



SIKSIKA NATION TRIBAL ADMINISTRATION ANNUAL REPORT 2024/2025

 P.O. Box 1100 Siksika Nation, AB T0J 3W0
 www.siksikanation.com



MESSAGE FROM THE TRIBAL MANAGER

Oki

This has been a year of growth, resilience, and transformation — one that reflects our shared commitment to aligning our goals with the needs and vision of Siksika Nation. Even with the challenges of improving existing systems in a changing world, we've continued to strengthen our foundation, deliver value to our members, and make a meaningful impact in the communities we serve.

Our success comes from the dedication of our people — our employees, partners, and community members — who share a commitment to innovation and excellence, while honoring our values, culture, and language. Over the past year, we've invested in our workforce, new technologies, and better ways of doing things. These efforts are helping us enhance our programs today while preparing for the opportunities of tomorrow.

As we look forward, we're excited about what's to come. With a clear vision, a strong team, and a culture built on integrity and collaboration, we're confident we can continue to move forward together.

Thank you for your trust, your support, and your partnership.

Kaah'ka'nooh'ki'toopi - Richard Sparvier
Tribal Manager
Siksika Nation Tribal Administration

ABOUT SIKSIKA NATION

OKI

The Siksika Nation and the Blackfoot Confederacy

Since time immemorial, the Lords of the Plains—the Siksikaitsitapi, or Blackfoot People—have lived in and cared for a vast and rich homeland. This territory extends from the North Saskatchewan River, south to the Yellowstone River in present day Montana, and from the Continental Divide in the west to the area of Regina in Saskatchewan.

Today, the Siksika Nation has a population of approximately 7,800 and is a proud member of the Siksikaitsitapi, or Blackfoot Confederacy. The Confederacy includes four distinct Nations: the Siksika (Blackfoot), the Kainai (Many Chiefs), the Apatohsippiikani (Northern Piikani), and the Amsskapipiikani (Southern Piikani). The Siksikaitsitapi share a common language, Siksikai'powahsini, known in English as the Blackfoot language.

VISION: To be a trusted leader in governance, delivering excellent public services that enhance community well being and secure a resilient future for the Siksika Nation.

MISSION: To serve our community by ensuring the well being and prosperity of the Siksika Nation, supporting our people and protecting our future.

VALUES:

- **Respect** – We show respect and honor to all.
- **Integrity** – We practice integrity in all of our actions (work) honestly and ethically.
- **Humility** – We serve with empathy.
- **Accountability** – We are responsible for our actions and admit our mistakes.

BRINGING IDEAS
AND INNOVATION
TO LIFE
THROUGH
TECHNOLOGY

STRATEGIC OBJECTIVES

THE KEY GOALS TO ACHIEVE OUR VISION



Deliver Exceptional Community Services to meet community needs and increase satisfaction.



Promote Ethical and Transparent Governance to build trust, accountability, and integrity within the Administration and to facilitate greater community engagement in decision-making.



Build Workforce Capacity to empower staff development and increase quality of service delivery.



Advance Infrastructure and Technology to enhance operational efficiency and support long term growth.



Embed Siksika Culture to integrate traditional practices into the Administration and ensure their preservation for future generations.



Sound Fiscal Management to optimize resource allocation, ensure transparent budgeting, and support long term financial sustainability.



OUR TEAM

GOVERNANCE

Ohkinniinaa ki Ninaaiks - Siksika Nation is governed by one Chief and twelve Councillors elected every three years by the voting membership of Siksika Nation. Siksika Nation Chief and Council are accountable and report to the members of the Siksika Nation.

EXECUTIVE TEAM

Richard Sparvier, Tribal Manager

Van Le, Chief Financial Officer

Tom Many Heads, Chief Operating Officer

Jamie Spring Chief, Director of Government and Industry Relations

Candice Many Heads, Director of Employee and Administrative Services

Hoss Yaqoub, Director of Engineering Services

MANAGEMENT TEAM

Lynn Calf Robe, Communications

Cedric Solway, Consultation

Marilyn Little Chief, Housing

Cassius Smith, Information Technology

Carolyn Turning Robe, Land Management

Ida Duck Chief, Membership

Kyle Melting Tallow, Public Safety & Justice

Lyle Breaker, Public Works

Michael Ferguson, Siksika Economic Development Office

Linda Little Chief, Siksika Support Centre

Andrea Many Heads, Treasury

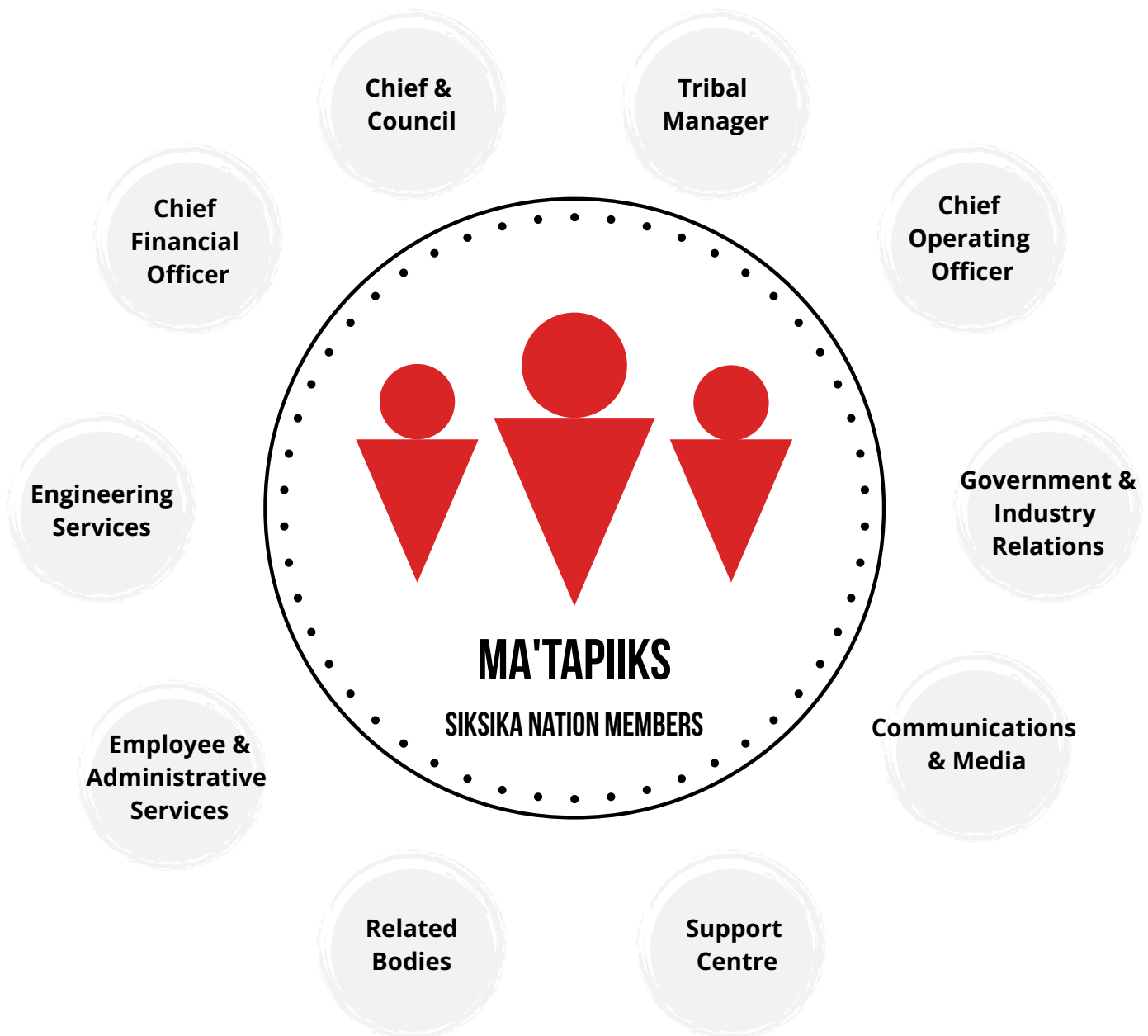
STAFF

200 + employees





ORGANIZATIONAL CHART





SERVICE AREAS & DEPARTMENTS

CHIEF FINANCIAL OFFICER – PAGE 9

- Treasury
- Membership
- Information Technology

CHIEF OPERATING OFFICER – PAGE 19

- Housing
- Public Safety & Justice
- Public Works

EMPLOYEE AND ADMINISTRATIVE SERVICES – PAGE 39

- Employee Services
- Administrative Services
- Occupational Health and Safety
- Post Office
- Ninnaaiks Services

ENGINEERING SERVICES – PAGE 43

- Infrastructure Delivery
- Policy & Governance Development
- Innovation & Capacity Building

GOVERNMENT & INDUSTRY RELATIONS – PAGE 48

- Siksika Economic Development Office
- Consultation
- Land Management

COMMUNICATIONS – PAGE 63

- Communications
- Media

SIKSIKAITSIPOWAHSIN PROGRAM – PAGE 67

TOGETHER WE'RE
STRONGER.

