

SERPENT RIVER FIRST NATION

195 Village Road
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SRFN Chief and Council Meeting
Council Chambers
Tuesday, October 28, 2025
6:00PM
Approved Minutes

Chair: Wilma-Lee Johnston

Council: Kerri Commanda, Shirley McLeod, John (Jack) Trudeau, Steve Meawasige, Michelle Owl

Regrets: None at this time

Director of Operations (DOO): Tracey Seabrook

Staff: Christopher Weatherley, Director of Social Services and Culture

Recording Secretary: Madelaine O'Neill, POLEA

Community Members on Zoom: 8

Community Members in Person: 16

1) Call to Order/Opening Prayer/Remarks:

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| - The duly convened Chief and Council of Tuesday, October 28, 2025 was called to order at 6:05pm |
| - Opening prayer by John (Jack) Trudeau |
| - The Chief welcomed Council and Community Members |

2) Adoption of Agenda

MOTION: 2025-10-28-01

That Chief and Council adopt the Agenda for the Chief and Council Meeting of Tuesday, October 28, 2025 as amended

Moved by	Shirley McLeod
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Seconded by	Kerri Commanda
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CARRIED	By Consensus
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| - Add item 6. b) Four Day Work Week (Discussion) |
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3) Declaration of Conflict of Interest:

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| - None at this time |
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4) Community Presentations

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| - None at this time |
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Recording Secretary:	Madelaine O'Neill	Date Approved	2025-12-11
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5) **Approval of Previous Minutes**

a) **Tuesday, October 14, 2025**

MOTION: 2025-10-28-02	
That Chief and Council approve the Chief and Council Meeting Minutes of Tuesday, October 14, 2025 as presented	
Moved by	Steve Meawasige
Seconded by	Michelle Owl
CARRIED	By Consensus

6) **Business Arising from Previous Minutes:**

a) **Framework for External Partnerships Policy**

<ul style="list-style-type: none"> - Chief and Council reviewed the Framework for External Partnerships Policy as posted on the members portal for consultation from Community - The document was open for feedback for consideration until October 17th, 2025 - No community feedback was received during this period
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b) **Four Day Work Week**

<ul style="list-style-type: none"> - Councillor requested this discussion be added to the agenda - Concerns raised by community member(s) regarding the lack of response from the emergency contact numbers - Community member(s) noted that when the four-day work week was originally introduced, it was approved for a six-month trial period and further noted that the period has now ended and inquired what next steps or decisions Council/Administration intends to make regarding the continuation or adjustment of the four-day work week model - Community member(s) inquired on how the associated key performance indicators and how response effectiveness is currently being tracked - DOO noted that the some delays may be attributed to the Director of Human Resources being out of office, which has temporarily impacted the speed at which related follow-up and KPI work is being completed
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7) **Reports:**

- None at this time

8) **Doodem & Committee Minutes & Reports**

a) **Mukwa Doodem Minutes – September 17, 2025**

MOTION: 2025-10-28-03	
That Chief and Council approve the Mukwa Doodem Meeting Minutes of September 17, 2025 as presented	
Moved by	Kerri Commanda
Seconded by	Shirley McLeod
CARRIED	By Consensus

9) **Standing Items:**

Recording Secretary:	Madelaine O'Neill	Date Approved	2025-02-11
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a) Audit Update

- DOO provided an update
 - Auditors were onsite throughout the week meeting with Senior Management to prepare for the 2024-25 audit
 - The auditors are scheduled to return at the end of November 2025, with the 2024-25 audit anticipated to be completed in December 2025, however, final completion may extend into January 2026

b) Community Safety Update

- Community member inquired about the status of the Fire Chief and whether an Acting Fire Chief has been appointed. It was confirmed that the current Fire Chief is currently on leave due to election campaign requirements preventing employees from actively campaigning while in their role. Acting Fire Chief Kim Johnston has been appointed to fulfil duties during this period

10) New Business:

a) Serpent River First Nation Robinson Huron Trust – Memorandum of Wishes – Execute Documents

MOTION: 2025-10-28-04
That Chief and Council approve the Serpent River First Nation Robinson Huron Trust Memorandum of Wishes as presented

CARRIED	By Consensus
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- Chief and Council reviewed and approved the Serpent River First Nation Robinson Huron Trust
 - This document serves as guidance for the appointed Trustees in administering the trust in alignment with community priorities and intentions

b) Mini Mall – Funding Application

MOTION: 2025-10-28-05
That Chief and Council support the development of a funding application to support the development of a Business Hub Incubator to promote local entrepreneurship and Economic Development within Serpent River First Nation

Moved by	Steve Meawasige
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Seconded by	John (Jack) Trudeau
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CARRIED	By Consensus
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- A lack of commercial real estate and or rental options in the area for community members interested in establishing businesses such as restaurants, craft businesses, and bakeries has led the SRFN Limited Partnership to consider developing a business complex comprising multiple leased units (4-6 commercial spaces). The proposed spaces could be leased as year-round units, inclusive of amenities such as heat, water, and washrooms. This proposed development would also feature a central seating area and open market, offering short-term rental opportunities for community members with smaller-scale businesses or ventures. A parking area adjacent to the road will provide a convenient service stop for customers
 - The proposed site is located adjacent to the north side of Highway #17, east of the Trading Post. These lands have previously been identified as suitable for alternative business ventures
 - The SRFN Limited Partnership board of directors is in full support of the development of business centers

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east of the trading post and they endorse SRFN to secure funding for feasibility studies and project completion

The SRFN Limited Partnership has engaged in discussions with the Economic Development Officer and Director of Operations at Serpent River First Nation regarding the necessity of this business Development

