range of planning areas, followed by identifying strategies required to meet those objectives. Lastly, from consultations with the community, the CCP identifies potential initiatives for WDFN to consider over the next 20 years to meet the identified objectives. These initiatives form implementation plans for each of the planning areas. Community groups were engaged to provide feedback on the key planning areas, all of which are interrelated and interdependent.

To acquire the necessary feedback from community members, a SWOT analysis was undertaken with the CCP Steering Committee. (See **Appendix C**). A SWOT analysis is a study undertaken by an organization to identify its internal Strengths and Weaknesses, as well as its external Opportunities and Threats. For a SWOT analysis to be effective, community founders and leaders need to be deeply involved. However, leadership cannot do the work on their own. As such, to obtain the best results, additional stakeholders were gathered to provide different community perspectives on the WDFN.



Image from the CCP Handbook, ISC, 2018



Thirteen key planning areas were identified and discussed during the SWOT analysis and in subsequent consultation meetings. These areas are:

- Culture and Language
- Governance
- Economy
- Lands and Environment
- Agriculture
- Health and Wellbeing Services
- Wellness and Recreation
- Justice and Community Safety
- Education
- Public Infrastructure and Housing
- Public Works
- Finance
- Administration and Human Resources



WDFN CCP Steering Committee Kick-Off Meeting, February 2019



3.2 PLAN USE

CCP's tend to be high level and very general in the objectives, strategies and initiatives they address. WDFN Council made a clear decision at the outset of this project to include more direct and detailed information, especially for the potential initiatives. These objectives, strategies and initiatives are intended to guide the WDFN over the next 20 to 25 years.

The CCP will be the principal planning document for WDFN. All other department plans, including annual work plans, will include more detailed information and timelines that are consistent with the objectives, strategies and initiatives outlined in this CCP.

It is recommended that this CCP be reviewed every 5 years to ensure the plan recognizes any shifts in community goals and priorities due to the progress made or shifts in the broader social and economic conditions of the province, country and world.



All Committees tour of Dakota Dunes Resort Hotel Construction site

4 PLANNING AREAS

It is important to recognize the significant work that has already been done in each planning area. Each section begins with some of the significant activities and accomplishments that have set the stage for the next 25 years of progress outlined in the CCP.

Each planning area contains the Findings, Objectives and Strategies that were identified through the consultation process. The Findings represent facts and community views on the current situation within each planning area. These statements form the Objectives and Strategies outlined in each planning area.

The planning areas often contain items that require support from multiple Whitecap departments. This may be because there is not a specific department in place to support that planning area but usually it is because the project or initiative requires support from multiple areas to successfully implement.

Each planning area has an Implementation Plan to support the achievement of the Objectives for that area that can be found in **Appendix F**. (Further information on implementation of the CCP is found in *Section 6 - Implementation*.)



Youth Consultation Activity, May 2019. Illustration of what a community looks like. By: Kenneth Redbear



4.1 CULTURE AND LANGUAGE

The Dakota is a cultural group within a much larger Indigenous cultural alliance known as the Oceti Šakowiŋ, the Seven Council Fires, formed by Dakota, Lakota and Nakota Nations. Cultural ceremonies are an important aspect of this way of life. The Dakota strongly believe that peace and harmony are essential elements for relationships with all living things. Until the 1960s Colonial interference severely restricted and punished those who participated in Dakota cultural practices and ceremonies including speaking the



Dakota language. Christian teachings, including memorizing English bible verses, were encouraged by a church located in the Whitecap community in the area where the outdoor rink near Charles Red Hawk Elementary School is currently located. When that church closed the Ebenezer Baptist Church began picking up children from the community on Wednesday nights and would take them to their church in Saskatoon. Despite

these attempts to assimilate the community, Dakota speakers and Elders continued speaking the Dakota language and practicing their traditions & protocols to keep their culture alive, often in secret inside their homes with the curtains drawn. In the 1970s powwows began to be held regularly held in the community. Today, Dakóta wičóni (Dakota way of life) continues to be about living the Dakota values. It is these values that guided the Whitecap Dakota First Nation (WDFN) in the past and which the community will continue to rely on to move forward.

- Wočhaŋtohnake (Generosity)
- Wawohoda (Respect)
- Woowótoŋna (Honesty)
- Wičówaŋba (Humility)
- Wówaditake (Courage/Bravery)
- Woksape (Wisdom)
- Wowauŋsida (Compassion/Love)
- Wowáčintaŋka (Patience)
- Wowakíš'ake (Endurance)





Language is an important part of the Dakota culture but today the Dakota language is considered critically endangered. WDFN has developed a Dakota Language Strategy to assist in the preservation of the language and, through that, preserve a key piece of the Dakota culture and the WDFN community identity.

The five (5) goals of the WDFN Dakota Language Strategy are:

- Achieve Dakota language and cultural competency.
- Create safe and empowering learning spaces.
- Create language speakers/teachers.
- Increase access to Dakota thought and philosophy by utilizing and developing resources, traditional knowledge and Elders.
- Wellness and balance through Dakota ways of knowing.

Whitecap has supported Dakota language at Charles Red Hawk Elementary School, the community elementary school, for over 30 years with its own source revenues. Dakota language teachings for all students at Chief Whitecap School (located in Saskatoon) are led by Dakota knowledge instructors and supported by an accredited Saskatoon Public School (SPS) teacher through the WDFN - Saskatoon Public Schools Education Partnership.



Whitecap Float at the Saskatoon Parade, 2015

Online Adult Dakota Language Classes are offered to Whitecap members at a reduced tuition rate through a Letter of Agreement signed in 2019 with the University of Minnesota American Indian Studies Department. The First Annual Dakota Language Revitalization Gathering was hosted by Whitecap in 2018. This gathering brings together Dakota, Lakota and Nakota language speakers and learners from across North America to share best practices in reclamation, revitalization, preservation and strengthening of their language.



FINDINGS

- WDFN is conducting genealogy workshops with other Dakota First Nations
- WDFN has a strong group of Elders
- WDFN has developed language and cultural programs
- WDFN has a good knowledge of its history which helps in treaty and self-government negotiations
- WDFN is an acknowledged military ally of the Crown



Wyatt Brown, WDFN Member

OBJECTIVES

- Preserve the Dakota language by increasing the number of community members fluent in the Dakota language
- Preserve the traditional Dakota culture
- Educate community members and the public on the history of the Whitecap Dakota First Nation and its people



*Raina Buffalo-Pechawis, WDFN Member,
with Gord Waste Ste*

STRATEGIES

- Develop and support traditional cultural and language programming
- Encourage and support traditional and cultural activities
- Invest in cultural and language programs
- Ensure the Dakota values, language and culture are reflected in all WDFN departments, projects, and programs
- Support self-government negotiations and implementation



4.2 GOVERNANCE (SELF-GOVERNMENT)

Indian Act Based Governance

Whitecap Dakota First Nation's governance authority from a legal standpoint is currently derived from the *Indian Act* and its provisions for an Indian Band governed by a Chief and Council. Within the community, of course, there is a strong system of governance based on Dakota and community customs and practices. Over the past 50 years, WDFN has taken steps to "shake off" the *Indian Act*, including adopting a custom election code (1979), adopting a Land Code (2004), and adopting a Membership Code (2012). In 2012, WDFN also initiated self-government negotiations with Canada to create Whitecap Dakota Government based on a community constitution and Canada's Inherent Rights Policy.

In 1979 the Band Membership voted to adopt a "Band Custom" elective system per the tradition of the band and as allowed by the Indian Act. The *Moose Woods Band Election Regulations* came into effect on November 1, 1979. Prior to that time WDFN (or Moose Woods Band as it was known at the time) was governed by an overseer appointed by the Federal Government to manage the affairs of the community. These regulations were amended in 1988 at the request of Whitecap Band Members and again required the approval of the Federal Government. Amendments have also been made to the general elections process including allowing elections to be held every 4th year (*The WDFN #94 Custom Elections Act, 2006*) and most recently to include virtual voting during the COVID-19 Pandemic (*The WDFN #94 Custom Elections Act, 2020*).



Archie Eagle (center) with daughters Malvina (left) and Thelma (right)

The implementation of the Whitecap Land Code (see also *Section 4.10 Lands & Environment*) in 2004 (and later amended in 2009 and 2015) gives WDFN the authority to develop and enact its own laws, regulations and policies on various lands related matters without requiring the consent of the Federal Government. The First Nations Fiscal Management Act gives the authority for Whitecap to implement tax related laws. Since that time WDFN has enacted additional Laws and By-Laws. (See **Appendix D** for a full list of WDFN Laws and By-Laws.)



Implementing WDFN Self-Government

The Whitecap Dakota First Nation is in the process of negotiating Self-Government arrangements with the Government of Canada. The primary objective of the self-government initiative is to establish WDFN as an order of government alongside other levels of government, and further displace the Indian Act. Under self-government, Whitecap will become the ultimate authority over its own affairs and will allow for the First Nation to develop and enforce their own laws across multiple areas including education, culture, finance, and lands. WDFN's governance structure will be established through the WDFN Constitution that will ensure the WDFN government is accountable to its members.

Concurrent to the self-government negotiations, Whitecap is also negotiating a Whitecap Dakota Treaty with the federal government. Elements of the treaty may include additional lands for the community and economic investments, which would significantly impact future Comprehensive Community Plans.



Photo: Chief Darcy Bear and Minister Carolyn Bennett, Crown-Indigenous Relations, signing the Governance Agreement-in-Principle (GAIP) on behalf of the Whitecap Dakota First Nation and the Government of Canada. April 27, 2017



SPSD Welcome Back Powwow at Charles Red Hawk Elementary School, 2019

FINDINGS

- WDFN is self-governing in terms of Lands under the Framework Agreement on First Nations Land Management Agreement (FNLMA)
- WDFN is in the process of negotiating self-government with the federal government
- WDFN is targeting WDFN Member ratification of the self-government agreement in 2022 with implementation in 2024
- WDFN has stable, capable leadership and high administrative capacity
- WDFN has a transparent and accountable government structure with strong community support
- Community members believe that Chief and Council are doing a very good job
- WDFN has strong financial management capacity
- WDFN has multiple Advisory Committee's that provide feedback to Council
- WDFN has strong intergovernmental relationships and a Nation-to-Nation relationship with Canada
- WDFN is utilizing The First Nations Fiscal Management Act to be a Tax Authority which allows Whitecap to implement a Real Property Tax Law



- Whitecap Dakota Treaty Discussion – signed the Framework Agreement with Canada in January 2018 however progress towards reconciliation with Canada has been slow

OBJECTIVES

- Become the first self-governing First Nation in Saskatchewan
- Achieve and maintain effective self-governance over the long term
- Have fair fiscal relationships with other levels of government
- Be open, transparent, and accountable to community members
- Position WDFN to be the preferred partner in regional government initiatives
- Ensure annual operational plans align with this CCP
- Ensure Dakota values are followed and support the revitalization of the Dakota language



WDFN Youth Athletes representing the Nation at the Tony Cote First Nation Summer Games, 2017



STRATEGIES

- Negotiate the terms of self-government with Canada and continue to engage with Saskatchewan bilaterally to develop intergovernmental arrangements to support WDFN self-governance
- Adopt a Whitecap Dakota Constitution which will provide WDFN with the framework for implementing a self-government agreement with Canada
- Examine alternatives to the federal per-capita funding model
- Support activities that will develop future leaders within the community
- Improve communication with community members
- Consult with community members on key issues
- Increase local capacity to self-govern by building capacity within community to support self-government and increase human resource capacity by hiring local as more staff will be needed
- Develop fair fiscal relationships with other levels of government
- Complete and ratify constitution and core laws creating a foundation for self-governance agreement
- Administer a tax system on-Reserve that is fair and competitive with neighboring municipalities and First Nations



Whitecap Members and Guests with Chief Darcy Bear and Minister Carolyn Bennett, Crown-Indigenous Relations at the signing of the Dakota Treaty Framework. October, 2018.



4.3 ECONOMY

The economic mission statement of WDFN is “to create an economically self-sustaining community with financially independent members through the effective use of economic tools that maximize the available resources, respect the Dakota culture and protect the environment while protecting and enhancing inherent rights.”

Whitecap Development Corporation (WDC) was established in 1990. The first economic venture was the purchase of the gas bar and convenience store from Whitecap entrepreneurs in 2002. The operations were moved to the current location and a new building opened in 2010. In 2005, WDC purchased South Saskatchewan River Potato Company which included two (2) quarter sections. Later, four (4) additional quarters were purchased bringing the current total to six (6) quarter sections of land adjacent to the south boundary of the reserve. The Bison Ranch was established in 2015.