SIKSIKA SUPPORT CENTRE – PAGE 69

- Food Centre
- Community Pantry
- Outreach/Referrals
- Donations
- Healing Plans
- Living Room Program
- Emergency Services

CHIEF FINANCIAL OFFICER

TREASURY OVERVIEW

Summary

The 2024/25 fiscal year focused on the transition to Great Plains, audit readiness and completion, and budget reforms. Strong progress was made in automation, controls, and transparency, though staffing and system integration challenges remain.

Great Plains (GP) Implementation

- Transitioned 15 accounting companies in April, 18 companies by May, and continued rollout through the year.
- Added new reporting tools: Azure Management Reporter, SQL Server Reporting Services (SSRS), vendor lookup app.

Audit & Year-End 2023/24

- Audit completed and approved by Treasury Board & Chief & Council on July 29, 2024.
- Minimal adjustments required.
- Deferred revenue schedules prepared, saving audit costs.
- Net cash surplus calculations completed, and surplus/deferred revenue plans rolled out to entities.



2024/2025 APPROVED BUDGET

The Siksika Nation Tribal Administration: \$49,443,209.00
Siksika Nation Treasury Board 2023-2025 Financial Update Report
 SCAN QR CODE TO VIEW REPORT

CHIEF FINANCIAL OFFICER

BUDGET DEVELOPMENT

- 2024/25 Budget: Option #2 approved (April 2024), memos issued to managers.
- Surplus Plans: Drafts prepared June–August; final approvals in September.
- 2025/26 Budget: Four options developed; Option #2 (Essentials) approved March 20, 2025.
 - Represents \$20M increase (23.1%) in Nation funding.
- Budget books reformatted, distributed to managers (Nov 2024), preloaded with prior-year data and benefit rates.

Fraud & Internal Controls

- One fraud case identified in May 2024; funds reimbursed.
- New weekly monitoring across all bank accounts introduced.
- Monthly transaction reviews: ~3,000–3,300 debit transactions reviewed each period; no irregularities found.
- Ongoing internal reviews (2022–2025): over \$500K in transactions tested for compliance, pricing, documentation, and overpayments.

Compensation Review

- New salary grid finalized Dec 2024, effective Jan 1, 2025.
- Notices sent to eligible employees; increases not retroactive.

Jordan's Principal Program

- \$495K funding received for Provincial & Treaty Games.
- Alberta Indigenous Games: \$111,627 reimbursed (156 kids).
- Basketball Tournament reimbursements processed for 12 families.
- Delays in federal processing: up to 7 months wait time for JP claim reimbursements.



Siksika U15 A team win the gold medal at the Alberta Treaty Hockey Tournament 2024



CHIEF FINANCIAL OFFICER



KEY FINANCIAL TRANSACTION STATISTICS

Vendor Transactions

- Ranged from 849 (Apr 2024) to 1,284 (Jul–Aug 2024) per month.
- Totals processed per period:
 - April 2024: \$7.3M (2,288 invoices).
 - May 16 – Jun 15, 2024: \$4.1M (1,612 invoices).
 - Jul–Aug 2024: \$4.3M.
 - Sep–Oct 2024: \$2.5M.
 - Jan–Feb 2025: \$2.98M.
 - Feb–Mar 2025: \$2.1M.

Member Transactions

- Ranged from 436 (Apr 2024) to 716 (Jul–Aug 2024) per month.
- Totals processed per period:
 - April 2024: \$538,922 (892 payments).
 - Sep–Oct 2024: \$272K (476 payments).
 - Jan–Feb 2025: \$460K (625 payments).
 - Feb–Mar 2025: \$351K (546 payments).

Overall EFT Usage

- Vendor EFT adoption: Grew from 58% (Apr 2024) to 79% (Sep 2024) and 85% (Nov 2024).
- Member EFT adoption: Improved from 82% (Apr 2024) to 98% (Oct 2024).

Successes

- GP rollout milestones achieved with new reporting capabilities (Azure, SSRS).
- Audit completed on time with minimal adjustments.
- Budget Option #2 approvals in both 2024/25 and 2025/26 cycles.
- Fraud controls are tightened
- Property appraisals updated, ensuring accurate insured values.
- Staff professional development in fraud prevention, cybersecurity, and strategic planning.

Challenges

- Staffing pressures during transitions, vacation, and various leaves periods.
- Late APVs (accounts payable vouchers) create backlogs.
- Ongoing skills gaps in Treasury staff.
- Replicon integration remains complex and time-consuming.
- Continuous need to balance workload while maintaining progress in GP rollout.



CHIEF FINANCIAL OFFICER



MEMBERSHIP OVERVIEW

Summary:

This fiscal year was marked by significant operational changes, modernization initiatives, and key distributions. The Membership Department strengthened its digital systems, expanded staff capacity, and advanced major projects, including digitizing records, blood quantum certification, and per capita distributions (PCDs).

MEMBERSHIP GROWTH & REGISTRY:

- Total Membership (March 2025): 8,042 (Band Registry: 8,054 as of October 2024)
- Births Registered: 158 (April 2024 – March 2025)
- Deaths Recorded: 152 (April 2024 – March 2025)
- Band Transfers: 12 approved, 15 incomplete



MA'TAPIKS

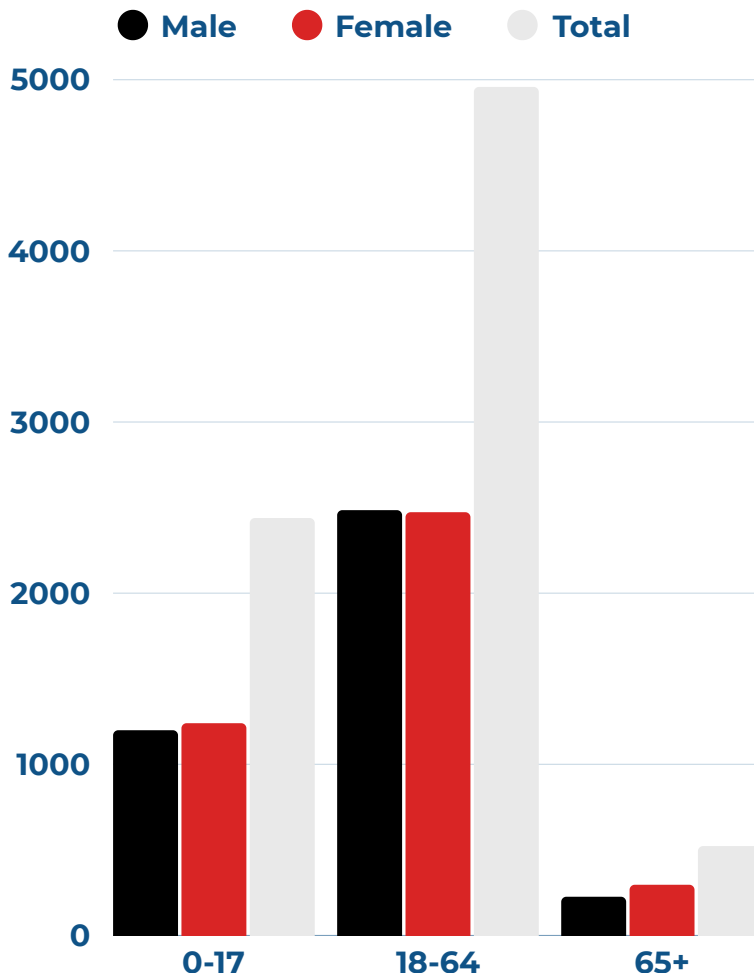


POPULATION



MEMBERSHIP STATISTICS

As of March 31, 2025, the total population of Siksika Nation was estimated at 7,919, representing an increase [+38] from the previous year. Population growth continues to be driven by natural increase, migration, and regional mobility trends.