- This Strip Mall initiative is envisioned in two phases: Phase 1, encompassing a feasibility study, ground preparation, water distribution, and electrical infrastructure and Phase 2, involving construction. The commencement of Phase 2 is contingent upon the completion of the feasibility study. Funding for this project is a combined effort from NOHFC and FEDNOR, both of which have expressed support for its progression

c) Economic Development Strategic Action Plan

MOTION: 2025-10-28-06

That Chief and Council approve the 2025-2030 Economic Development Strategic Action Plan as amended with the following change from “Land Code” to “Land Use Planning” throughout the document

Moved by	John (Jack) Trudeau
Seconded by	Kerri Commanda
CARRIED	By Consensus

- To seek approval and provide Chief and Council with the final version of the Economic Development Strategic Action Plan (EDSAP) being developed to guide Serpent River First Nation (SRFN) toward greater economic independence and long-term prosperity
- In 2024, Chief and Council of Serpent River First Nation recognized the need for a comprehensive Economic Development Strategic Action Plan to guide decision-making and establish a clear path forward for greater self-sufficiency and growth
- In October 2024, N1 Strategy Inc. was selected as the consulting partner to lead the engagement, research, and development process
- The consultant led the process that involved:
 - Background research on the community and a review of previous reports and projects;
 - Informal discussions with community members
 - Meeting with community members and stakeholders through interviews and an open engagement session (May 2025);
 - Attending the 2025 Pow Wow in August;
 - Assessing SRFN’s current economic landscape;
 - Mapping community assets and infrastructure; and,
 - Incorporating traditional knowledge, values, and culture into the plan.
- On October 6, 2025, a Strategic Planning Session was held with Chief and Council, along with Senior staff and the consultants
- The purpose of this plan is to provide a roadmap for enhancing economic growth, fostering community development, and strengthening entrepreneurship within SRFN
- Building on SRFN’s existing strengths including its organizational capacity, infrastructure, and the dedication of its people, the community is well positioned to pursue new opportunities through the implementation of the EDSAP

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- The vision for economic development is grounded in SRFN’s commitment to building a sustainable, safe, and diverse economy that generates employment and enhances quality of life. Central to this vision is the development of Own Source Revenue, and the creation of mutually beneficial partnerships
- EDSAP focuses on five key priorities that will guide future resource allocation, program delivery, and investment decisions:
 1. Land and Investment Readiness
 2. Business Support
 3. Youth Development
 4. Communications and Engagement
 5. Partnerships
- Each priority area includes defined goals, actions, and performance measures designed to achieve tangible results and foster measurable progress toward economic sustainability. The plan also introduces Stretch Targets—ambitious yet achievable goals to focus the efforts of the Economic Development team and measure success over time

d) Q1 Financial Report

MOTION: 2025-10-28-07	
That Chief and Council as endorsed by the Finance Committee approve the Q1 Financial Report dated June 30, 2025 as presented	
Moved by	Shirley McLeod
Seconded by	John (Jack) Trudeau
CARRIED	By Consensus
<ul style="list-style-type: none"> - The financial report (as of June 30, 2025) compares the actual revenue and expenses against the approved budget for the full 2025-2026 fiscal year - The revenue for the first quarter of the fiscal year was \$7.0 million against the budgeted \$6.5 million for the same quarter – No concerns to highlight as SRFN is currently at 116.12% against budget - No concerns regarding expenses. Total expenses are 69.8% against budget after removing the RHT associated expenses and distributions - Overall Serpent River First Nation at the end of Q1 was in a surplus of \$837,231 	

11) Community Questions and Answers:

- Community member inquired about compensation for staff who work on Fridays or other scheduled off-days under the four-day work week model such as Geka staff, daycare staff, waste removal, etc. DOO explained that in some cases, some staff work alternative schedules (Mon-Thurs/Tues-Fri) to ensure coverage and further noted that Human Resources was working on compensation practices related to alternating schedules/the four day work week model but will circle back with further information at a later date
- Community member brought forward the following questions regarding the upcoming Trust Referendum as follows:
 Q: What is the ballot question being asked on the Trust Referendum ballot? A: “Do you approve the Serpent River First Nation Trust Deed? YES or NO”

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Q: How will the in-person and online ballots be counted and by whom? A: Following the close of the vote, the in person ballots will be counted by Membership Clerk, Vallee Trudeau – with scrutineers present; Kerri Weirmeir and Germaine Elliot

Q: When will the vote count be announced to the members and how? Results will be shared with members on November 3, 2025 at 12pm but should be ratified by the new Chief and Council no later than December 16, 2025

Q: Can transportation be made available for elders and those with disabilities? A: Yes, it can be arranged through Social Services and Culture

Q: What is the threshold percentage for the Trust vote to be passed? A: The threshold is 70% (that approve) of members who participated in the vote

Q: Will there be an all candidate’s night? A: Tentatively scheduled for November 13, 2025 from 7-9pm

Q: What the spending limit for the Director of Operations (specifically in the interim period where there is no Chief and Council)? A: \$250, 000 for funding applications and spending. A BCR will be completed for a temporary signing authority increase to ensure Serpent River First Nation does not miss out on any funding opportunities during this period

Q: Community member inquired where the ballot box will be stored overnight. A: Will look into options and follow-up with community member(s)

12) Next Meeting Dates

- To be determined

13) Adjournment

MOTION: 2025-10-28-08	
That Chief and Council adjourn the Chief and Council Meeting of Tuesday, October 28, 2025 at 8:02pm	
Moved by	Shirley McLeod
Seconded by	
CARRIED	By Consensus

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