Whitecap Council has, over the years, established a strong environment for business development and business attraction. Accountable and transparent governance laws and policies provide a fair and understandable process for development. A stable land tenure system provides intergenerational land leasing at fair market values. Investments in infrastructure rival what is available in the city of Saskatoon or any other surrounding jurisdiction. *(For more information see 4.4 Lands & Environment)*



Dakota Dunes Hotel and Conference Centre's green space and amphitheatre



WDFN has attracted over \$160 million in capital investment in the community. These ventures include:

- Whitecap Trail Convenience Store and Gas Bar
- Dakota Dunes Golf Links – Fall 2004
- Dakota Dunes Casino – August 2007
- Dakota Dunes Hotel Resort – October 2020
- Whitecap Commercial Real Estate
- Whitecap Industrial Services Limited Partnerships
 - Whitecap Allnorth
 - Whitecap Black Diamond
 - Brodsky Indigenous
 - Whitecap Haztech
 - Whitecap/NCSG Crane & Heavy Haul
 - Whitecap PTW

Whitecap has become a regional employer with over 800 employees working within the community. This includes WDFN employees in various departments and at the various on-reserve businesses. In the coming years, development plans will continue for attracting investments in our community for business, tourism, and resort area developments.



Dakota Dunes Resort and Casino



Whitecap Trail Gas Bar and Convenience Store

FINDINGS

- WDFN is in self-government negotiations with Canada
- WDFN has a history of creating beneficial partnerships with other levels of government, agencies and some private sector businesses
- WDFN has credibility and is in good standing with financial institutions and other levels of government
- WDFN has stable leadership and has created a “business friendly” environment on-Reserve
- There is a lack of funding from other levels of government and the private sector for economic development on-Reserve
- WDFN has developed a fully serviced Business Park on the west side of Highway #219, north of the gas station / convenience store
- WDFN owns and operates a Development Corporation
- WDFN has signed a Memorandum of Understanding with the Beardsley's and Okemasis' Cree Nation and Wanuskewin Heritage Park to develop an Indigenous Tourism Corridor
- Access to rail is not in close enough proximity to be viable at this time



OBJECTIVES

- Increase on-Reserve employment opportunities for community members in community-owned businesses and in private business
- Create wealth for the WDFN
- Increase entrepreneurship activity in the community
- Increase income levels of community members to meet or exceed the provincial average
- Increase tourism activity resulting in increased total visits and increased revenues
- Grow Whitecap Development Corporation revenues and staff levels to internally support new business opportunities and effectively manage existing investments
- Ensure Dakota values are followed and support the revitalization of the Dakota language

STRATEGIES

- Pursue new partnerships with other levels of government and the private sector to advance economic development initiatives
- Expand the Whitecap Development Corporation's board to include the diverse business skills needed for the expanding business developments
- Restructure the Board as needed to ensure effective governance with an appropriate skill level
- Aggressively pursue new funding opportunities/programs for community economic development
- Leverage good credit rating and assets to finance new business ventures
- Market potential business opportunities and partnerships in Whitecap projects
- Support tourism related business development
- Prioritize business attraction to increase private sector investment on WDFN Reserve Lands
- Increase the reputation of Whitecap as the preferred business partner and place to invest because it just makes good business sense
- Support self-government negotiations and implementation





4.4 LANDS AND ENVIRONMENT

The Whitecap Dakota First Nation membership ratified its own Land Code in November 2003 under the authority of the Framework Agreement on First Nations Lands Management (FA). The WDFN Land Code came into effect on January 1, 2004, giving WDFN jurisdiction over their lands and removing 25% of Indian Act legislation.

With this new authority, Whitecap regained the ability to govern its lands and resources and to move at the speed of business – no longer waiting for the Minister to sign off on leases. This was critical for Whitecap as it allowed for the First Nation to have the flexibility to meet the needs of investors and bankers and create a business-friendly environment. It also allowed Whitecap to complete land use master plans and zoning plans to guide future development that meets the vision and multigenerational goals of the community. The Land Code was amended in 2009 and 2015 with majority support from the community.

In 2019, the WDFN Land Use Plan was adopted as the *WDFN Land Use Law*. This law identifies land use areas and regulates development of reserve lands. (See **Appendix E – WDFN Zoning District Map**)

Additionally, the Land Code provides law-making authority to the First Nation to make laws respecting the development, conservation, protection, management, use and possession of all Whitecap Dakota First Nation Lands. (See **Appendix D - WDFN Laws and By-Laws** for more information)



Photo by: Jada Yuzicappi, South Saskatchewan River



FINDINGS

- WDFN has opted out of The Indian Act in terms of land management under the First Nations Land Management Framework Agreement
- WDFN has adopted a Land Code and two subsequent updates
- WDFN has a recently updated its Land Use Management Plan
- WDFN has adopted Saskatchewan's environmental protection law under its Land Code to enable stronger enforcement measures
- WDFN has a Lands Committee
- Significant areas of the Reserve, especially lands west of Highway #219, are potentially flood prone (according to the 1 in 500-year flood elevation as determined by the Water Security Agency, Government of Saskatchewan)
- WDFN lands along the river have been lost to erosion over time
- There is a perception that hunting has been negatively impacted by illegal activity by non- community members



OBJECTIVES

- Develop appropriate Land Laws
- Provide land for economic development, housing, community service uses and recreation purposes
- Manage lands and resources in an environmentally sustainable manner
- Protect environmentally and culturally sensitive lands
- Manage lands in consultation with community members
- Avoid or mitigate potential flood risks associated with future development
- Alter WDFN boundaries to compensate for lands lost to erosion
- Acquire new lands through the Whitecap Dakota Treaty by expanding the existing reserve and land base in Saskatoon and acquiring lands away from reserve for commercial use
- Join the provincial land registry system (i.e. Information Services Corporation)
- Ensure Dakota values are followed and support the revitalization of the Dakota language

STRATEGIES

- Ensure WDFN planning documents and laws are up to date
- Ensure that standards for development are modern and consistent with those in neighbouring jurisdictions
- Ensure WDFN planning documents and laws protect environmentally and culturally sensitive land
- Involve community members in land management matters
- Direct development to areas that are not hazardous
- Expand the WDFN land base
- Identify lands in the region that are suitable for development
- Support self-government negotiations and implementation





4.5 AGRICULTURE

Whitecap has a long history of agriculture activity. After the Riel Resistance ended in 1885, many Whitecap members returned to the community and began raising cattle. This cattle operation grew to be one of the largest, top-quality slaughter and breeding stock herds in the region, expanding to include dairy cattle and draft horses. When cattle prices fell in 1905, Whitecap opened what was probably the first commercial feedlot in Canada, wintering cattle on consignment for settlers, and finishing slaughter animals for meat buyers and packers.



However, they were unable to remain competitive in the cattle market after World War II.

Whitecap has approximately 2,400 acres of land under cultivation. Crops grown on the reserve have include wheat, canola, oats, barely and peas. Other agricultural initiatives



Charles Red Hawk on horseback

at Whitecap include hay land operations, a bison ranch and a greenhouse garden operated near the Charles Red Hawk Elementary School in partnership with the company, T Base 4. Food sustainability is taught in the curriculum as students' plant and harvest fruits and vegetables. The bison ranch consists of approximately 30 head and is currently in the early stages of an expansion.



FINDINGS

- WDFN has a partnership with T Base 4 for a greenhouse project for food sustainability
- WDFN operates a bison ranch
- WDFN leases out agricultural land to local farmers
- Training on farming practices is limited. Local capacity to farm is limited
- WDFN has a relatively small land base compared to other First Nations
- Most soil conditions on the WDFN Reserve are low quality and the land is currently underutilized
- WDFN supports traditional land holders to complete annual hay harvest and baling



Tatanka at the WDFN Bison Ranch



OBJECTIVES

- Maximize the benefit of agricultural activities on the local economy
- Ensure that agricultural practices do not harm the environment or cause damage to the soil
- Better utilize existing agriculture lands and improve the quality of lands
- Explore alternative agriculture production including crops and aquaculture
- Increase food security for families
- Ensure Dakota values are followed and support the revitalization of the Dakota language

STRATEGIES

- Explore environmentally sustainable value-added and intensive agricultural activities
- Acquire additional lands for agricultural use
- Develop partnerships with the private sector and public sector agencies
- Explore new irrigation projects for agriculture land
- Seek training for agriculture through partnerships
- Expand school garden
- Support self-government negotiations and implementation



WDFN Community Garden, “lčaǵe” translates to “to grow”



4.6 HEALTH AND WELLBEING SERVICES

HEALTH

In the 1990s limited health services were provided in the community for on-reserve band members only. A small examination room was used for routine health care and a second space was dedicated to routine dental care. These two services were offered in the current Whitecap Government Building. WDFN Band Members had to travel to Saskatoon for most of their health care needs. In the early 2000s mental health supports and a small number of Saskatoon Tribal Council supported health services were added but were still only available to WDFN Band Members. These additional services were moved to the renovated convenience store south of the band office. Today that building is known as the Business Centre and is home for the Economic Development & Lands Department, Human Resources and IT support staff.

The Whitecap Health Centre opened in its current facility on December 16, 2011. Whitecap negotiated an agreement with the Province and the Saskatoon Health Region where the Whitecap Health Centre was designated a Regional Primary Health Centre. Since 2012, Whitecap community residents and those living in the surrounding area can



WDFN Health Centre facility



access the expanded health services provided at Whitecap including employees, visitors and those who are not WDFN Band members. In 2022, the Whitecap Health Centre employed twenty (20) health staff administering various Primary Care and Community Health programs including:

- Immunization Programs
- Communicable Disease Control
- Chronic Disease Management
- Home and Community Care
- Dental Services
- Community Health
- Maternal Child Health
- Mental Health and Addictions programs and counselling
- Jordan's Principle
- Medical Transportation
- Nutritionist
- Phlebotomy and Lab services
- Foot Care
- Elder's Care
- Income Assistance
- Justice (See Planning Area: Justice and Community Safety)
- Recreation (See Planning Area: Wellness and Recreation)
- Health related education programs
- Wellbeing Services (Prevention)



Ground-breaking event for the new WELC, 2015



WELLBEING SERVICES (CHILD AND FAMILY SERVICES)

For over 130 years residential schools served as the primary mechanism of First Nations child welfare in Canada. The Indian Agent would make decisions regarding child welfare that resulted in relocating children to residential schools. In the 1950s provincial child welfare legislation was enforced on-reserve leading to the mass removal of Indigenous children in what is now referred to as the 60s scoop. By the 1970s over 63% of children in provincial care in Saskatchewan were Indigenous. First Nations Child and Family Services began to operate across Canada with funding from INAC in 1989. In the early 2000s Saskatchewan began to prioritize kinship when placing children in care. By 2016, 86% of the children in care in Saskatchewan were Indigenous.

The Saskatoon Tribal Council (STC) had jurisdiction over CFS at Whitecap until 2016 when Agency Chiefs Child and Family Services (ACCFS) began providing prevention and protection services. In 2018 Whitecap entered into a new funding agreement, along with STC, Called the Community Well-Being and Jurisdictional Initiatives (CWJII), later called the Demonstration Project. In 2021, one year after new Federal legislation was passed, *Bill C-92: An Act respecting First Nations, Inuit and Métis children, youth and families* (Bill C-92), Whitecap notified Indigenous Services Canada (ISC) of their intent to assume jurisdiction of Child and Family Services. As of 2021, 79.4% of children in care in Saskatchewan are Indigenous.

Today WDFN continues to support its families and ensure the wellbeing of its children. Some of the services include:

- Parenting groups and support
- Family activities
- Parent and tot groups
- Child Development
- Cooking programs
- Budgeting
- Outreach, home visiting, and engagement

Along with its own Wellbeing Services, WDFN continues to utilize ACCFS in prevention and protection. STC also provides additional prevention support as we build capacity towards assuming full jurisdiction under C-92. WDFN currently has over \$1.5M in assets dedicated to Child & Family Services including a coach bus to connect Whitecap children, families and Elders with experiences and programs outside of the community.



FINDINGS

- WDFN has a young population and a strong group of Elders
- WDFN has a unique partnership agreement with the Saskatchewan Health Authority
- WDFN has a New Fiscal Relationship Agreement (10-year NFR grant) with Health Canada and Indigenous Services Canada
- WDFN has challenges in the area of community health including: chronic health conditions, mental health and addictions
- As the population ages more community members will need a higher level of care
- Wellbeing services for Whitecap are based on Whitecap Dakota values
- The federal government does not currently fund the same level of healthcare to community members on-Reserve compared to community members living off-Reserve
- Primary healthcare on-Reserve is open to the general public
- It is difficult to recruit and retain healthcare workers on-Reserve
- Annual funding is not stable or guaranteed; therefore, it is very difficult to provide consistent health care services when budgets might not be known until January of that year



CRHES Gardening Program



OBJECTIVES

- Improve and enhance healthcare services to residents
- Provide more health education
- Pursue new partnership opportunities
- Reduce harm caused by chronic health conditions, addictions, and mental health
- Reduce poverty on-Reserve
- Increase interaction of healthcare workers with community members.
- Self-administer Child and Family Service Program
- Ensure Dakota values are followed and support the revitalization of the Dakota language

STRATEGIES

- Examine and expand healthcare programs and services on-Reserve where it is needed
- Enhance partnerships with Saskatchewan Housing Authority and the federal government
- Support traditional healing and the use of traditional medicines
- Work towards better retention of healthcare workers
- Create a level playing field in terms of healthcare services to on-Reserve community members versus off-Reserve people
- Support self-government negotiations and implementation



WDFN Community Health Fair at Charles Red Hawk Elementary School



4.7 WELLNESS AND RECREATION

School athletics were the primary source of exercise and recreation prior to the construction of the new school and other recreation facilities in recent years. Ball games were played in the field in the summer before the construction of the ball diamonds at the Sports Grounds. The current outdoor rink beside the school replaced the need to clear a patch of ice on the lake to skate on and play shinny in the winter.