3,521

ON RESERVE
POPULATION

4,398

OFF RESERVE
POPULATION

7,919

TOTAL POPULATION



CHIEF FINANCIAL OFFICER



STATUS CARDS & DOCUMENTATION:



- Hosted 5 Status Card Clinics (Siksika, Calgary, Lethbridge)
- Issued 192 Status Cards (February 2025)
- Developed ID Letters (20 issued in March 2025)

Distribution & Trust Payments

- July 2024 PCD: \$1015.00 - Successfully completed on July 3–4 in Siksika and Calgary.
- December 2024 PCD: \$1350.00 - Completed December 3–4, and included quarterly Minor Trust payouts from January 5–6, 2025.
- Quarterly Minor Trusts: Completed for both 2023/24 and 2024/25.
- Treaty Payments: Fully reconciled (\$49,995.00); processed for July 2024 and December 2024 PCD.

Administrative & Digital Modernization

- Introduced a digital call log on SharePoint and switched to Replicon for staff attendance. Set up the Laserfiche system for electronic membership filing, scanning over 22,000 files (from A to M). Also began working with Ricoh to develop a digital distribution form, aiming to boost efficiency. Reduced membership document backlog; ongoing effort to digitize personal and legal documents

Operations & Staffing

- New positions filled: Operations Coordinator, Membership Coordinator, Registration Rep, Estates Coordinator.
- Scanning Project led by Clio System, supported by Employee Services (Pam Corbin).
- Succession planning and organizational restructuring are underway.
- Training ongoing; delays in federal training due to ISC staff shortages.



CHIEF FINANCIAL OFFICER



COMMUNITY SERVICES & ENGAGEMENT

- Assisted members with status cards, ID letters, and distribution forms
- Developed Funeral & Estates Brochure (final stage October 2025)
- Increased communication with Chief & Council through formalized Membership

Reports

- Assisted in 152 Funerals
- 2 funerals out of country

Trust Services: Minor Trust pay out every 3 months.

Total of July 2024 – July 2025:

- October 2024 – 36 Minors paid out for a total of: \$766,584.36
- January 2025 – 39 Minors paid out for a total of: \$820,833.32
- April 2025 – 46 Minors paid out for a total of: \$1,218,131.98
- July 2025 - 48 Minors paid out for a total of: \$1,128,054.62

Looking ahead (2025-2026 Priorities)

- Complete digitization of all Membership Files (N-Z)
- Fully launch Laserfiche digital filing system
- Deploy new digital distribution form by January 2026
- Expand staff training opportunities as ISC availability improves
- Preparation for November 2025 Election.
- Strengthen community education on blood quantum, funeral policy, and distributions
- Advance succession planning and policy alignment with Membership Code



CHIEF FINANCIAL OFFICER



INFORMATION TECHNOLOGY OVERVIEW



Summary

The Information Technology (IT) department is responsible for providing and managing the company's IT infrastructure.

IT Management and Administration – Core Program

This is a key role in the IT department, as IT administrators must be knowledgeable enough to handle any technical issues affecting the company's business processes.

Some of the duties involved in IT management and administration include:

- Maintaining IT infrastructure
- Day-to-Day Support
- Training and Development
- Hardware/Software Stewardship
- Procurement & Inventory

IT Security

IT security refers to cybersecurity strategies that protect organizational assets from security threats. That said, one of the key functions of IT security is protecting and processing vital company information. One of the ways that this is done is by preventing unauthorized access to company data and systems that include both information and physical data centres or data stored in the cloud.

IT security goals include availability, integrity, confidentiality, authenticity, accountability, non-repudiation, and reliability. When a company's IT security doesn't meet these goals, it runs the risk of a security breach that could ruin it.

IT Department Staff

- IT Manager – Cassius Smith
- IT Coordinator – Zack Spring Chief
- IT Tech Support – Donnie Spring Chief
- IT Tech Support – Daniel Spring Chief

CHIEF FINANCIAL OFFICER

KEY ACHIEVEMENTS

- Fiber Installed at Public Safety Building – Replacing wireless internet service which was unstable at times.
- Laserfiche Software Implementation – Records Information Management – records and cloud storage of Siksika Nation Tribal Administration working documents – Phase 2 – Membership Department initial group.
- Wireless Internet – Peace Officers Building – Complete
- Wireless Internet – Men’s Lodge, Public Works Admin and Red Cross Trailer – Complete
- Cyber-attack simulation training performed on the organization to test the security policies and practices at the administration. – Phishing simulators
- Cyber Security Insurance Policy is in place.
 - Safeguard of Siksika Nation Network and Data
- Network Fibre Installed at Blackfoot Crossing Historical Park
 - Replaced wireless internet feed
- Justice Database – Server installed – Phase 1

IT Training Program – in conjunction with Blackfoot Tech Council

Mission Statement – Empowering Siksika Nation through technology, capacity building, advocacy and innovation.

IT Department Staff

- IT Training Coordinator – Tammy Spring Chief
- IT Training Liaison – Donna McHugh

The Blackfoot Tech Council has provided IT training to the community and specialized training in CompTIA A+ and Security+ for current Siksika IT professionals.

- (15) applicants applied for the CompTIA IT Fundamentals training.
- (10) students completed the CompTIA IT Fundamentals training; (5) students did not complete the training.
- (1) student passed the certification exam; received certification in ITF; students are still encouraged to take the exam again with support from BTC.



CHIEF FINANCIAL OFFICER



TRAINING STATISTICS



CompTIA Tech+ - High School Program

- 15 High School Students enrolled in Tech+ Program from February 2025 - June 2025
- Program allowed students to receive high school credit for course completion

Specialized Training in A+:

- 15 applicants applied and registered for the CompTIA A+ training; students are from previous cohort groups in ITF+ and 3 Siksika IT professionals.
- Students started training in October 2024 and have one year access to finish their training.

Specialized Training in Security+:

- 4 applicants applied and registered for the CompTIA Security+ training.
- Students are comprised of Siksika IT professionals.
- Students started training in October 2024 and have (1) year access to finish.

Overall Statistical Information:

- Total number of Students who have completed the IT Fundamentals Program in: CompTIA ITF+, InceptionU, and BrainToy: 38
- Total number of Participants who have applied for IT Fundamentals: 52
- Total number of Students who passed and received certification in CompTIA ITF+: 5
- Total number of Students who have gained employment after training: 9
- Total number of Students enrolled in Specialized Training – CompTIA A+: 15
- Total number of Students enrolled in Specialized Training – Security+: 4

CHIEF OPERATING OFFICER

HOUSING OVERVIEW

Mission Statement

The mission of the Housing Department is to provide safe, affordable, and culturally appropriate housing solutions that enhance the well-being and quality of life for community members, while supporting sustainable development and the long-term growth of the Nation.

Capital Projects

The Siksika Housing Department has completed several projects during the 2024-2025 fiscal year. Projects include:

- ISC New Construction – completed construction on 5 units
- Pilot Project – Energy Efficiency units – completed 2 units with increased energy efficiency by 28%
- 3D Project – 16 units – Deficiencies to be completed in 2025-2026 fiscal year
- Fire Rebuild – completed construction on 1 Fire Rebuild unit through insurance proceeds

Began planning & RFP process for 10 new units to be built with Ready to Move homes:

- Project 38 – 3 units
- Project 39 – 1 unit
- Project 40 – 2 units
- ISC New Construction – 2 units
- FNDF – 1 unit
- Fire Rebuild – 1 unit

CMHC Renovation Projects

- CMHC Risk Provision (10 units) - \$58,832.00
- CMHC IOG Repair Offer 1 – 8 homes completed with total cost of \$262,500.00
- CMHC IOG Repair Offer 2 – 10 homes completed with total cost \$331,230.00
- CMHC RRAP – 1 unit – \$58,505.00

Completed FNDF Phase 3 – one new foundation and one foundation repair

CHIEF OPERATING OFFICER

CAPITAL MAINTENANCE PROJECTS

Major Renovations

A total of 2 housing units underwent major renovations during the reporting period, with a combined cost of \$176,886.00

Major Repairs

A total of **41 housing units** underwent major repairs during the reporting period. The completed work included foundation repairs, roof repairs, siding replacement, window and soffit installation, as well as bathroom renovations and kitchen cabinet installations. The total cost for all repairs was **\$793,340.00**

Emergency Repairs

The Siksika Housing Department completed **890 service requests for emergency repairs**, which includes mold remediation, roof repairs, and health and safety repairs. Total cost for the service requests was **\$748,982.00**

Mechanical Maintenance

The Siksika Housing Department completed **1152 service requests for mechanical maintenance calls**, which includes furnace, plumbing and electrical repairs. Total cost for the service requests was **\$953,117.00**

Furnace Replacement

The Siksika Housing Department replaced **126 furnaces** at a total cost of **\$618,753.00**

CHIEF OPERATING OFFICER

HOUSING DATABASE UPGRADES

A total of **\$73,617.58** was spent on upgrades for our Housing Database.

Upgrades included:

- Added new housing contract module within the database
- Added URL Link to Repair Request & House file – Photos
- Added Multi file attachment to Repair Request, Housing Contracts, Applications
- Updated Property team task category (General Correspondence)
- Added New column in house file (Pending Allocations)
- Developed and implemented the "Rental Document" sub-panel, with all forms and security roles updated
- Updated the approval process based on approval matrix table, with all e-signature workflows created
- Fixed the "Generate Document" button display issue in WO, PO, and Housing Contract modules
- Conducted CMS and MySQL database performance tuning to improve overall system performance, including faster page load times and smoother WO/PO/Contract approval processes
- Installed the "Sugar Print" function across all modules

Professional Development Training

- Workplace Violence and De-escalation – all staff
- Team building, Building Trust, and upholding accountability – all staff
- FNHPA 100 – 16 employees
- FNHPA 200 – 1 employee
- First aid Training – all staff
- Leadership Professional Development – all supervisors
- OH&S Training. All staff
- Database training 2 staff
- CMHC training – 3 staff

CHIEF OPERATING OFFICER

PUBLIC SAFETY & JUSTICE OVERVIEW



Mission Statement

The mission of the Public Safety & Justice departments is to protect and serve the community by promoting safety, preventing harm, and responding effectively to emergencies, while respecting cultural values and fostering trust, resilience, and well-being among all members of the Nation.

Programs and Services

- Peace Officer Program
- Security Services
- Animal Services
- Dispatch Services
- Aiskapimohkiiks
- Justice
 - Court Worker Program
 - Youth Mentoring Program

Highlights

Summary of some of the activities of the Siksika Nation Public Safety and Justice department for the 2024/2025 fiscal year.

AISKAPIMOHKIIKS

This year saw a continuation of this program established in 2003 to provide restorative justice alternate dispute resolution through certified mediators and trained Siksika Nation Elders. One arm of this program is the group of Elders assigned to the dispute resolution process through the Siksika Court system and the other arm is the group of Elders assigned to the Arbitration process. Elders attend every court session to open court with a prayer and are available to court clients should they wish to speak to the Elder. This program has seen success in addressing various issues that arise within the community.

CHIEF OPERATING OFFICER

PEACE OFFICERS

2024/2025 saw many upgrades to the Peace Officer program. The purchase of three new vehicles equipped with modern technology was implemented. The equipment installed in each of these new units includes a Computer Aided Dispatch (CAD) terminal to offer the Peace Officers an efficient manner in responding to calls for service, tracking and documenting of files from their vehicles. CAD enables the Peace Officers to spend more time being visible in the community and not tied to the office to complete their paperwork.

Along with CAD, the Peace Officers now have access to upgraded radar equipment and a laser to enhance their traffic duties. CPIC has also been implemented to determine real-time driver and vehicle information when conducting traffic stops.

Work in the next fiscal year will include the implementation of E-ticketing, a system where the Peace Officer can scan a driver's licence and a ticket is generated in the vehicle and served without the need to handwrite the ticket. Also to be completed in the next fiscal year is to finalize an agreement with the RCMP to share communication channels on the Alberta First Responders Radio Communications System (AFRRCS).



Radios specific to this program are installed in each of the Peace Officer vehicles in preparation for this agreement.

The final component of the upgraded equipment is the implementation of in-car and body worn cameras. Peace Officers are currently being trained on the new equipment and testing is being done with the assistance of Siksika IT to ensure proper connectivity so that data is uploaded properly and stored for court purposes.

In late 2024, the Peace Officers hosted an open house of their new office located in the Cluny area. Basing their operations in the central area of the Siksika Nation ensures that these resources serve all Nation roads and highways. Aiskapimohkiiks and Probation Services are also located in the new building to better serve clients in the east end of the reserve.

CHIEF OPERATING OFFICER

SECURITY SERVICES

In 2024/2025, Security Services underwent a refresh of its equipment. All Security guards were supplied with new uniforms, patrol vests and new duty belts. A more uniform look was implemented to promote professional service delivery. This fiscal year also saw the implementation of 4 new patrol units. With a large area to cover, the mobile guards put on many kilometres on these trucks. Mobile guards are out in the community in any weather condition and often these trucks are running non-stop.

All guards were brought under one shift schedule to be more efficient in deployment but also to provide guards with proper rest periods between shifts. This new shift schedule was implemented in October of 2024 and combined Mobile and Stationary guards into 4 teams. Consolidating the teams has enhanced service delivery and a better team environment for all guards. Currently, the 4 teams are comprised of Mobile and Stationary guards and a dispatcher. These teams of up to 7 personnel ensure that the Nation is kept safe 24 hours a day, 7 days a week.

To be more effective and efficient, Security Services is moving toward becoming a stand-alone company.

Work is being completed to create Siksika Security Services Incorporated to align itself with the Security and Investigators Act of Alberta. One of the advantages of creating the company is that this allows for Security Services Inc. to grow by seeking out contracts for security services within or external to Siksika.

By having a standard Security Licencing requirement, services offered by the Siksika Security Services Inc. will help to reduce any liability to the Nation by ensuring that only properly trained and licensed guards are employed.



Siksika Peace Officers

CHIEF OPERATING OFFICER

JUSTICE

SIKSIKA COURTHOUSE POST RENOVATIONS



After several months of renovations, the Siksika Courthouse was reopened in November 2024. The renovations included the installation of a round court table to bring all court participants together on the same level. This Indigenous Court model is expected to better serve the Siksika Nation with enhanced connection to the various programs offered to clients. This initiative involved input from our Elders to ensure that the Siksika ways of restorative justice were better available to the community. Justice secured funding for a new Victims Support Navigator. This new position will assist to connect victims with support by guiding victims through the court process.

ANIMAL SERVICES

This year Animal Services submitted a proposal to Council to increase its resourcing to better serve the community. With its approval, there would be a new office building, the hiring of additional Animal Service workers and a dog kennel to store seized dogs for assessment purposes. Currently, Animal Services is working with Council to bring this proposal to reality. We expect in the coming fiscal year that work will begin on identifying a site for the new Animal Service building, the hiring of additional staff and the implementation of services inline with the Siksika Dog bylaw. While that work is underway, Animal Services continues to partner with outside agencies to promote dog and cat care such as the annual Dog / Cat Spay and Neuter clinic and the occasional vaccine clinics.

CHIEF OPERATING OFFICER

DISPATCH SERVICES

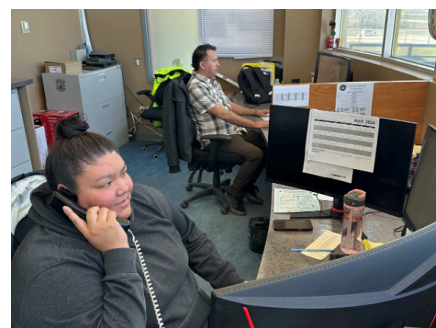
Dispatch services are arguably the most important unit within Public Safety. They are the ones who answer the calls to 403-734-3815, 24 hours a day and relay the complaints to the Animal Services, Security or Peace Officers. Dispatch is the lifeline for these patrolling units and document all radio communications for file purposes. Dispatch works with partners such as the RCMP, EMS, FIRE and Emergency Management to ensure that there is no barrier to communication within the Nation.

In addition to maintaining this duty, the Dispatch unit is also responsible for dispatching after hour callouts for Housing and Public Works. As a 24-hour unit, calls from the community are routed to where they need to go.

Work is being conducted to upgrade equipment in this unit to ensure that Dispatchers have modern equipment to perform their duties. Increasingly the Nation relies on our Dispatchers to provide information to the public when calls are received after business hours and during times of inclement weather.

PUBLIC SAFETY AND JUSTICE

All supervisors and Team Leads have been enrolled in Leadership and Capacity Building training. Sessions started in January 2025 for 6 weeks. This is expected to enhance the confidence and outputs of each of the Team Leads as they lead their respective teams. Training will continue in the next fiscal year to ensure they are supported in their growth as leaders within Public Safety and Justice.