The WDFN Wellness and Recreation department operates out of the Whitecap Health Centre, offering a variety of programs and activities year-round for Whitecap community members. Wellness and Recreation staff work closely with the entire Integrated Services Team (IST). The IST are a group made up of representatives from prevention, wellbeing, justice, health, education, language & culture, recreation and mental health, who work collaboratively to ensure activities are holistic and meeting the social, emotional, physical and spiritual needs of the community. Programs include:

- Sports and athletics- foundational movement skills, golf, soccer, shinny
- Arts and culture- archery, beading, medicine picking, sewing
- Elder's programming
- Community events
- Winter festival
- Culture camp and other seasonal activities

FINDINGS

- River Lands are a valuable resource
- WDFN has a variety of recreation areas/facilities on-Reserve
- Youth are engaged and want to be involved



WDFN Youth Golf Program, DDGL



OBJECTIVES

- Provide recreation opportunities for community members of all ages
- Encourage artistic activities
- Ensure Dakota values are followed and support the revitalization of the Dakota language



CRHES Students participating in a running program

STRATEGIES

- Encourage youth to drive recreation programs and facility development
- Develop indoor and outdoor recreation facilities and areas



WDFN Athletes and chaperones at the Tony Cote First Nation Summer Games, 2017



4.8 JUSTICE AND COMMUNITY SAFETY

The safety and well-being of the Whitecap community and its residents is always a top priority. Two unique partnerships are in place with the Royal Canadian Mounted Police (RCMP) and the Saskatoon Fire Department (SFD) to ensure WDFN is well protected. The Community Tri-partite agreement between Whitecap, Canada and Saskatchewan provides on-reserve policing with an RCMP satellite office located at Whitecap. The partnership with the SFD, offers on-going volunteer fire fighting training and back up services to the community. Surveillance cameras have been located in several locations in Whitecap to enhance the safety of the community.

Whitecap has a justice worker who works out of the Whitecap Health Centre to support youth at court and to assist with Alternative Measures & fine option programs. This position is funded at 50% with additional resources from WDFN revenues to support the position.

FINDINGS

- WDFN has an Emergency Response Plan
- WDFN has security cameras in important locations
- WDFN does not have a river safety policy
- WDFN has insufficient staff resources to manage and implement community safety programs
- WDFN has a problem with vandalism
- WDFN has a partnership with the Saskatoon Fire Department
- WDFN does not have a plan to deal with cyber-attacks
- WDFN has a Community Tripartite Agreement with the Province of Saskatchewan and the RCMP to provide police services
- There is an opportunity to provide rehabilitation services for community members who have been in custody
- Crime is an issue
- RCMP response times are poor
- Address concerns over potential problems with additional traffic and visitors to the Reserve
- Need for a justice worker position that provides alternative measures programming to members dealing with the legal system



OBJECTIVES

- Identify and prepare WDFN for potential emergencies
- Provide for a safe community
- Reduce crime
- Protect WDFN from cyber-attacks
- Have a justice worker that has court worker training
- Ensure Dakota values are followed and support the revitalization of the Dakota language

STRATEGIES

- Ensure staffing levels support community safety initiatives.
- Create sufficient Community Safety Officers positions on WDFN
- Ensure new subdivisions are designed in accordance with the principles of Crime Prevention Through Environmental Design (CPTED – example: access control, natural surveillance)
- Promote safe use of the river
- Partner with regional law enforcement agencies
- Partner with regional fire and rescue agencies
- Monitor public spaces to discourage crime and vandalism
- Support self-government negotiations and implementation



WDFN Firehall, RCMP Satellite Office, and WDFN Security Truck



4.9 EDUCATION

Early in the 1900s thru to the mid-1980s, Whitecap children attended the day school in the community. As the student population at Whitecap grew, students in Grades K-3 attended the day school while students in grades 4-12 were bussed to Saskatoon. Students in Grades 4-8 attended Brunskill Elementary School and students in Grades 9-12 attended either Nutana Collegiate or Riverview Collegiate. The bus stopped to pick up farm children along the way making the trip over 1 hour long for Whitecap students before and after school.



More Whitecap students in class.



Whitecap Students at the old school site.

Whitecap children were often taken away from their families, community and culture to attend residential schools in Saskatchewan, Alberta and Manitoba. The exact number of children from Whitecap who attended these schools is not known. Today 55 Residential school survivors remain in the community. The inter-generational trauma of Indian

Residential Schools continues to impact the community. Students at residential schools primarily completed elementary education with few completing any high school classes. Limited post-secondary opportunities were available for Whitecap students at that time. In the 1980s more students started attending high schools in Saskatoon and graduation rates started to rise.



A partnership between Whitecap and the Saskatoon Public Schools (SPS) began in the mid-1990s as an informal arrangement where students from Whitecap attended various schools in Saskatoon.



Charles Red Hawk Elementary School

In 2014, Whitecap signed a formal partnership agreement with the Saskatoon Public School Division which made the Charles Red Hawk Elementary School an official part of their division. This was the first on-reserve school to do so in the Province of Saskatchewan. In 1996 the new school was built at its current location. Charles Red Hawk Elementary School offers instruction from Pre-Kindergarten to Grade 4. The school incorporates Dakota culture into the curriculum through traditional Dakota language taught by Elders from the community.



In 2017, a new elementary school opened in the Stonebridge neighbourhood of Saskatoon. Wapaha Ska Wayawa Tipi or Chief Whitecap Elementary School (CWS) is the first provincially operated school to offer Dakota language instruction. CWS was designed in collaboration with WDFN Elders, community members and teachers and creates a welcoming environment where Whitecap students can see themselves in the school. The building and school grounds were designed with physical elements that reflect the history, culture and identity of Whitecap Dakota First Nation.

The school has approximately 900 students of all ethnicities who are surrounded by Dakota culture, language and values in the physical space and in the curriculum. Whitecap Elders support all students and provide Dakota language and culture teachings. For Whitecap students it is a special place of learning, belonging and a source of pride in their community, culture and self. For all students, teachers and the broader community CWS is a place of active reconciliation.



Chief Whitecap School in Saskatoon, SK.



The first childcare program began at Whitecap in 2001 in the current Elder's Centre. The Whitecap Daycare underwent major upgrades and opened in their new facility adjacent to Charles Red Hawk Elementary School in September 2016. Preston Early Learning Centre operated the facility until the Whitecap Early Learning Centre took over in 2020. The space can support up to 56 children and is open to all families. WELC is managed and staffed by WDFN.



Whitecap Early Learning Centre (WELC)

In the 2021-22 school year 159 students from Whitecap were enrolled in pre-kindergarten to Grade 12 programs. CRHES had 65 students enrolled and all were provided with bus transportation. CWS had 36 students and 5 students attended other elementary schools in Saskatoon. Fifty-one (51) high school students were enrolled in programs at Aden Bowman, Walter Murray, Nutana, Oskayak, Holy Cross, Bedford Road and Mount Royal in Saskatoon and 2 were registered in online classes. Most students using bus service to attend school in Saskatoon.



Higher education levels provide more opportunities for individuals to become self-sufficient role models for their children and the community. Today Whitecap has many people from the community who have completed a variety of post-secondary education programs including numerous trades and university programs such as nursing, business, social work, law and medicine. In 2021, Whitecap had its first lawyer called to the Bar.



*Pictured above:
Orange Shirt
Day
Celebrations,
September,
2022*

*Pictured left:
WDFN 17th
Annual
Veteran's
Memorial
Service,
November,
2022*



FINDINGS

- WDFN has a partnership with the Saskatoon Public School Division that was renewed in 2020 for another 5 years
- Charles Red Hawk Elementary School (CHRES), located on-Reserve, offers instruction from Pre-Kindergarten to Grade 4
- Students primarily attend Chief Whitecap School (CWS) in Saskatoon for Grades 5 to 8
- Dakota culture and traditional language programming exist at CRHES and CWS
- Students attend various high schools in Saskatoon for Grades 9-12
- Funding for traditional language and culturally based education is limited
- WDFN offers some post-secondary and trades training on reserve, but demand is very high for other post-secondary programs
- WDFN created a new 56 seat Early Learning Centre in 2016
- WDFN took over management the Early Learning Centre on April 1, 2020
- WDFN community members are generally well educated

OBJECTIVES

- Ensure Dakota values are followed and support the revitalization of the Dakota language
- Increase knowledge and use of the Dakota language and cultural practices among students
- Increase the education and skill level of community members by achieving completion rates that meet or exceed provincial averages
- Educated, empowered, create educated leaders for tomorrow
- Support entrepreneurship

STRATEGIES

- Enhance partnerships with other levels of government and education providers
- Develop additional education facilities on-Reserve and provide community members with additional opportunities for primary, secondary and post-secondary education
- Support and develop language, culture and land-based education programs at all education levels
- Prepare grade 4 students to transition into the public-school system in Saskatoon
- Identify and secure funding for post-secondary programs based on actual need
- Support self-government negotiations and implementation



4.10 PUBLIC WORKS

Many Whitecap community members still remember the time when there was very limited public works infrastructure in the community. For many, wood stoves heated homes, dirt and gravel roads connected the community, water came from individual wells, and homes did not have indoor plumbing.

In 1966 electrical power was brought into the community. Chief William Eagle was the first resident to have a phone. Mary Ironside, Lorne Littlecrow and Melvin Littlecrow were the next to get phone lines to their homes. They shared what was called a “party line” where each household had a different ring pattern to let them know who the call was for but anyone with a phone could pick up the call. A pay phone booth was installed outside the old band office for community members to use. Streetlights were installed along Dakota Dunes Way in 2004-05 with expansions to residential areas shortly afterwards. In 2007 the Hill Crest Drive residential development was built with paved roads. Most roadways at Whitecap are now paved.

Whitecap is the only First Nation in Saskatchewan to have door to door waste and recycling pick up with a transfer station for other household waste. The sewage lagoon was built in the mid 90’s and upgraded in 2017 to meet the needs of the growing community.



Commercial Water Treatment Plant prior to expansion



The Public Works department is responsible for all roadway maintenance and, public building and property management within the First Nation. All seasonal services are provided by the Public Work staff including, maintaining all sporting and cultural grounds. Notable investments include reverse osmosis water treatment systems, access to high-speed internet and fiber optic networks, three phased power, natural gas and recently expanded water treatment and wastewater facilities.



Commercial Water Treatment Plant after expansion

FINDINGS

- WDFN Public Works Department is well established
- WDFN has certified water treatment plant operators
- WDFN has two reverse osmosis water treatment plants for redundancy in case of emergencies
- WDFN has a solid waste transfer station in lieu of a landfill
- WDFN has a well-functioning snow removal program
- WDFN has door-to-door garbage pickup and recycling
- WDFN provides snow removal and lawncare services to Elders
- The Public Works Department has a low budget but high expenditures
- The Public Works Department is understaffed
- Major infrastructure such as the sewage lagoon and water treatment plant have capacity to handle growth in the short and medium-term future
- Well capacity (source water) is limited
- Operation and maintenance funding for roads does not meet current needs



OBJECTIVES

- Increase the capacity of the Public Works Department to meet community needs
- Provide a high level of service that supports the safety, well-being and basic needs of community members
- Become more self-sufficient and financially sustainable
- Increase occupant self-sufficiency for basic home maintenance
- Improve communication between the Public Works department and community members
- Ensure Dakota values are followed and support the revitalization of the Dakota language

STRATEGIES

- Access the local labor force
- Use equipment efficiently
- Expand and update public works services on-Reserve
- Develop education programs/materials on property maintenance
- Ensure staff are properly trained
- Support self-government negotiations and implementation



WDFN Housing & Public Works Building



4.11 HOUSING AND PUBLIC INFRASTRUCTURE



Log house next to Leslie Littlecrow's home

Whitecap residential housing was very limited due to minimal funding support from INAC. Whitecap began using the CMHC Section 95 housing program in the mid-1990s and has been able to build 3 houses per year compared to one house every 2 years with ISC funding. In 2010, the first 12-unit apartment building was constructed in partnership with Saskatchewan Housing Corporation (SHC). This was the first low rental housing investment SHC made in a First Nation community. A second 12-unit apartment building was constructed a year later through a partnership with CMHC.

Whitecap Housing has 164 units in its inventory, including 24 apartment units and 10 single family homes which make up the “market housing” inventory. The balance of the units are Band Housing units for the First Nation. All Elder homes have air conditioning and receive

seasonal yard maintenance. All housing units are inspected annually with the majority of properties fenced.

Whitecap is the general contractor for the current housing construction projects on reserve. This is the first time in 20 years that Whitecap is constructing their own homes.

WDFN has made significant investments in public infrastructure to provide a high quality of life for residents and a positive investment climate for our present and future partners. This includes WDFN Government building, Business Centre, Health Centre, Early Learning Centre, Elders Centre, Sports Centre, playgrounds and outdoor rink.



FINDINGS

- Existing housing units are generally in good condition
- Housing overcrowding is an issue
- There is a housing waiting list of over 100 applicants
- Canada Mortgage and Housing Corporation (CMHC) funding programs for housing do not respond in a timely manner to community needs and CMHC representatives are not consistently accessible
- WDFN public buildings are in very good condition, but more space is needed
- Funding for public infrastructure does not meet current needs
- A new residential subdivision is needed to accommodate community growth
- WDFN has a home maintenance manual





OBJECTIVES

- Ensure sufficient housing to meet current community needs and projected population growth
- Add public infrastructure to host community services to support community, cultural and recreation needs
- Ensure Dakota values are followed and support the revitalization of the Dakota language

STRATEGIES

- Develop a new residential subdivision
- Identify public infrastructure and community service requirements for projected community growth
- Identify areas that can be developed for future housing
- Develop “green” or environmentally sustainable neighbourhoods
- Increase housing construction
- Support self-government negotiations and implementation





4.12 FINANCE

Thirty years ago, Whitecap was facing third party management of its community affairs due to significant financial deficits. With strong leadership, accountable management and the support of the community, financial policies were developed, implemented and strictly followed. The financial health of the community steadily improved. Investment into economic development and community improvements became possible, improving the quality of life in Whitecap.

Whitecap has implemented a number of taxation laws to support the development and investment into the community. These tax laws are aligned with taxes consumers would pay in other jurisdictions. These include the Whitecap Community Improvement Fee, Whitecap Liquor Consumption Fee, WDFN Property Taxation Law, WDFN Property Assessment Law, WDFN Development Levies (see **Appendix D – WDFN Laws and By-Laws**).



The Finance Department is responsible for all financial services of the First Nation including; budgeting, payroll and benefits, accounts receivable and payable, long-term debt, financial systems, and completion of the annual financial audit. The department also oversees information technology systems, infrastructure and data security for the First Nation. The WDFN Council and Finance Department advocates, supports and adheres to fiscal transparency through timely and accurate reporting to all stakeholders. Audit findings and a summary of financial activities and results are shared with WDFN Members at an annual band membership meeting. Safeguarding of assets and fiscal accountability are managed through strong internal controls and adherence to all laws, accounting standards, policy and procedures.



FINDINGS

- Finance Department staff are very dedicated and well trained
- Fiscal transparency philosophy
- Annual departmental operating budgeting exercise has been implemented
- Finance Department has developed and maintains strong fiscal relationships with Canada, Saskatchewan and financial institutions
- Annual audit consistently completed on time and information shared with WDFN Band Members
- Finance Team leverages technology to increase efficiency

OBJECTIVES

- Maintain strong financial management and controls as WDFN becomes a self-governed First Nation
- Update policies and procedures as required
- Continue to be open and transparent with WDFN band members
- Support self-government negotiations and implementation

STRATEGIES

- Leverage existing financial controls, policies and procedures to develop and implement a Finance Code as required for the transition to Self-Government
- Attract and retain qualified Finance staff with competitive salaries, pension and benefits plan
- Assess, review and update IT infrastructure to support a successful and seamless transition to Self-Government.
- Develop Cyber Security Business Plan, implement best practices around data security and employee accountability





4.13 ADMINISTRATION & HUMAN RESOURCES

Whitecap Administration supports Chief and Council, Executive and Staff in fulfilling the commitments and responsibilities of their roles.

Band management and administration originally worked out of the original band office (the small building to the south of the current Whitecap Government building). It had one office for the Chief and one open area for WDFN Councillors & administrative support. There was no running water or indoor plumbing. The original band office is currently used for storage. The current band office was built in 1986 with an expansion completed in 2005.

The continued growth of the community services, programs, and departments has led to the hiring of dedicated human resources specialists to recruit, develop and retain qualified staff. Today WDFN directly employs over 70 people across its departments.

FINDINGS

- Chief and Council compensation and administrative salary grid is well-established and employee benefits are competitive
- Dedicated HR staff are required
- Personnel related policies are in place





OBJECTIVES

- Ensure Dakota values are followed and support the revitalization of the Dakota language
- Pay fair and competitive compensation packages compared to other employers in the region
- Attract, retain, and develop all employees
- Employ qualified community members across all levels of the organization

STRATEGIES

- Continue to and enhance training and education opportunities for Whitecap members
- Promote the skills and training needed by WDFN administration and businesses to the community
- Promote Whitecap as a great place to work



5 WDFN PLANNED PROJECTS

New Facilities, Businesses and Developments proposed in the 20 – 25-year period include but are not limited to the following:

- New Spa, attached to the Hotel and Casino
- Long-term lease resort residential lots integrated into the golf course
- Development of a phased, community-wide trail system
- New Multi-purpose facility including recreation spaces, meeting rooms, concession services and a twin sheet arena
- New Governance Centre
- New Community Centre
- New Community Residential sub-division
- Expansion to Health Centre
- An Addition to Reserve from specific land claim filed against Canada. This claim is regarding 10 sections of land lost in 1932 that were originally set aside for WDFN to support cattle operations
- Additional reserve lands from the Dakota Treaty file. Potential lands could be lands along a roadway that would connect Chief Whitecap Trail (Highway #219) and Highway #11
- River Lands Development. The River Lands development is a large scale, multi-phase development of the riverbank areas in the northwest portion of the Reserve. Development in this area includes:
 - Equestrian Trails
 - Retail centre with food and beverage and cultural tourism uses
 - RV Camping
 - Camping and Beach areas
 - Four season, long-term lease residential lots
 - Parking areas
 - Boat launches and marinas
 - Public Plazas and gathering places (i.e. amphitheater)
 - Luxury Camping
 - Seasonal, long-term lease residential lots
 - Recreation areas for use by community members only

6 IMPLEMENTATION

There were many identified actions and initiatives that the community would like to implement over the next 5 – 20 years. This information will be known as the CCP Implementation Plan and outlines potential initiatives within each planning area. The WDFN Implementation Plan is attached in **Appendix F**.

The implementation plans for each planning area are provided in tables where you will find a brief description of the initiative, timelines, progress, and who is responsible for implementing the initiative. This section should be referred to and updated as often as projects are completed and priorities change.

An implementation team will be required to spearhead and coordinate planning area initiatives/projects. One of the first tasks the implementation team will have is to prioritize the following community actions.

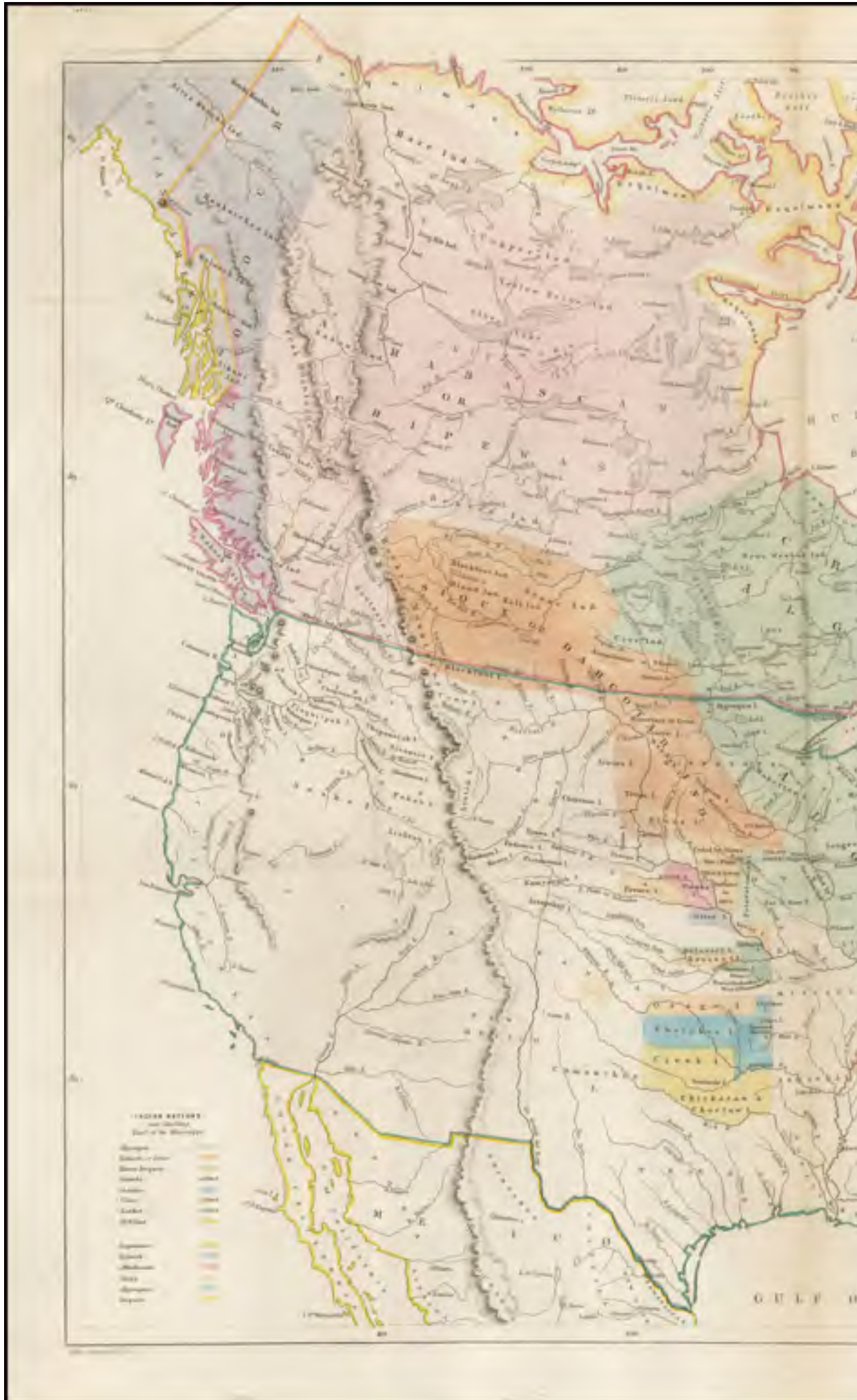
To keep the Implementation Table and the WDFN Comprehensive Community Plan current, the following actions are recommended:

- Update, at a minimum, on an annual basis
- Prepare annual report on progress
- Update projects as they evolve and include the progress, costs, and responsibility
- Adding new projects as they emerge
- Include new feedback or recommendations from community meetings

APPENDIX A: ARROWSMITH MAPS

The “Arrowsmith Map” or “Aboriginal Map of North America denoting the boundaries and locations of various Indian tribes’ was prepared in 1857 by the British cartographic firm of John Arrowsmith for the British Parliamentary Select Committee for its study on the activities of the Hudson Bay Company.

The map clearly identifies “Sioux Indian Territory” through the central plains on both sides of the 49th parallel.





ABORIGINAL MAP
OF
NORTH AMERICA,
showing the Boundaries
and the Locations of various
INDIAN TRIBES.

Statement of the Indian Tribes of the Hudson Bay

Tribes		Population
Blackfoot (Great Northern)	10,000	10,000
St. John's	10,000	10,000
Montana	10,000	10,000
Algonquin	10,000	10,000
Sioux	10,000	10,000
Chippewa	10,000	10,000
Ojibwa	10,000	10,000
Menominee	10,000	10,000
Winnebago	10,000	10,000
Illinois	10,000	10,000
Missouri	10,000	10,000
Arkansas	10,000	10,000
Florida	10,000	10,000
Georgia	10,000	10,000
Alabama	10,000	10,000
Mississippi	10,000	10,000
Louisiana	10,000	10,000
Texas	10,000	10,000
California	10,000	10,000
Arizona	10,000	10,000
Colorado	10,000	10,000
Utah	10,000	10,000
Idaho	10,000	10,000
Montana	10,000	10,000
Wyoming	10,000	10,000
Nebraska	10,000	10,000
Kansas	10,000	10,000
Oklahoma	10,000	10,000
Arkansas	10,000	10,000
Mississippi	10,000	10,000
Alabama	10,000	10,000
Georgia	10,000	10,000
Florida	10,000	10,000
Caribbean	10,000	10,000
Central America	10,000	10,000
South America	10,000	10,000
Total	1,000,000	1,000,000

Statement of the Tribes of Indians

Tribes		Population
Algonquin	10,000	10,000
Sioux	10,000	10,000
Chippewa	10,000	10,000
Ojibwa	10,000	10,000
Menominee	10,000	10,000
Winnebago	10,000	10,000
Illinois	10,000	10,000
Missouri	10,000	10,000
Arkansas	10,000	10,000
Florida	10,000	10,000
Georgia	10,000	10,000
Alabama	10,000	10,000
Mississippi	10,000	10,000
Louisiana	10,000	10,000
Texas	10,000	10,000
California	10,000	10,000
Arizona	10,000	10,000
Colorado	10,000	10,000
Utah	10,000	10,000
Idaho	10,000	10,000
Montana	10,000	10,000
Wyoming	10,000	10,000
Nebraska	10,000	10,000
Kansas	10,000	10,000
Oklahoma	10,000	10,000
Arkansas	10,000	10,000
Mississippi	10,000	10,000
Alabama	10,000	10,000
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Menominee	10,000	10,000
Winnebago	10,000	10,000
Illinois	10,000	10,000
Missouri	10,000	10,000
Arkansas	10,000	10,000
Florida	10,000	10,000
Georgia	10,000	10,000
Alabama	10,000	10,000
Mississippi	10,000	10,000
Louisiana	10,000	10,000
Texas	10,000	10,000
California	10,000	10,000
Arizona	10,000	10,000
Colorado	10,000	10,000
Utah	10,000	10,000
Idaho	10,000	10,000
Montana	10,000	10,000
Wyoming	10,000	10,000
Nebraska	10,000	10,000
Kansas	10,000	10,000
Oklahoma	10,000	10,000
Arkansas	10,000	10,000
Mississippi	10,000	10,000
Alabama	10,000	10,000
Georgia	10,000	10,000
Florida	10,000	10,000
Total	1,000,000	1,000,000





The highlighted Dakota territory of the Arrowsmith Map with national, provincial and state borders overlaid.