Siksika Dispatch Services



CHIEF OPERATING OFFICER



PUBLIC WORKS OVERVIEW



Summary

The Siksika Nation Public Works Department is committed to delivering essential services that support the health, safety, and well-being of Nation members. Through the provision of clean potable water, wastewater collection and treatment, solid waste management, road maintenance, cemetery operations, and fleet support, Public Works continues to be a foundational pillar in building resilient and sustainable community infrastructure.

This reporting year was marked by major service achievements across all operational units. In addition, a new department organizational structure was unveiled in April 2025, representing a strategic 3–5-year growth plan designed to strengthen capacity, enhance service delivery, and create new employment opportunities for Nation members.

The updated organizational chart supports long-term sustainability by adding specialized operational, technical, and supervisory roles to address increasing infrastructure demands.

Public Works also began working with Urban Systems to develop a new Public Works Policy, Operations & Maintenance (O&M) Manual, and a comprehensive Education and Communication Strategy. The policy will be the first component to be completed and will provide clearer service expectations for Nation homes and homeowners, helping to strengthen transparency, accountability, and service understanding across the community.

As we look ahead, the department remains focused on community-centered service delivery, infrastructure resiliency, and responsible stewardship of Siksika Nation resources. With expanding capacity, strengthened planning, and dedicated staff, Public Works is poised to continue advancing service excellence for future generations.



CHIEF OPERATING OFFICER

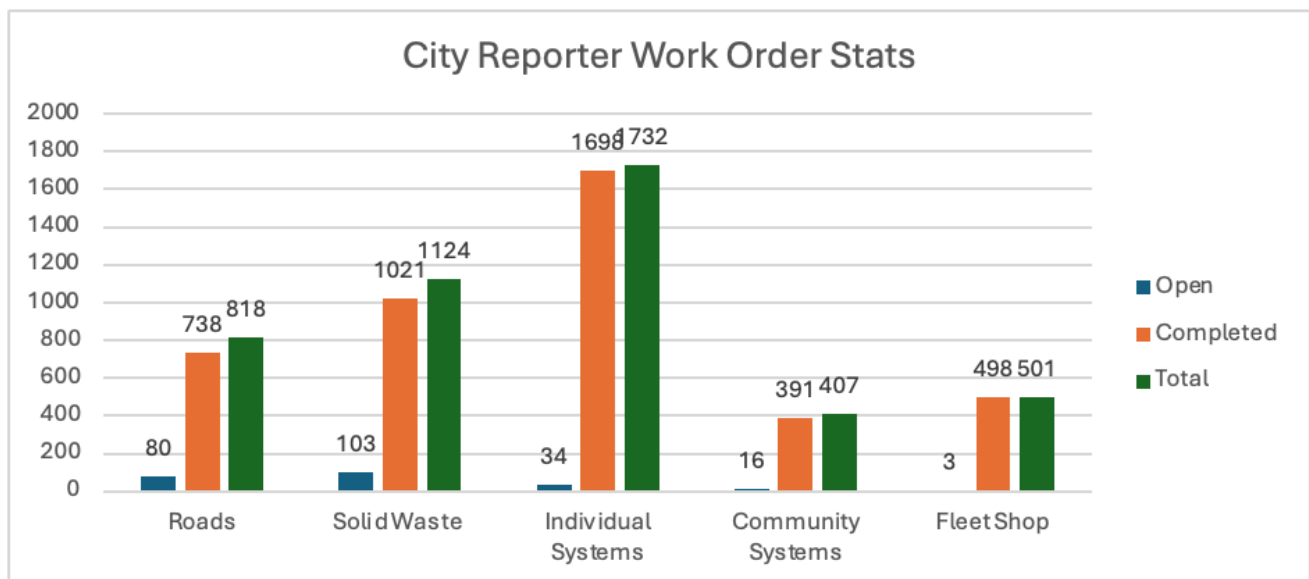


CITY REPORTER WORK ORDER SYSTEM



Between April 1, 2024, and April 1, 2025, the Public Works department received a total of 4,175 work order requests via the City Reporter work order system. Out of these a total of 3,955 work orders were completed accounting for a completion rate of 94%. Nation members can submit requests via the Siksika Administration website, calling our offices, or calling Public Safety dispatch after hours number.

Please refer to Figure 1.



Ekos Fuel Management System:

Public Works used a total of 270,121 Liters of regular gasoline and diesel fuel from April 1, 2024-April 1, 2025. The total combined cost combine of regular gasoline and diesel fuel was 381,366. Siksika Public Works saved \$0.06/liter when switching providers in Sept 2024 for all SN Administration vehicles. Please refer to Figure 2.

CHIEF OPERATING OFFICER

PUBLIC WORKS: ROADS

The Nation has over 750Km of roads and driveway's. Last year BAAC construction conducted a feasibility study on Nation roads and found that over 90% of them need significant repair due to past maintenance activities that lacked training, and proper equipment, and aggregate.

The first-ever road construction season, launched with high anticipation on April 1, 2024. The project ran from June 2024-Jan 2025 after multiple delays. The program began with a comprehensive feasibility study conducted by BAAC that found >6000 deficiencies on Nation roads. The project targeted the re-construction of 5.9 km's of road in the Map 7 and 8 area (Cluny/South camp).

The scale of the project and delayed cost updates contributed to a budgetary deficit for Infrastructure and Public Works, which impacted available operational funding for the consecutive fiscal year. Despite financial constraints, the team remained committed to delivering safe and accessible road infrastructure for residents.

Despite these significant challenges—including delayed staffing, available aggregate, equipment delivery, and budget updates—the program achieved major accomplishments in road restructuring, driveway improvements, and winter operations, setting the stage for future growth and capacity building within the team.

Accomplishments:

- June 2024-Jan 2025: Re-constructed 5.9Km's of road in the Map 7/8 area (Cluny, and Southcamp).
- Acquired 2 new Snowplows for Heavy Duty Trucks to assist with Winter Operations.
- BAAC construction conducted feasibility study on Nation roads and found over 8000 deficiencies.
- Completed maintenance of 15 driveways for elders with high medical needs in Sept 2024.

The Roads service area received a total of 818 work order requests via City Reporter between April 1, 2024, and April 1, 2025, with a total of 738 completed, accounting for a 90% completion rate.

CHIEF OPERATING OFFICER

PUBLIC WORKS: WATER AND WASTEWATER COMMUNITY SYSTEMS



Arthur AYM Water Treatment Plant

The Water and Wastewater Community Systems service area provides safe, potable drinking water and reliable wastewater collection through an underground piped distribution network with roughly 770+ homes connected. This system includes two main water treatment plants, two pumphouses, hydrants, valves and separate wastewater collection and treatment system consisting of 18 Lift stations, 5 lagoons, sewer clean outs, and 465 manholes.

All Community System Operators are certified through Alberta Environment and Parks, ensuring they have the qualifications and expertise needed to maintain compliance with the Guidelines for Canadian Drinking Water Quality. Operators conduct daily testing to ensure the safety and quality of the water supply.

Community systems—also referred to as centralized or piped systems—are typically found within subdivisions such as Muskrat Village, Stobart, West Gleichen, Suzy Slough, and Cluny, with treated water being delivered to homes by water treatment plants and wastewater being collected through underground infrastructure before being directed to one of the Nation's 5 lagoons.

The community's water source is heavily influenced by the Bow River, whose volume depends on mountain snowpack and seasonal rainfall. The Bow River experienced significant drought conditions in 2023, which continued into 2024, with only slight improvement toward the end of that season. Conditions in 2025 have been much better, though some areas of the river have not yet fully recovered.

CHIEF OPERATING OFFICER

PUBLIC WORKS: WATER AND WASTEWATER COMMUNITY SYSTEMS

In 2023, Siksika Nation's community water system supplied approximately 472.6 million litres of potable water to over >766 homes on the Nations Community system. In 2024, this figure decreased to 415.4 million litres, largely due to two major leaks that were identified and repaired. This reduction also reflects Siksika Nation's cooperation with surrounding municipalities and other Bow River users in the ongoing water conservation efforts during the multi-year drought from 2023 to 2025.