The traditional territory of the Oceti Sakowin covers significant parts of:

- Saskatchewan,
 - Alberta,
 - North Dakota,
 - South Dakota, and
 - Minnesota,
- with smaller areas in:
- British Columbia,
 - Montana, and
 - Iowa.

APPENDIX B: POPULATION DATA

WHITECAP COMMUNITY POPULATION DATA

YEAR	Total Whitecap Band Members			Total Non-Status Members			Total Other First Nation (or Metis 2010-2012)			Metis (2013-2021)			Total Population On Reserve		
	Net change	% change	Average annual % growth	Net change	% change	Average annual % growth	Net change	% change	Average annual % growth	Net change	% change	Average annual % growth	Net change	% change	Average annual % growth
2010	267			17			77						361		
2011	290	8.6%		21	23.5%		68	-11.7%					379	5.0%	
2012	290	0.0%		38	81.0%		137	101.5%					465	22.7%	
2013	318	9.7%		26	-31.6%		138	0.7%		9			491	5.6%	
2014	330	3.8%		41	57.7%		161	16.7%		7	-22.2%		539	9.8%	
2015	328	-0.6%		46	12.2%		143	-11.2%		7	0.0%		524	-2.8%	
2016	325	-0.9%		57	23.9%		147	2.8%		6	-14.3%		535	2.1%	
2017	332	2.2%		52	-8.8%		153	4.1%		5	-16.7%		542	1.3%	
2018	341	2.7%		62	19.2%		163	6.5%		4	-20.0%		570	5.2%	
2019	364	6.7%		53	-14.5%		160	-1.8%		4	0.0%		581	1.9%	
2020	356	-2.2%		74	39.6%		152	-5.0%		4	0.0%		586	0.9%	
2021	378	6.2%		56	-24.3%		170	11.8%		7	75.0%		611	4.3%	
2010-2021	111	41.6%	3.8%	39	229.4%	20.9%	93	120.8%	11.0%	-2	-22.2%	-2.0%	250	69.3%	6.3%

APPENDIX C: SWOT ANALYSIS

A SWOT analysis was facilitated and drafted by Crosby Hanna in 2019. The following are summaries of the findings that were used in the development of the WDFN Comprehensive Community Plan.

Culture		Help	Hinder
Internal	Strengths	<ul style="list-style-type: none"> •good reputation with banks & gov't - credibility •womens group - traditional governance •strong group of elders •cultural and language programs •historical research for treaty file •acknowledgemnt by federal gov't that Dakota are a military ally of the Crown •partnership with WHP + Beady's - regional strategy •Chief Whitecap trail - HWY •Chief Whitecap waterway - T.C. trail •320 acre Chief Whitecap Park •language conference •geneology workshop •sharing knowledge with other Dakota nations 	<ul style="list-style-type: none"> •funding is unscable and inconsistent •some elders do not want to be recorded •private sector involvement needs to increase - language and pronunciation
		External	Opportunities
	Weaknesses		

Governance

	Help	Hinder	
Internal	<ul style="list-style-type: none"> • self government processes with federal government • high governance capacity assets • stability in leadership - small council • financial management capacity • cohesive community • economic success and taxation authority • bilateral tables with both provincial and federal governments • strong intergovernmental relationships • Trudeau letter - gov't to gov't / nation to nation relationships • accountable and transparent government structure • strong community support throughout process 	<ul style="list-style-type: none"> • bureaucrats - federal and provincial • federal per capita funding model • communicating the things - WDFN has 3 facebook pages 	w e a k n e s s e s
External	<ul style="list-style-type: none"> • fair fiscal relationships • self gov't - law making ability opportunity • communications strategy - coordinator • 6 jurisdictional areas to negotiate with province • expanded tax authority • employment strategy to take advantage of trained/educated members • expanded Human Resources capacity • fiscal relationship with all gov't departments 	<ul style="list-style-type: none"> • OSR - own source revenue clawback • capacity within comm. to implement self gov't could be opportunity • gov't inability to adapt to Whitecap's situation - bureaucrats • lack of internal succession plan • no capacity to enforce and prosecute laws • federal gov't changes set back treaty negotiations 	t h r e a t s

Economy

	Help	Hinder	
Internal	<ul style="list-style-type: none"> • good reputation with banks & gov't - credibility • section of the exemption • community pride • FNMFJA with federal gov't • Building Canada fund - WDFN can access • high capacity and reputation in business community + partnerships • business environment is friendly • real property tax - SAMA assessment - mill rate • land use planning/zoning/development standards • infrastructure capacity • on-Reserve employment opportunities • strong leadership • balance modern vs traditional world 	<ul style="list-style-type: none"> • lack of funding • board governance should be expanded -> also an opportunity • private sector involvement needs to increase • lack of private sector investing in indigenous communities -> benefits everyone 	w e a k n e s s e s
External	<ul style="list-style-type: none"> • entrepreneurship through tourism strategy and other • treaty implementation - land base + economic dev't • gov't will be tax authority • section 125 - Whitecap Dev't Corp. can't be taxed like a crown corp. • expand programs and services • fitness and nutrition programs • raise awareness of business opportunities 	<ul style="list-style-type: none"> • perception that investing on-Reserve is risky • competition with other First Nations and Municipalities • changes in gov't officials causes delays • casino dev't in Saskatoon 	t h r e a t s

Lands + Environment

		Help	Hinder	
Internal	Strengths	<ul style="list-style-type: none"> Land management plan exists new environmental protection law WDFN through land code land reclamation has taken place under INLMFA no landfill - door to door pickup recycling door to door section 35 protection in Treaty business park + serviced lands 	<ul style="list-style-type: none"> flood prone lands - need fill to develop enforcement of hunting laws - difficult, frequent poaching subdivision not funded yet livestock drink potable water 	Weaknesses
External	Opportunities	<ul style="list-style-type: none"> access to lands nearby access to urban, military Lake Diefenbaker lands - WDFN build sustainable community develop new subdivision - in queue agricultural wells 	<ul style="list-style-type: none"> erosion is constant threat losing access to lands nearby - threat to tourism military base <ul style="list-style-type: none"> -> fire last fall -> unexploded ordnance explosions -> demolition range Gardiner Dam failure DND land negotiation TLE possible nearby Time - land prices go up and close to city dumping garbage and toxic waste shingles 	Threats

Agriculture

		Help	Hinder	
Internal	Strengths	<ul style="list-style-type: none"> Existing bison ranch- getting near retirement Irrigated land along river Good haying equipment Promotion of family gardening School garden education program Cannabis production facility coming HR capacity- lots of qualified operators for haying 	<ul style="list-style-type: none"> Small land base Not great soil Lands are underutilized Irrigation equipment is old and needs replacing 	Weaknesses
External	Opportunities	<ul style="list-style-type: none"> Take advantages of leased out irrigated land to plant crops Bison farm expansion Acquire more land with treaty negotiations Agriculture Department Strategy Value added Ag. Processing Niche Ag. Opportunities - greenhouse production Partnerships with U of S for research and production 	<ul style="list-style-type: none"> No rail access 2 local farms lease land, but could stop at any given time 	Threats

Education

	Help	Hinder	
Internal	<ul style="list-style-type: none"> greenhouse beside school - program - comm. feast in 20 years will have educated skilled labour force partnership with SPSD labour force strong demand for post-secondary new 56 seat early learning centre Chief Whitecap School GR 5-8 pre-k to GR 4 renovation/expansion joint operations committee with SPSD <ul style="list-style-type: none"> → purchasing agreement → job security culture & language program at both schools trades training implementing language curriculum 	<ul style="list-style-type: none"> language and cultural education funding level of post-secondary funding transportation to city for GR 5-12 	Weaknesses
External	<ul style="list-style-type: none"> partnerships with all post-secondary institutions 	<ul style="list-style-type: none"> encroachment by development and other TLE Change of government and focus funding loss of language 	Threats

Health

	Help	Hinder	
Internal	<ul style="list-style-type: none"> young population strong group of elders educated partnership with SHA block funding agreement with Health Canada garden program - rototilling available 	<ul style="list-style-type: none"> federal gov't does not provide same health services on-reserve as off-reserve high levels of chronic health conditions -> diabetes need more resources for mental health and addiction program 	Weaknesses
External	<ul style="list-style-type: none"> health facilities assessment accreditation for facility expand partnership with SHA and federal gov't primary helathcare at Whitecap <ul style="list-style-type: none"> → open to public / status blind expand programs and services fitness and nutrition programs partner with Education for breakfast and lunch program community garden and school garden intro of traditional medicine - holistic in one bldg. = dialysis 	<ul style="list-style-type: none"> funding - salary grid lower than SHA <ul style="list-style-type: none"> → difficult to retain employees ageing population - need more care gambling addictions alcohol and drug addictions - close to Saskatoon opioids prescribed federal gov't does not fund chiropractic services 	Threats

Public Works

	Help	Hinder	
Internal	<ul style="list-style-type: none"> Public works department well established Reclamation of community lands (have transfer station) Door to door recycling and solid waste pickup WTP can operate independent of one another (can pump both ways) Certified WTP operators WTP-2 reverse osmosis plants Good snow removal program Drafting safety policies Elders lawncare and snow removal services Young workforce in housing department 	<ul style="list-style-type: none"> Understaffed (separate from housing) Under-funded Lowest budget/ highest expenditures Inventory of housing and machinery or un-utilized/ not up to date Capacity+ Administration More emphasis on safety 	W e k n e s s
External	<ul style="list-style-type: none"> Use equipment and housing database to full potential Continue with self-sufficiency in terms of maintenance Apply for funding for positions for youth (maintenance) Prevention of infestations Seismic study to determine impacts of detonated artillery Expand public works Bdg. 	<ul style="list-style-type: none"> Critters (bugs, bed bugs, mice, rats) big 5 Spring thaw flooding/ drainage to river (\$4m project) Tenants not taking care of property/ negligence Weather events- big insurance claims (roofs, windows) DND- fires and armoury (detonate old artillery and shakes the ground) Ammunitions storage facility- major target location River intake pump location unpredictable 	t h r e a t s

Infrastructure + Housing

	Help	Hinder	
Internal	<ul style="list-style-type: none"> expanded Water Treatment Plant and Lagoon -> commercial good roads and lighting Water Treatment Plant redundancy good drinking water - best in Canada own own systems - depend on sleeves existing housing generally well kept public buildings in very good shape 	<ul style="list-style-type: none"> well capacity - need upgrades funding for housing and infrastructure housing shortfall - over 100 waitlist housing database and information - could be better utilized internet needs upgrading - maxed out housing overcrowding - not keeping up with growth CMHC allocations are slow - delays construction ISC - have not funded a subdivision in past decade 40k for 1.5 Water Treatment Plant operators low funding for O+H for roads (primary height) 	W e k n e s s
External	<ul style="list-style-type: none"> road linkage with HWY 11 - regional internet - unlimited with private or Sasktel expand partnership with SHIA fund drainage plan solar panels, wind - green energy new band office, police building, fire hall, community centre, parks, heritage/cultural centre self-gov't could bring long term funding agreement -> scrap 1989 population formula -> new fiscal agreement -> long term block funding - CMHC 	<ul style="list-style-type: none"> no enough infrastructure for future growth neighbouring farm has control over floodgate - can flood Whitecap minister of CMHC not accessible O+M funding is too low to keep infrastructure working 	t h r e a t s

Community Security

	Help	Hinder	
Internal	<p>s t r e n e t h s</p> <ul style="list-style-type: none"> •partnership with Saskatoon Fire Department •CTA with RCMP •security cameras •have emergency response plan 	<ul style="list-style-type: none"> •limited staff, large area to cover - not just for WDFN •need 3rd officer (CTA) •need employee awareness about cyber attacks •no river safety policy, no mock exercises - need to implement and practice ERP 	<p>w e a k n e s s e s</p>
External	<p>o p p o r t u n i t i e s</p> <ul style="list-style-type: none"> •partners with SPS - need to work out and replace CTA with RCMP •expand security cameras 	<ul style="list-style-type: none"> •outsiders coming in and vandalizing - 1M tourists per year as visitors •conservation officers armed •new property laws •proximity to military base •cyber attacks 	<p>t h r e a t s</p>

Finance

	Help	Hinder	
Internal	<p>s t r e n e t h s</p> <ul style="list-style-type: none"> Chief and Council compensation info Salary grid established Progressive and adaptable when budgeting Strong policies with cheque distribution Well trained staff Good benefits Own source revenue/Real property tax Self governance-Fiscal Relationship with Canada Taxation- if of affected areas Staff- young and well trained Accountability and transparency Sharing information (Audits) with members Set annual budgets 	<ul style="list-style-type: none"> Too many policies/ Red tape Too few staff In house health finance (for health department) Slow at putting practice into policy, but is related to lack of staff Salary grid needs updating mk and stds Non-union Different jurisdictions (Fed/Prov) for benefits 	<p>w e a k n e s s e s</p>
External	<p>o p p o r t u n i t i e s</p> <ul style="list-style-type: none"> Infrastructure Canada fund CPS Prevention Program-good resources 10-year grant funding with less reporting (Band decides) Tax jurisdiction 	<ul style="list-style-type: none"> Different funding sources Auditing timelines are inconsistent 	<p>t h r e a t s</p>

APPENDIX D: WDFN LAWS AND BY-LAWS

LAWS & BY-LAWS LIST

- Whitecap Dakota Sioux First Nation #94 Waste Disposal & Burning By-Law (1996)
- Business Licensing By-law No. 2005-01 (2005)
- Smoking By-law No. 2007-01 (2007)
- WDFN Matrimonial Real Property (2004)
- WDFN Law Respecting Traditional Interests (2008)
- WDFN Ratification Land Law (2015)
- WDFN Environmental Protection Law (2019)
- WDFN Land Use Law (2019)
- Whitecap Liquor Consumption Fee By-law, 2007
- Whitecap Community Improvement Fee By-law, 2008
- WDFN Pandemic Prevention Law (2020)
- WDFN Property Taxation Law (2012)
- WDFN Property Assessment Law (2012)
- WDFN Development Levies Law (2016)
- WDFN Annual Rates Law, 2022 (updated annually)
- WDFN Annual Expenditure Law, 2022 (updated annually)
- Financial Administration Law, 2019

LAND LAWS & BY-LAWS SUMMARY DETAILS

Whitecap Dakota First Nation became Operational under the *Framework Agreement on First Nations Land Management Act* in 2003. Following is a list of land laws and by-laws that are currently enacted at Whitecap, both under the authority of the land code and the process of the Indian Act:

	Law	Ratified	Enacted	Amended
Indian Act By-Laws				
1	Whitecap Dakota Sioux First Nation #94 Waste Disposal and Burning By-Law	Not required.	February 26, 1996	
	<ul style="list-style-type: none"> For the purpose of protecting the health of residents and the prevention of nuisances and the imposition of a penalty for violations. No person shall operate a garbage dump, use any land (other than landfill) to dispose of or store waste or burn any waste. 			
2	Business Licensing By-law No. 2005-01	Not required.	April 21, 2005	
	<ul style="list-style-type: none"> To provide for the form, fee and procedure for the issuance of business licensing on reserve. To deem the orderly conduct and administration of businesses, and for the health, welfare, safety and environment for residents. Includes the enforcement of payment of amounts that are payable thereof. 			
3	Smoking By-law No. 2007-01	Not required.	April 2, 2007	
	<ul style="list-style-type: none"> To regulate and prohibit smoking in enclosed public places on WDFN and for the imposition of a penalty for a violation thereof. Also includes signage requirements and smoking permitted areas (smoking rooms). 			

WDFN Land Laws				
	Law	Ratified	Enacted	Amended
4	WDFN Land Code	November 7, 2003	January 1, 2004	2009 2015
	<ul style="list-style-type: none"> • Law created to replace the (32) land management sections of the Indian Act in order for the First Nation to exercise control over its lands and resources for the use and benefit of its members. 			
5	WDFN Matrimonial Real Property Law	Not required.	December 1, 2004	
	<ul style="list-style-type: none"> • Law required to enact rules and procedures, applicable on the breakdown of a marriage, to the use, occupancy and possession of WDFN land, and the division of interests in that land. 			
6	WDFN Law Respecting Traditional Interests	Not required.	June 2, 2008	
	<ul style="list-style-type: none"> • The purpose of this law is to establish orderly regime for the granting and administration of traditional land on the First Nation. Includes eligibility for agricultural interests. 			
7	WDFN Ratification Land Law	Not required.	June 15, 2015	
	<ul style="list-style-type: none"> • The purpose of this law is to set out the ratification process to be followed when a Ratification Vote (means a vote of the eligible voters to obtain community approval) is required by the Land Code. 			
8	WDFN Environmental Protection Law	Not required.	September 10, 2018	
	<ul style="list-style-type: none"> • The intention of this law is to ensure that WDFN lands are protected by the same environmental standards as the rest of the province. Sask. laws that have been incorporated into the EPL are: <ul style="list-style-type: none"> - Sask. Environmental Management and Protection Act (EMPA) - Hazardous Substance and Waste Dangerous Goods Regulations 			
9	WDFN Land Use Law	Not required.	May 13, 2019	
	<ul style="list-style-type: none"> • The purpose of this law is to regulate development on WDFN land to ensure developments are compatible with surrounding lands. The law also includes the development proposal and application process, signage, fencing and parking requirements and outlines the land use districts. 			

WDFN Tax Laws				
10	Whitecap Liquor Consumption Fee By-Law, 2007 *FNGST Act	Not required	July 26, 2007	
	<ul style="list-style-type: none"> The First Nation entered into a tax administration agreement with the Province in order to enable and authorize the Province to enforce the collection and remittance of the liquor consumption fee. Any person who purchases liquor on WDFN, pays the WLCF tax. 			
11	Whitecap Community Improvement Fee Bylaw, 2008 *FNGST Act, Excise Act.	Not required	September 19, 2008	
	<ul style="list-style-type: none"> Equivalent to the goods and service tax (GST), every recipient of a taxable supply/purchase on Whitecap Lands, shall pay to the Whitecap Dakota First Nation tax. 			
12	WDFN Property Taxation Law		September 13, 2012	
	<ul style="list-style-type: none"> The law establishes how taxes are levied and what property interests are taxable, sets out the duties of the tax administrator, establishes timelines and requirements for creating the tax roll and sending tax notices, sets out any exemptions from taxation, provides for the impositions of penalties and interest on unpaid taxes, and outlines the enforcement and collection mechanisms available to the First Nation. 			
13	WDFN Property Assessment Law		September 13, 2012	
	<ul style="list-style-type: none"> This law establishes the property assessment system and provides for the appointment of an assessor, creates the timelines for conducting assessments, sets out the rules for determining assessed values of properties, establishes property classes for assessment purposes, and provides for an independent assessment review board to consider and determine assessment appeals. 			
14	WDFN Development Levies Law		March 16, 2016	
	<ul style="list-style-type: none"> Development levies are a one-time fee that are collected from developers of reserve land to offset some of the infrastructure costs required to service the needs of the development. This law outlines the administration, imposition, calculation and payment of development levies, use of levies collected, dispute/complaint resolution and general provisions. 			
15	WDFN Annual Rates Law, 2021		August 9, 2021	Annually
	<ul style="list-style-type: none"> The annual tax rates law sets out the tax rate to be applied to the assessed value of each class of property for the current tax year. It also sets any minimum tax that will apply in that year. Tax rates are set by the First Nation 			

	and are typically determined by budgetary requirements and with consideration of the tax rates as set by surrounding municipalities (Saskatoon, Warman, Martensville and the RM of Dundurn).			
16	WDFN Annual Expenditure Law, 2021		August 9, 2021	Annually
	<ul style="list-style-type: none"> This law provides the First Nation with the authority to expend the revenues collected under their local revenue law. The law sets out how the First Nation intends to spend the local revenue it collects by providing detailed budgets indicating all revenues and expenditures for that budget year. 			
17	Financial Administration Law, 2019		January 9, 2019	
	<ul style="list-style-type: none"> This law applies to the financial administration of the First Nation. It is a set of governance and finance practices that is intended to help Councils and staff make informed decisions and commit to good governance and finance practices. 			

APPENDIX E: WDFN ZONING DISTRICT MAP



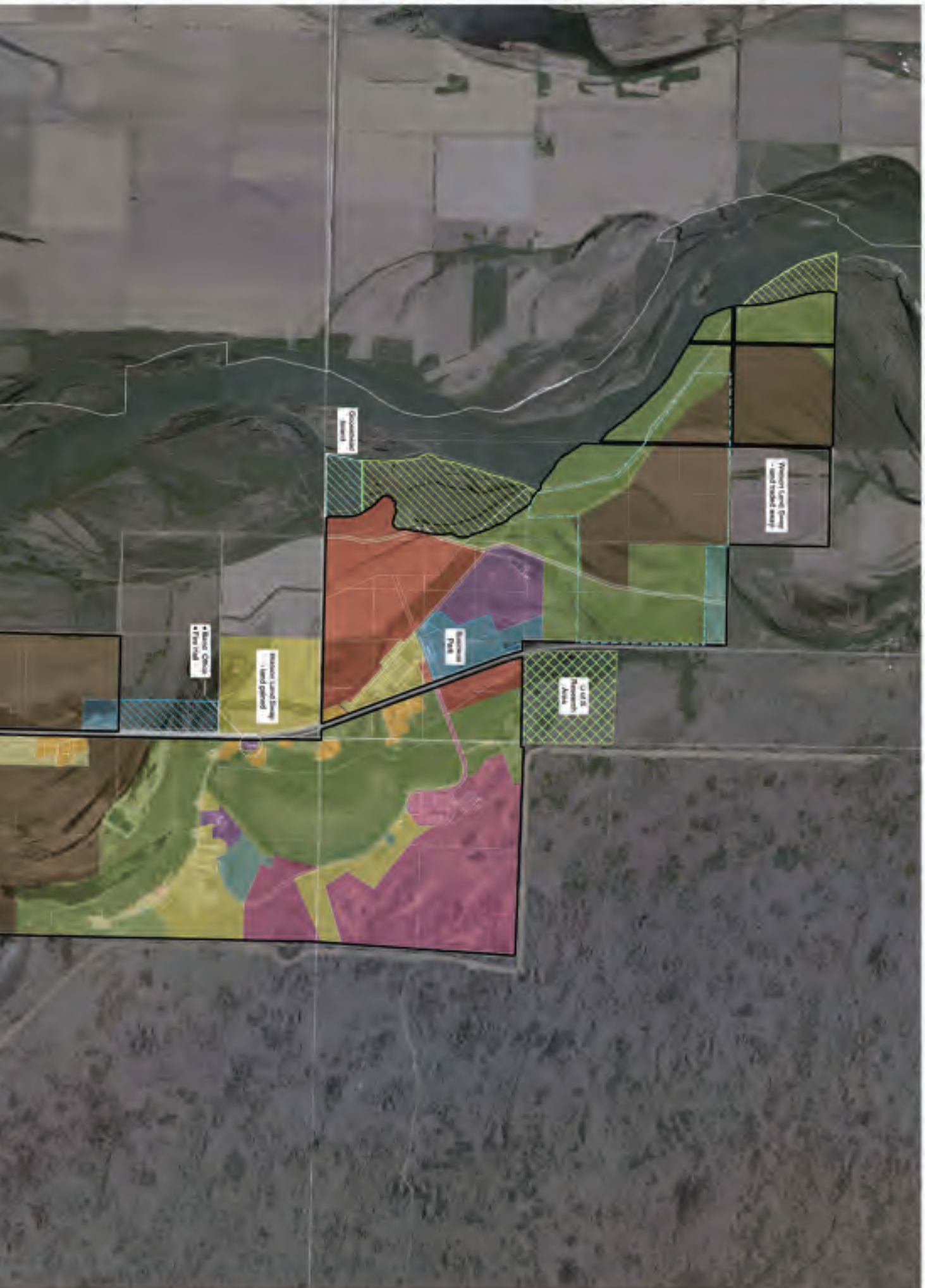
LEGEND

- R1** Small Lot Residential
- R2** Large Lot Residential
- R3** Country Residential
- RMH** Mobile Home Residential
- CSR** Community Service / Recreation
- CRes** Commercial Resort / Residential
- C** Commercial
- I** Industrial / Off-Reserve Industrial
- Ag** Agriculture
- SU** Special Use / Off-Reserve Special Use
- RCon** Resource Conservation / Off-Reserve Resource Conservation
- Future Riverlands Area
- Whitecap Dakota Boundary



Whitecap Dakota First Nation
Zoning District Map

CROSBY HANNA & ASSOCIATES
LANDSCAPE ARCHITECTURE & COMMUNITY PLANNING
May 2018



APPENDIX F: WDFN IMPLEMENTATION PLANS

As described in Section 6 of the Whitecap Dakota First Nation Comprehensive Community Plan, the Whitecap community identified many actions and initiatives that have been included in the implementation plan within each planning area. The following table will outline how the implementation plan is broken down and will describe what each column will track in relation to the initiative.