Accomplishments:

- Addressed two long standing leaks in the Map 3, and Map 7 area in Spring/Summer 2024 with assistance from BAAC, and SNES (Siksika Engineering Service's).
- CO_47 Siksika Main De-sludge Project completed in May 2025, With SNES, and associated Engineer's. Sludge was removed from first two cells and liner was repaired at Siksika Main Lagoon.
- CO_73 Shouldice Water Line Cover Remediation project was completed in April 2025, with assistance from SNES, and BAAC. Main waterline exposed due to erosion was covered and erosion control was added in the Map 10 area.
- CO_73 Shouldice water remediation project was completed in April 2025. The main water line in Shouldice was covered and erosion control added.
- Assisted with construction of the Rehab centre, supplying drawings and confirming a pressure test on the water line in April 2025.

The Community Systems service area received a total of 407 work order requests via City Reporter between April 1, 2024, and April 1, 2025, with a total of 319 completed accounting for a 96% completion rate.

**"GREAT WORK, SIKSIKA NATION, FOR YOUR CONTINUED
LEADERSHIP AND COMMITMENT TO WATER STEWARDSHIP!"**

CHIEF OPERATING OFFICER

PUBLIC WORKS: WATER AND WASTEWATER INDIVIDUAL SYSTEMS

The Siksika Nation Public Works Individual Water & Wastewater team consists of Class 1-3 Drivers, HEO's (Heavy Equipment Operator's), and Labourers. The team utilizes various equipment like vac trucks, back hoes, and pick up trucks to deliver service to the Nations 450+ homes on Individual water and wastewater systems. The team also provides rough box construction and excavating/backfilling service to Nation member's that have recently lost a loved one. Individual system homes typically consist of septic tank and private wells that require annual service to ensure they are both working properly. This can be achieved by draining the septic tank every 3-5 years, and getting the well water tested every 3 years via Siksika Health.

Community systems—also referred to as de-centralized or private systems—are typically found in the rural areas of the Nation and around it's borders. Drinking water at these homes are supplied by a private well, and wastewater is collected into a septic tank and drain field system outside the home. Private wells should tested every 3 years to ensure they are still supplying potable water. Septic tanks should typically be drained every 3-5 in the spring summer months to eliminate any issues to the septic system.

Last year's 2023-2024 annual report really highlighted the need for additional funding to assist the team with the high number of calls (1,815 work order requests) and limited resources (2 vac trucks). Due to limited resources and assets, a lot of times the team is forced to call for additional help from external contractors with specialized equipment like hydro vac. These trucks alone can cost up to 250/\$ plus travel.

Public Works Individual team is pleased to announce that they have received additional ISC funding to acquire this specialized equipment in April 2025. This will truly ensure the team is in alignment with the Public Works' SMART goals of improving operational efficiency, ensuring timely service delivery, and providing essential infrastructure to our members.

CHIEF OPERATING OFFICER

PUBLIC WORKS: WATER AND WASTEWATER INDIVIDUAL SYSTEMS

Accomplishments:

- CO_52 Connection of homes to water distribution system tie-in project. The individual team successfully tied in 19 homes to the community centralized water system with assistance from SNES, and Elite Construction in Sept 2024.
- Installed two septic tanks to store effluent and grey water at the Siksika Fair and Rodeo grounds ensuring the protection of the environment and underground water table in May 2024.
- Assisted in water main break in Map 3 area in May 2024.
- Secured additional ISC (Indigenous Services Canada) funding to purchase a new vac truck or hydro vac truck in April 2025.

The Individual Systems service area received a total of 1,732 work order requests via City Reporter between April 1, 2024, and April 1, 2025, with a total of 1,698 completed, accounting for a 98% completion rate.



SERVICE REQUEST

Scan the QR code or visit our website to submit a service request or complete forms online.

CHIEF OPERATING OFFICER

PUBLIC WORKS: CEMETERIES

The Cemeteries Service Area (also Individual Systems) is responsible for the management and coordination of Siksika Nation's 11 cemeteries. The service area ensures that burial services, including rough box installation and excavation, are provided to Nation members with care and respect.

The cemeteries under Public Works management include:

Solway, Little Washington, Paul Little Walker, Cannon Stockton, Sister Celine, Medicine Pipe (Axe Flats), Eagle Nest Spring Chief, Many Bears, Crowfoot, and Chicago.

As a courtesy, the Cemeteries Service Area requests 48 hours' notice prior to any service to allow adequate preparation and coordination. Families are also required to complete a Funeral Agreement Form to ensure the smooth and respectful delivery of services.

The Funeral Agreement Form can be completed by calling or visiting the Public Works office during regular business hours, or by submitting it online through the City Reporter work order system available on the Siksika Nation Administration website.

In 2024, the Public Works department partnered with Arcadis to develop a long-term plan to enhance cemetery infrastructure and service coordination in Siksika. Crowfoot Cemetery was selected as the pilot site, and community engagement was carried out through local newspapers, social media, and the Siksika Nation website. All feedback has been compiled by the Arcadis team, and a concept design for the Crowfoot Cemetery project is scheduled for presentation in August 2025.



SERVICE REQUEST AND FORMS

Scan the QR code or visit our website to submit a service request or complete forms online.

CHIEF OPERATING OFFICER

PUBLIC WORKS: SOLID WASTE

The Solid Waste department provides domestic garbage collection, large item pickup, and supports cultural and community events, while continuously adapting to operational challenges such as staffing changes, equipment failures, and community engagement barriers.

The team consists of Class 1-5 drivers, HEO's (Heavy Equipment Operators), and Labourers. The team utilizes various equipment which includes Toter Trucks, Semi Trucks, Trailers, Loaders, Skid Steer's, Pickup Trucks, and Excavators to meet the daily service requirements of the Nation.

The fiscal year beginning April 1, 2024, marked a period of progress driven by renewed focus on staff training, operational clarity, and service expansion. The acquisition of additional equipment and ongoing infrastructure planning has laid a strong foundation for system improvements in coming years.

Worker Safety & Community Collaboration

Garbage collection teams face recurring hazards, including:

- Unsecured dogs/ dog bites
- Exposure to needles or sharp objects
- Risk of bed bug contamination
- Unsorted bulk waste

To mitigate risks, the team reinforced use of:

- Personal Protective Equipment (PPE)
- Standard Operating Procedures (SOPs)
- Community education materials

Despite these efforts, community participation ("buy-in") remains a challenge, as some households continue unsafe disposal practices. The department recognizes this as a long-term, generational issue and continues to emphasize education, patience, and consistent enforcement to safeguard worker safety.

CHIEF OPERATING OFFICER

PUBLIC WORKS: SOLID WASTE

The team also made strides to get the Transfer Station upgraded to improve the roll off hill, and transfer station building to make it more operational and efficient as an office space for the Solid Waste staff.

The Arcadis team has submitted a proposal for the proposed upgrade project and the SNES team (Siksika Engineering Service's) has begun the RFP process back in May 2025.

The need for another semi truck and trailer including certified personnel to run the equipment is ever growing for the Solid Waste team. The sheer volume of domestic garbage entering the transfer Station daily far surpasses the speed at which the crews can get it out to the land fill in Drumheller. Improper planning, location selection and a back log of domestic garbage at the current site have created an uphill battle for the Solid Waste team to win.

In late April 2025 the Solid Waste team has secured an additional \$275,000.00 in funding to purchase another semi truck and trailer to address the Nation's ever-growing volumes of domestic garbage.

Accomplishments:

- Acquired 2 new totor collection units.
- Expanded black tote program to the East Side of the Nation in April 2025.
- Acquired proposal for Transfer Station upgrade project and began the RFP process with Siksika Engineering Service's.
- Began work with City Reporter work order management system to create a routing system for garbage collection.
- Assisted in multiple cultural events including Siksika Nation Annual Fair, Buffalo Harvest, Tee Pee pole harvest, Stampede Breakfasts etc.
- Acquired \$275,000 in additional funding to purchase a new semi truck and trailer.

The Solid Waste service area received a **total of 1,124 work order requests** via City Reporter between April 1, 2024-April 1, 2025. This service area completed a total of **1,021 work orders completed**, accounting for a 90% completion rate.

CHIEF OPERATING OFFICER

PUBLIC WORKS: TRANSPORTATION

The Transportation Service Area is responsible for overseeing the fleet assets under Siksika Nation Administration. This includes managing inventory control, vehicle insurance coordination, and driver abstract collection, ensuring compliance with operational and safety standards. The transportation team consists of tire and lube technicians, welder's, and labourer's that use various tools equipment, and external vendors to meet the daily demands to provide service and maintenance to all SNTA (Siksika Nation Tribal Administration) fleet vehicle's. The mechanic shop is dedicated exclusively to servicing the Siksika Nation Administration fleet. Personal vehicles will NOT be serviced.