Planning Area				
<i>Initiative</i>	<i>Status</i>	<i>Timeline</i>	<i>Responsibility</i>	<i>Notes</i>
Initiatives listed here are the goals and outcomes to be reached by each planning area. These items have been identified by the community through initial community engagement sessions and will be reviewed and updated on an annual basis through additional consultation.	<p>Status will outline whether each item is:</p> <ul style="list-style-type: none"> • In progress, • On-going; • Not started, or • Completed. <p>The status will be updated with Program Directors during annual reviews of the CCP and implementation plan.</p>	<p>The timeline will identify the goal for timing in which the initiative is set to be completed, determined by Program Directors and staff. It can be listed by:</p> <ul style="list-style-type: none"> • Fiscal year; • TBD (To Be Determined); or • On-going 	<p>The responsibility column will list which department and its staff that will take the lead on the initiative. It will also list who might support the designated lead and ensure that the initiative is prioritized and implemented.</p>	<p>The notes section will offer a space to provide additional comments and/or updates on the progress of each listed initiative.</p>

Culture and Language

Initiative	Status	Timeline	Responsibility	Notes
Design and implement “Land Based” education programming	In progress	On-going	Language Program Coordinator	Program in place at Chief Whitecap School
Make Dakota the official language of WDFN	Not started	TBD	Council	WDFN language law to be developed
Continue to hold workshops with other Dakota Nations to support the Dakota Culture	In progress	On-going	Council / Dakota Language Coordinator	
Develop a Heritage and Cultural Centre	Not started	5 – 10 years	Governance / Council	
Document and share local creation stories about animals and the river			Dakota Language Coordinator	Incorporate this into annual culture camps.
Use The Indigenous Language Act to reclaim, revitalize and strengthen the Dakota language	In progress	On-going	WDFN Language Committee / Research Analyst	Access funds through Heritage Canada to support Dakota Language initiatives.
Add more male and female Dakota language speakers in the school system	In progress	On-going		In place at Chief Whitecap School – looking to expand to Charles Red Hawk Elementary School
Develop and implement Dakota Language Early Learning Curriculum	Not started		WDFN Language Committee / WELC Manager	
Increase cultural awareness and participation in cultural programs	In progress	On-going	Dakota Language Coordinator	Annual Culture Camps, Language gathering
Create a sewing group	In progress	On-going	Wellbeing Director / Maternal Child Health Coordinator	Delayed by pandemic
Hold a Pow Wow every two years	Not started		Culture Committee	Incorporate small powwow with annual culture camp.
Introductory and ongoing employee Dakota culture and language training	Not started			

Culture and Language

Initiative	<i>Status</i>	<i>Timeline</i>	<i>Responsibility</i>	<i>Notes</i>
Host seasonal community feasts	Complete	On-going	CRHES Staff	
Hold an annual language conference	Complete	On-going	WDFN Language Committee / Council	Fourth Annual Conference (June 1-2, 2022)

Governance

Initiative	Status	Timeline	Responsibility	Notes
Continue a Nation to Nation relationship with Canada (regarding the Self Government agreement)	On-going	On-going	Council / Director, Self-Government	The relationship will be redefined as we embark in Self Government
Continue a Nation to Nation relationship with Canada. (regarding the Dakota Treaty) and advocate WDFN positions	On-going	On-going	Council / Director, Self-Government	
Enact relevant laws as WDFN incrementally achieves Self-Government	On-going	2022-2023	Council / Director, Self-Government	Priority will be the Governance Code and other core laws
Implement pre-effective plan and implementation plan for self-government	In-progress	See Notes	Governance Department	Pre-effective plan is completed when the Self Government agreement is complete, and implementation will be on-going
Examine and pursue alternatives to the federal per-capita funding model	On-going	To be completed by 2025	Governance Department	Canada is reviewing its policy on service population. Whitecap will join national collaborative process on fiscal policy.
Develop governance mentorship programs	Not started	2023-2024	CEO / HR Coordinator / Chief's Advisory Committee	Links to the Self Government implementation plan & Human Resources planning
Develop a communication strategy including hiring of a communication coordinator	In progress	2022-2023	Governance / Human Resources Coordinator	Implemented as per the Self Government agreement
Streamline communication with community members including social media	In progress	2022-23	Governance / Communications	Website training and development of Facebook protocols

Governance

Initiative	Status	Timeline	Responsibility	Notes
Hold regular consultation sessions with Elder's, Women's, Men's, and Youth Advisory Groups	In progress	ASAP	TBD	Terms of Reference complete for Youth Advisory Group. Others to be developed.
Add an additional Councillor who may represent a specific demographic or geographic location	In progress	By WDFN election 2024	Governance Department	Will be enabled through the Constitution and implemented as part of the Self Government process
Develop and implement a program that will revitalize traditional governance systems and structures	In progress	Ongoing	Saskatchewan Dakota Elders Project	Background research with Elders has been completed with Implementation contingent on future funding
Hire a by-law (WDFN Law) enforcement officer, possibly in partnership with neighboring communities	In progress	Spring 2022	Governance Department	Community Safety Officer pilot program initiated with the Province of Saskatchewan
Target a ratification of self-government in 2021 and implementation in 2023	In progress	2023	Governance Department	
Governance Centre and Cultural / Community Centre	In progress	2023-2024	Governance Department	Proposed as part of SG and implementation package. Pre-design report by June 2022 (Kindrachuk)
Pilot agreement with Muskoday First Nation and Province to enforce and prosecute all land laws created under Land Code (e.g. noise bylaw). Crosses over with governance and community safety sections.	In progress	Implement by Spring 2024	Governance Department / Lands	Work with Province and provincial courts; including provincial legislative amendment

Governance

Initiative	Status	Timeline	Responsibility	Notes
Negotiate increased infrastructure funding (Operations & Maintenance and Capital) with the federal government (e.g. long-term block funding CMHC)	Not started		Council / Director, Self-Government	WDFN to participate in national Fiscal Collaboration Process
Create a staff listing with contact information on the WDFN Website	Complete	Fall 2021		New WDFN website launched October 2021

Economy				
Initiative	Status	Timeline	Responsibility	Notes
Sell lots in the WDFN Business Park in a phase manner	On-going	2019-2029	Lands Department / Collier's Real Estate	
Support the development of entrepreneurship and businesses such as a hair salon, dry cleaners, pharmacy, etc.	In progress	On-going	Economic Development	Accessible through the WDFN Equity Fund
Restructure the WDC Board to include increased business experience and reflect best practices (ie. add advisory committees)	In progress	Target for completion by 2022.	Whitecap Development Corp CEO and WDC Board Members	Third party recommendation completed
Restructure the WDC management	Not started	2022	WDC CEO & Board / Human Resources	Also, to be added to HR list of initiatives
Construct a spa	Not started	2023 – 2024	Spa Project Management Team	Currently in design phase and construction to start in 2023
Construct a mutli-sheet arena	Not started	2024	To be determined	Concept design, costing and funding application complete
Construct resort residential sub-division	Not started	2022	Project Management Team	Currently in design phase.
Construct a pathway system to support tourism and active community living	Not started	2022	Lands / Economic Development	Concept plans completed for resort area and community link. Subject to funding.
Update Tourism Plan to increase tourism activity	Not started	2022	Economic Development / Lands	
Support development of the Indigenous Tourism Corridor (ITC)	In progress	On-going	Economic Development / ITC	ITC partnership established with Beardy's Okemasis' Cree Nation, Wanuskewin Heritage

Economy

Initiative	Status	Timeline	Responsibility	Notes
				Park & Whitecap Dakota First Nation
Support entrepreneurship by community members by providing support in the area of accounting and financial services	In progress	On-going	Economic Development	Facilitate services to be provided by third party.
Develop WDFN Indigenous Procurement policy to support band-owned and community member owned business	Not started	2022	Finance / Economic Development	Also included in Finance Initiatives
Attract a cannabis retail operation	Not started	2022	Economic Development	WDFN Cannabis Law in progress
Develop safe, clean recreation areas along the river (Riverlands development)	Not started	2023	Economic Development / Lands / Public Works	
Construct a hotel	Complete	October 2020		Dakota Dunes Resort

Lands and Environment

Initiative	Status	Timeline	Responsibility	Notes
Review and update the Land Use Law every 5 years	Not started	2023	Lands	Not required until 2023.
Review and update CCP annually	In progress	On-going	Lands	Annual update of the implementation plan with Directors.
Undertake a comprehensive drainage plan partnership with other levels of government	In progress	2022	Drainage PMT/ BCL Engineering	
Address the situation where an adjacent landowner has control over a major floodgate that could affect WDFN	In progress	2021	WDFN CEO	
Determine the process for enforcing a hunting policy	In progress	2022	Lands / Council Portfolio Holder	Include discussions with Community Safety Officer (CSO) pilot partnership
Engage the Dundurn Military Base leadership in the Hay lands Claim	In progress	On-going	Chief and Council / Self Government	
Develop an effective GIS program for land management	In progress	2022	Lands / IT Manager	
Pursuing the development of a new roadway linking Highway #11 with Highway #219	In progress	On-going	Chief and Council	In partnership with Dundurn RM.
Market / educate the business community on development opportunities on WDFN	In progress	On-going	Lands / Economic Development	In partnership with Colliers Real Estate and business park marketing.
Establish land selection process and committee to support implementation of WDFN Treaty	Not started	On-going	Self- Government / Lands	**Requires follow up with Murray
ATR project (Fee simple lands at Section 36)	In progress	2023-2024	Lands	
Develop a land registry system more accessible to potential investors, banks, etc.	Not started	TBD	Lands / Lands Advisory Board Resource Centre	LABRC currently looking at a National Registry system for First Nations.
Develop an annexation process for land acquisition	Not started	TBD		

Lands and Environment

Initiative	Status	Timeline	Responsibility	Notes
Review tax levels on an annual basis compared to services provided by WDFN	On going	Annual	Lands / Finance	
Cannabis Law development and implementation	Completed			
Continue the process to bring the “Watson” land to Reserve Status	Completed			Land is now reserve status

Agriculture				
Initiative	Status	Timeline	Responsibility	Notes
Attract a cannabis production facility within the Whitecap Business Park.	Not started	On-going	Economic Development	
Explore other value-added agricultural activities including hydroponic and greenhouse production and processing.	In progress	On-going	Economic Development	
Partner with the University of Saskatchewan on crop research and production.	Not started	On-going	Economic Development	Potential inclusion in the International Indigenous Health Research and Training Centre (IIHRTC).
Expand the bison ranch – ensure a community member is being mentored to manage it.	In progress	2022	Tatanka Ranch/ Lands	Community member contracted for mentorship.
Tie agriculture into a Land Based Education Program.	Not started		Education / Economic Development	Initiative also to be added to Education list.
Sell local beef and bison at Whitecap Trail.	Not started	2023	Economic Development	
Supply Whitecap based restaurants farm to table (Indigenous farm to table).	Not started	2023	Economic Development	
Expansion of the community/school garden program.	Complete			Second greenhouse added.

Health and Wellbeing Services

Initiative	Status	Timeline	Responsibility	Notes
Develop youth safe home(s)	Not started	2 - 3 years	Director Wellbeing Services	Progressive Model
Develop transition home(s)	Not started	1 - 2 years	Director Wellbeing Services	Progressive Model
Complete a full health services evaluation that includes: <ul style="list-style-type: none"> i. a comprehensive health survey of the community & surrounding service population ii. Health programs and services gap analysis iii. a comprehensive healthcare facilities assessment. 	In Progress	1 - 2 years	Director of Health	Independent contractor services required.
Update the Five (5) year Community Health Plan	On-going	2023-2024	Director of Health	In consultation with Whitecap Community
Secure sustainable funding to support the Chronic Disease and Prevention Management (CDPM) Program that will include fitness and nutrition programming	On-going	On-going	Director of Health / Community Health Nurse / Nurse Practitioner / Healthy Living Coordinator	Fitness and nutrition programming are currently available. Other services to be added as funding becomes available.
Lobby the federal government for: <ul style="list-style-type: none"> i. Sustainable funding for CDPM program and activities. ii. Salary grid that is competitive with scope of work and industry peers. iii. Staffing levels required to meet community needs (as identified in– health services evaluation above) 	Not started	TBD	WDFN Council / Director of Health	
Increase accessibility to cultural health and ceremonial healing practices. <ul style="list-style-type: none"> i. Develop a traditional healing centre (i.e. holistic approach). Increase accessibility to cultural and ceremonial practice by adding a smudge room	In Progress	TBD	Director of Health	Further consultation with community & Elders required. <ul style="list-style-type: none"> ii. A good example of this is White Raven in Fort Qu'Appelle. Currently using the Health Center Cultural Room
Develop a multi-level care home on Reserve	On Hold	Subject to funding	Director Health	Pre-planning phase for development

Health and Wellbeing Services

Initiative	Status	Timeline	Responsibility	Notes
Review and update programming to provide quality mental health services that meets the needs of the community	In progress	On-going	Health	Equine therapy, traditional healing, additional therapists, etc. Development of potential new services model to support mental wellness.
Advocate for improved Non-Insured Health Benefits (NIHB) for community members including coverage for all capital expenses required for medical supplies and equipment	In progress	On-going	WDFN Council / Director of Health	Currently run on a case-by-case basis. Specific funding needs to be allocated to fully implement.
Hire more local health care workers	In progress	On-going	Human Resources Coordinator / Director of Health	Members are currently encouraged to apply for job postings. Promote & encourage health careers to the community.
Gaining jurisdiction of Child and Family Services	In progress	2023-2024	Director Wellbeing Services	March 17, 2021 notice of intention to exercise legislative authority submitted to Canada under Section 20 of the <i>Act respecting First Nations, Inuit and Métis children, youth and families</i>
Health Centre Expansion	In progress	2023-2024	Director of Health / Director Wellbeing Services / Project Management Team	20-22 additional offices needed to accommodate staffing requirements.
Pursue accreditation of the health centre from Health Canada	In progress	2022-2023	Director of Health	Policy development and data sharing agreement required.
Start a breastfeeding support group for new mothers	Complete	On-going	Maternal Child Health Coordinator	One on one services provided
Partner with the CRHES in delivering a breakfast and lunch program	Complete	On-going	Director Wellbeing Services / CRHES	
Support AA and AL-ANON programming on-Reserve	Complete	On-going	Mental Health & Addictions Worker	
Add financial support for community members needing to stay in Saskatoon for healthcare services (eg. parking, accommodation, meals)	Complete	On-going	Medical Transportation Clerk	

Health and Wellbeing Services

Initiative	Status	Timeline	Responsibility	Notes
Jordan's principle – have a coordinator for this to address gaps in services – equal access to health care. Secure permanent funding for this	Complete	On-going		
Stable funding models are required to provide consistent health care	Complete	On-going	Director of Health	10-year grant renewal date in July 2029.