Accomplishments:

- Organized inventory setup for filters with Trans Western Truck Centre.
- In Feb 2025, the department went into a service agreement with Alsco Uniforms to fit the Transportation team with locker's, coveralls, and a soil bin for pick up and cleaning services. If successful, the program will expand to the other service areas.
- Two key staff enrolled in the AMTA (Alberta Motor Transport Authority) certification courses.



- Shop safety enhancements made (warning signs, restricted access, and pit guard).
- A welding shop and work order tab within the City Reporter work order system were set up to support the Transportation team in delivering service to Nation fleet vehicles.
- Completed installation of fire extinguisher's, LMU's, decals, fuel rings, and first aid kits for all SNTA departments
- Conducted surveys with Kal Tire to look for best suited tires for Nation roads under different weather conditions.

The Transportation service area received a total of 501 work order requests via City Reporter between April 1, 2024-April 1, 2025. This service area completed a total of 498 work orders, accounting for a 85% completion rate.

EMPLOYEE AND ADMINISTRATIVE SERVICES

EMPLOYEE AND ADMINISTRATIVE SERVICES OVERVIEW

Established in June 2023, Employee and Administrative Services (EAS) was created to provide essential services that support and enable the operations of the Siksika Nation Tribal Administration (SNTA). The EAS Service Area encompasses a diverse portfolio, including Employee Services, Occupational Health and Safety (OHS), the Post Office, Records and Information Management, Ninnaiks Services, and Administrative Services, ensuring efficient and effective support across SNTA..



April 2024 Summary

April focused on system transitions, staff training, and improved operations across departments. Employee Services advanced new HR, finance, and benefits systems, while RIM prepared for the May Laserfiche rollout. Ninnaiks and Admin Services stabilized operations despite increased workloads and OHS expanded training participation. Key challenges included vendor payment delays, system implementation hold-ups, and limited OHS funding. Overall, departments showed progress in modernization and collaboration despite ongoing administrative pressures.

May 2024 Summary

May focused on administrative support, policy implementation, and system readiness across departments. Employee Services prepared over 46 contracts, advanced HRIS setup, and achieved a 97% retention rate. RIM finalized the Laserfiche Phase 1 setup and continued digitization projects. Sunpark Admin supported major events and executive meetings, while OHS advanced WCB account setup and planned fall training. Replicon rollout was delayed due to testing issues. Overall, departments maintained steady progress despite staff changes and system integration challenges.

EMPLOYEE AND ADMINISTRATIVE SERVICES

EMPLOYEE & ADMIN SERVICES CONT'D.

June 2024 Summary

June focused on system launches, policy implementation, and employee support. Employee Services introduced the new TELUS Health EFAP, finalized summer hiring, and prepared to complete all contracts. RIM secured \$88K in funding and received approval to begin Laserfiche Phase 1. The EAS Director successfully hosted the first Spring Summit, launched Replicon organization-wide, and advanced partnerships with SFSC and the Ministry of Jobs. Admin Services handled over 1,100 calls and supported major events, while OHS expanded WorkHub compliance tracking to 73%. Despite personal challenges within teams, operations and progress remained strong.

July–August 2024 Summary

During July and August, departments focused on system implementation, employee support, and administrative improvements. Employee Services advanced Replicon entries, EAP rollout, contract updates, and recruitment, while onboarding processes were revised. OHS finalized WCB contracts, maintained WorkHub compliance, and prepared fall training programs. RIM completed Phase 1 folder deployment, progressed Phase 2, and continued digitization projects. Ninaiiks Services improved meeting processes and summer student support, while the Post Office enhanced mail and parcel services. Sunpark Admin supported building transition and maintained high call volumes. Successes included the annual breakfast, completed scanning projects, and updated training, while challenges involved Replicon issues, staffing constraints, policy approvals, and delays due to summer vacations.



SNTA ANNUAL PANCAKE BREAKFAST



EMPLOYEE AND ADMINISTRATIVE SERVICES



EMPLOYEE & ADMIN SERVICES CONT'D.



September 2024 Summary

September focused on system implementation, employee support, and operational improvements. Employee Services hosted the SNTA Trade Show, continued Replicon rollout, updated contracts, and prepared for performance evaluations. OHS policies were passed, and rollout began, with training and procedures in progress. RIM advanced Laserfiche Phase 1 with initial user training, workflow development, and document digitization. Ninaiaks Services filled the Admin Specialist position and managed correspondence and event preparations. The Post Office implemented a new main drop-off location and addressed equipment upgrades. Sunpark/Admin Services supported events, boardroom bookings, and community engagement while addressing lobby safety concerns. Challenges included Replicon training, staff safety, and package delivery logistics.

October 2024 Summary

October focused on system updates, employee support, and operational improvements. Employee Services advanced Replicon updates, prepared for performance evaluations, and recruited new staff. OHS drafted and prioritized procedures, including a facility hazard map, and completed the first WCB claim. RIM progressed Laserfiche Phase 1 user testing, Phase 2 deployment, and developed electronic workflows for efficiency. Ninaiaks Services prepared files, agendas, and office setups for new staff, while Post Office continued safety upgrades and became the official Purolator drop-off. Sunpark/Admin Services supported community engagement, mail management, and invoice processing. Challenges included staff safety, package delivery logistics, and Replicon training.

November 2024 Summary

November focused on Replicon updates, employee support, and operational improvements. Employee Services progressed job description reviews, assessed a Performance Evaluation System, and managed recruitment with support from WendyEllenInc. OHS continued Section 7 inspections, addressed safety issues on Parish Road, and worked on emergency planning and fire code compliance.

EMPLOYEE AND ADMINISTRATIVE SERVICES

EMPLOYEE & ADMIN SERVICES CONT'D.

RIM Phase 1 of Replicon, prepared for Phase 2, advanced Laserfiche Phases 1–3, including testing, configuration, and digitization projects. Ninaaiks Services onboarded a new admin specialist, prepared for events, and supported professional development. The Post Office remained operational during the Canada Post strike and improved courier services, while Sunpark/Admin Services supported events, community engagement, and administrative upgrades.

December 2024 Summary

December focused on holiday operations, employee file updates, and system preparations for the new year. Employee Services hired temporary support for Replicon, salary/bonus processing, and job description updates, while working on prescription coverage solutions. OHS continued mentoring CTSC candidates, managed investigations, scheduled training, and sourced safety equipment for Public Works. RIM prepared Laserfiche Phase 1 training and server setup for January, with Phase 2 updates ongoing. Ninaaiks Services coordinated two Christmas dinners, managed APVs, and supported staff travel and professional development. The Post Office remained operational during and after the Canada Post strike, handled incoming packages, and planned equipment upgrades. Sunpark/Admin Services supported membership calls, events, APVs, parking, and facility maintenance.

January 2025 Summary

January focused on staff support, system updates, safety, and administrative improvements. Employee Services provided support for a staff bereavement, hired temporary help for benefits and Replicon updates, and evaluated performance and succession planning software. OHS wrapped up investigations, completed a proctored exam, advanced CTSC candidate training, managed a gas leak, and ensured fire and safety compliance. RIM completed server migration for Laserfiche Phase 1 and began planning training; Replicon support continued. Ninaaiks Services managed post-holiday meetings, Christmas dinner follow-ups, staff evaluations, and office preparations. The Post Office handled ongoing courier operations, price updates, and staffing. Sunpark/Admin Services focused on APVs, access cards, parking, front desk safety, facility planning.

EMPLOYEE AND ADMINISTRATIVE SERVICES

EMPLOYEE & ADMIN SERVICES CONT'D.

February 2025 Summary

February focused on staffing, system improvements, safety, and operational planning. Employee Services continued recruitment for vacant positions, finalized employee file updates, managed benefits changes, and worked on Replicon and Performance Management solutions. OHS handled investigations, WCB cases, CTSC mentorship, and responded to a water leak at Children's Village. RIM prepared for Laserfiche Phase 1 training, developed electronic workflows, and continued Replicon corrections. Ninaaiks Services improved minute templates, updated BCRs, ordered staff equipment, and supported cultural engagement. The Post Office processed 1,097 items, received a new postage meter, planned relocation, and prepared for a Customer Appreciation Day. Sunpark/Admin Services managed APVs, onboarding, security upgrades, boardroom bookings, custodial services, and staff professional development.