Wellness and Recreation

Initiative	Status	Timeline	Responsibility	Notes
Consult with Families and Youth on recreation programming	In progress	On-going	Youth Enhancement Worker	
Add additional playgrounds in residential sub-divisions	On-going	On-going	Wellbeing Services Director	Buffalo Berry playground completed in 2019
Add additional outdoor rinks in residential sub-divisions	Not started	On-going	Wellbeing Services Director / Public Works Director	Buffalo Berry outdoor rink planned for 2022-23 season
Develop age-appropriate recreation programs (ex. Elder's walking group, parent-tot, etc.)	In progress	On-going	Integrated Services Team	
Create a golf program for youth	Complete	On-going	Youth Enhancement Worker	Annual summer program

Justice and Community Safety

Initiatives	Status	Timeline	Responsibility	Notes
Prepare a river safety plan	Not started	TBD	TBD	Potential work with Meewasin Valley Authority
Prepare a feasibility study on the possibility of opening a custodial care facility (i.e. half-way house)	Not started	TBD	TBD	Consultation with the community
Install additional security cameras on the Reserve	In progress	TBD	CEO	Plan is in place – subject to funding
Include Crime Prevention Through Environmental Design principles in the design for the new residential subdivisions	Not started	TBD	Subdivision Project Management Team	
Awareness and prevention related to missing and murdered indigenous women and girls	In progress	On-going	Community Justice Worker / CEO	Community safety initiatives (cameras, security)
Work with the RCMP to improve response time	Complete	On-going	WDFN Council / Community Justice Worker	CSO development, SPS partnership
Add a Block Parent Home in each subdivision – “This is a Sober Home” awareness	In progress	On-going	Mental Health & Addictions Worker	Impacted by COVID – will be relaunched post pandemic
Update the Emergency Response Plan	In progress	2022-2023	CEO / Directors	
Develop a Police Detachment, Fire Hall, Ambulance (Emergency response center)	Not started	TBD	CEO /	
Expand partnerships with the Saskatoon Fire Department and Saskatoon Police Service	Complete	On-going		
Develop a Community Safety Officer (CSO) Program	Ongoing	2022-23	Council / Consultant	Implementation set for April 2022
Add a security patrol at night	Complete	On-going		Pandemic Response Committee and Public Works joint initiative
Reduce the speed limit on Highway #219 within the Reserve	Complete	Complete		Saskatchewan Highways standard cannot be amended at this time

Education				
Initiatives	Status	Timeline	Responsibility	Notes
Design and implement a Dakota language curriculum	In progress	2022/23 school year	Dakota Language Coordinator / CRHES & CWS Staff	Introduce a Dakota Program to CRHES/CWS Students with implementation delayed due to staff capacity
Seek funding opportunities from other levels of government for post-secondary education programming based on actual need so tuition and student living allowance can be provided	Not started	TBD	Director, Self-Government / Council	
Offer entrepreneurship education	In progress			Economic Development has programs to support adult entrepreneurs
Enhance the education program for Grade 4 students to help in the transition to the Saskatoon school system	In progress		Student Advisory Counsellor; CRHES Principal; CWS Principal	Ongoing programming by CRHES and CWS
Provide land-based learning programs at CRHES	In progress	Ongoing	CWS Principal / Dakota Language Coordinator	
Increase Dakota language programming at the Early Learning Centre and School	Under review		Dakota Language Coordinator; Early Learning Center Manager	Looking at staffing options
Develop Dakota language program on-Reserve, including K-12 curriculum and adult and family based	In progress	On-going	Dakota Language Revitalization Steering Committee/ Dakota Language Coordinator	University of Minnesota program for adults is in progress and language programs at both elementary schools.
Maintain the partnership agreement with Saskatoon Public School Division and engage SPS to create new partnerships	Complete	On-going	Council	Tripartite Education Agreement (Regional Education Authority) To be renewed every 5 years.

Education

Initiatives	Status	Timeline	Responsibility	Notes
Add more resources for children with disabilities and special needs (Jordan's Principle program)	Complete	On-going		Jordan's Principle Coordinator hired in 2020

Public Works

Initiatives	Status	Timeline	Responsibility	Notes
Expand the Public Works Building	In progress	2022-2023	Housing & Public Works	
Add well capacity (i.e. source water)	In progress	Fall 2021	Project Management Team	
Pave Littlecrow Trail	Not started	Unknown	Housing & Public Works	Project is subject to funding
Advocate for better lighting at intersection of Highway 219 and the store by adding flashing lights and speed limit sign	In progress	ASAP	Council	Partially complete: speed radar installed along Dakota Dunes Way
Analyze the feasibility of using solar and wind energy production at Whitecap	In progress	2022-23	Director of Housing & Public Works	Solar desktop study completed Fall 2021. Feasibility of solar farm for residential and commercial power needs is subject to funding
Work with SaskTel or another internet provider to increase service levels on-Reserve	Completed	Fall 2021	Director of Housing & Public Works / Chief Financial Officer / Lands Manager / IT Manager	SaskTel high speed fibre installed to every household and building in 2021.
Develop an inventory of band machinery and housing	Completed	2019-2020		Reviewed and updated annually

Housing and Public Infrastructure

Potential Initiatives	Status	Timeline	Responsibility	Notes
Design a concept plan for a subdivision on the “Watson” land (to accommodate long term growth) that includes the amenities and features of a contemporary residential neighborhood (e.g. park space, passive solar orientation, trail networks, natural areas, sidewalks).	In progress	Spring 2022	Stage 4 Subdivision Project Management Team	Subdivision concept plan to be completed by Spring of 2022
Add well capacity (i.e. source water).	In progress	Fall 2021	Project Management Team	
Design and build a community center for gatherings including meetings, celebrations, funerals	Not started	TBD		
Expand partnerships with the Saskatchewan Housing Authority	On-going	2023-2024	Council / Director of Housing & Public Works	Maintain and expand partnership with a 3 rd apartment (in progress) and properties in Saskatoon (10)
Analyze the feasibility of using solar and wind energy production at Whitecap	In progress	2022-23	Director of Housing & Public Works	Solar desktop study completed Fall 2021. Feasibility of solar farm for residential and commercial power needs is subject to funding.
Replace the trailers on Moose Woods Drive with houses.	In progress	On-going	Director of Housing & Public Works	Subject to funding
Construct houses with full basements and storage space	On-going	On-going	Director of Housing & Public Works	All new homes are constructed to National Building Codes with full basements
Construct more homes that are accessible (e.g. wheelchair access, ramps, single story)	On-going	On-going	Director of Housing & Public Works	
Develop awareness on how to deal with vermin (e.g. mice, rats, insects)	On-going	On-going	Director of Housing & Public Works	Notices sent to tenants from Housing department. Director of Health to be notified of any concerns

Housing and Public Infrastructure

Potential Initiatives	Status	Timeline	Responsibility	Notes
Complete regular housing inspections and notify tenants of the inspection schedule	On-going	On-going	Director of Housing & Public Works	Completed annually
Develop an Elders Housing Program (e.g. mobility and special needs)	Completed		Director of Housing & Public Works	As per the WDFN Housing Policy
Develop process to deal with tenant neglect of housing	Completed		Director of Housing & Public Works	As per the WDFN Housing Policy.
In the short-term develop a subdivision east of the existing “Villages”, to accommodate short and medium-term growth	Completed		Director of Housing & Public Works	Project determined to not be feasible at this time.
Explore development of small “bachelor” housing units (e.g. tiny homes)	Completed		Director of Housing & Public Works	Not currently feasible at Whitecap.
Improve housing database	Completed	2020	Director of Housing & Public Works	Switched database systems that integrate with other departments.
Work with SaskTel or another internet provider to increase service levels on-Reserve	Completed	Fall 2021	Director of Housing & Public Works / Chief Financial Officer / Lands Manager / IT Manager	SaskTel high speed fibre installed to every household and building.

Finance

Initiative	Status	Timeline	Responsibility	Notes
Implement a consistent budget planning timeline	In progress	Annual	CFO / Finance and Audit Committee	
Undertake a comprehensive update to the Finance Policy	In progress	2022-23	CEO / CFO / FAC	
Develop a Whitecap Indigenous Procurement Policy	In progress	2022-23	CFO / Director of Economic Development	
Implement a cloud-based enterprise resource planning system to support the transition to being a self-governing First Nation	In progress	2022-23	CFO / Senior Accountant / IT Manager	
Update IT infrastructure	In progress	2022-23	CFO / IT Manager	
Develop and implement IT policy and procedures	In progress	2022-23	CFO / IT Manager	
Access the Infrastructure Canada Fund and Building Canada Fund	Complete	On-going		ICIP – Fibre project BCF – upgrade to commercial water treatment plant, sewage lagoon and business park development
Access 10-year grant funding (NFR)	Complete	On-going	CFO	Signed April 2018 and effective 2019
Add staff to the Finance Department including a person dealing with Finance and Health	Complete	2021		Finance team member hired to support Health in 2021.

Administration and Human Resources

Initiative	Status	Timeline	Responsibility	Notes
Update the salary grid based on the market and best HR practices (i.e. job descriptions, employee evaluations, and compensation packages).	In progress	On-going	HR Coordinator / CEO	Salary market analysis can be updated every three years
Review benefit plans to ensure alignment with employee needs	On-going	On-going	HR Coordinator / Finance	To be reviewed annually
Enhancing communication between staff and management (ie. Regular staff meetings)	On-going	On-going	Directors / HR Coordinator	
Review and enhance WDFN Personnel Policy to ensure accountability of all employees	On-going	On-going	HR Coordinator / Directors	
Add a position focused on proposal writing and community development to support funding-based programs and services	In progress	2023-2024	HR Coordinator / Directors	
Expand office space and ensure effective use of current space/storage space.	In progress	ASAP		Managing office space
Create a position for Indian Registry Administrator and membership clerk	Outstanding	Subject to funding	CEO	Looking at training current staff to undertake role(s)
Update database management to manage active file storage and archives	In progress	TBD	Operations Manager	
Develop Human Resources department	Not started	2022-2023	HR Coordinator / CEO	HR department to eventually oversee all HR related functions: benefits, payroll, etc.
Add an Occupational Health & Safety (OH&S) position	Not started	2022-2023	Operations Manager/ HR Coordinator	
Add positions as needed to maintain effective administration support	TBD	2022-2023	HR Coordinator	
Hire community members to fill casual Educational Assistant (EA) positions	On-going	On-going	HR Coordinator / CRHES	Encourage qualified members to apply for positions when they are available
Hire more community members at the Early Learning Centre and provide with job security in the education sector.	In progress	On-going	HR Coordinator / WELC Manager	Encourage qualified members to apply for positions when they are available
Restructure the WDC management	Not started	2022	WDC CEO & Board / HR Coordinator	Also included in Economy initiatives
Implement annual reporting to community members	In progress	Annually	CEO	
Develop a succession plan for administration staff	On-going	On-going	Directors / HR Coordinator	

Administration and Human Resources

Initiative	<i>Status</i>	<i>Timeline</i>	<i>Responsibility</i>	<i>Notes</i>
Add staff to the Public Works department	In progress	On-going	HR Coordinator / Director of Housing & Public Works	
Add a dedicated IT person on site full-time	Complete		CEO / HR Coordinator	IT Manager hired with support from 3rd party service