March 2025 Summary

March focused on staffing, system implementation, and operational improvements. Employee Services progressed on hiring a manager, updating employee files, benefits, and job descriptions, and evaluating performance management software. OHS managed investigations, WCB cases, mentoring for the NSCP program, and shop inspections. RIM launched Laserfiche Phase 1 with basic training and continued Replicon support and workflow improvements. Ninaaiks Services completed minute template implementation, ordered tipis and office equipment, and continued document inventory updates. The Post Office processed 877 packages, completed Quadient postage meter training, planned Customer Appreciation Day, and coordinated relocation efforts. Sunpark/Admin Services managed bookings, APVs, vendor updates, and boardroom revenues, while staff continued professional development.

ENGINEERING SERVICES

OVERVIEW

RIBBON CUTTING CEREMONY WATER TREATMENT PLANT EXPANSION GRAND OPENING



Year in Review – Building Foundations for Growth

Siksika Nation Engineering Services (SNES) continued to strengthen its role as the central technical authority overseeing capital projects, infrastructure delivery, and engineering governance across the Nation. SNES remains responsible for managing projects exceeding \$1.5 million while supporting all service areas through technical expertise, compliance oversight, and excellence in project delivery. During the 2024/2025 fiscal year, SNES focused on three core pillars:

- Infrastructure Delivery
- Policy & Governance Development
- Innovation & Capacity Building

Major infrastructure projects progressed across critical sectors, including water and wastewater systems, housing, and community facilities. These projects directly support the Nation's long-term sustainability, health, and economic development.

At the same time, SNES advanced internal transformation by developing engineering frameworks, procurement policies, and project management systems to improve efficiency and accountability. These initiatives are designed to reduce project risks, enhance quality, and ensure compliance with national codes and standards.

SNES also strengthened collaboration with key service areas, such as Housing, Public Works, Health, and Lands, ensuring the coordinated delivery of infrastructure and services across the Nation.



ENGINEERING SERVICES

CAPITAL PROJECTS TIME SCHEDULE

ID	Activity name	Start	Finish		2020	2021	2022	2023	2024	2025
01	✓ SNES PROJECTS	Jul 1, 2021 A	Nov 17, 2034							
12	> C010 - West Regional Sewage System	Mar 23, 2023 A	Jan 25, 2029							
103	> C023 - Cluny 25 Subdivision	Nov 1, 2023 A	Jul 28, 2027							
234	> C037 - Siksika Memorial Multipurpose Building (Parish Hall)	Sep 16, 2024 A	Sep 13, 2028							
257	> C039 - Arther A Young Water Treatment Plant	Apr 11, 2022 A	Jul 18, 2025							
326	> C045 - Internet Infrastructure Upgrade Project	Jul 1, 2021 A	Apr 4, 2028							
338	> C046 - Siksika Town Site Lift station Bypass upgrades	Aug 1, 2023 A	Apr 14, 2028							
370	> C050 - Houses tie-in 01	Jul 1, 2022 A	Nov 21, 2024							
382	> C051 - Houses tie-in 02	Apr 15, 2022	Jun 20, 2025							
394	> C052 - Houses tie-in 03	Jul 25, 2023	Aug 20, 2029							
440	> C057 - Rehab Addiction Facility (Recovery Center)	Mar 10, 2023 A	Nov 26, 2027							
518	> C064 - Siksika Lagoon Condition Assessment	Jul 4, 2024	Mar 14, 2029							
540	> C066 - Cluny RTM Houses Units for Projects 38, 39, & 40	Jun 19, 2024	May 25, 2027							
594	> C074 - Continuing Care Center	Mar 10, 2025	Nov 16, 2029							
748	> C089 - Siksika Police Station	Aug 15, 2024	Mar 27, 2030							
760	> C090 - Roads Conditional Assesement	Nov 1, 2024	May 28, 2026							
780	> C091 - Siksika Road Improvement Project Phase 01 - South Ca...	Oct 25, 2024	Dec 23, 2026							

Key Achievements and Operational Results

SNES achieved measurable progress across engineering, operations, and governance: Infrastructure and Project Delivery

- Advanced major capital projects, including:
 - Water treatment and wastewater upgrades
 - Housing foundations and servicing
 - Internet infrastructure expansion
 - Public safety and health facilities.
- Successfully progressed commissioning activities for major water infrastructure systems, ensuring safe and reliable service delivery to the community.

Quality Control and Compliance

- Completed hundreds of inspections and assessments, including facility condition reviews and infrastructure audits
- Identified and addressed non-conformance issues, improving construction quality and long-term asset performance





ENGINEERING SERVICES



PROJECT NCR

#	Project NCR	Total	Open	Critical	Overdue	Closed
1-	Asset Building	112	74	4	8	26
2-	Lift Station	19	5	0	8	14
3-	Water Treatment Plant	69	18	0	1	50

Policy and Framework Development

SNES advanced the Engineering Framework by developing comprehensive procurement policies, establishing detailed project management procedures, and implementing robust quality assurance and control systems. Additionally, I initiated the development of custom Siksika engineering specifications and guidelines, laying a solid foundation for consistent, standardized project delivery across the organization.

Technology and Innovation

Throughout the year, SNES introduced and expanded the application of a variety of innovative tools and technologies. We integrated Geographic Information System (GIS) and Augmented Reality (AR) mapping tools to enhance spatial analysis and visualization capabilities. The SNES team also used drone-based inspection techniques, enabling efficient, comprehensive assessments of infrastructure and sites from a bird's-eye perspective. Additionally, we implemented advanced asset management and project tracking systems to streamline operations, improve accuracy, and ensure better oversight of ongoing projects. Furthermore, we conducted early-stage assessments of emerging technologies, such as 3D construction methods, to explore their potential benefits and integration possibilities into our future workflows.

ENGINEERING SERVICES

PROJECTS

Capacity Building and Mentorship

SNES successfully launched mentorship initiatives to support the professional growth of young Siksika members, particularly in engineering and construction. These programs provided valuable guidance, hands-on experience, and industry insights to help them develop crucial skills and confidence for their future careers. Additionally, we maintained and expanded our professional development programs for staff and partners, encouraging continuous learning, skill enhancement, and collaborative growth across all levels of our organization.

Major Capital Projects Overview

SNES managed and supported a diverse portfolio of capital projects that directly impact community well-being and economic growth.

Key Projects Include: Siksika infrastructure development initiatives have significantly advanced across various sectors to enhance community well-being and safety. We have expanded internet connectivity nationwide through the **Internet Infrastructure Upgrade** (C045), ensuring more communities have access to reliable online services. **The Siksika Recovery Centre** (C057) is enhancing health and community wellness initiatives as a healing lodge, thereby promoting a healthier environment for members who need help in this regard. SNES efforts in addressing housing needs are reflected in the **Housing RTM Foundations** (C067), which focus on improving housing accessibility and affordability. The **Shouldice Waterline Remediation project** (C073) and **Tie-in Phase 2** (C051) aim to enhance the reliability and safety of water systems, ensuring a clean water supply for residents. The **Continuing Care Centre** (C074) expansion enhances long-term care capacity, providing better support for our aging population. Additionally, the **Women's Shelter** (C058) has been strengthened to offer safer, more comprehensive social services. Lastly, the **Police Headquarters** (C022) has undergone upgrades to reinforce public safety infrastructure, ensuring the safety and security of all Siksika members.

These projects reflect a balanced investment across infrastructure, health, housing, and public safety.

ENGINEERING SERVICES

SUCCESSES AND CHALLENGES

Successes

- Significant progress in major infrastructure delivery
- Strengthened internal engineering governance and frameworks
- Improved quality control through inspections and compliance tracking
- Enhanced collaboration across Siksika service areas
- Launch of mentorship and training initiatives

Challenges

- Resource constraints and workforce capacity limitations
 - Delays in funding approvals and internal fund transfers are affecting project schedules
 - Technical issues were identified in some infrastructure systems requiring corrective action
 - Need for clearer communication and coordination across organizational levels
- These challenges are not failures—they are signals. In engineering terms, they are “load indicators” telling you where the system needs reinforcement.

Key priorities include:

- Finalizing and implementing engineering policies and guidelines
- Expanding asset management systems and condition assessments
- Improving project delivery timelines and cost control
- Securing additional funding for future infrastructure projects
- Expanding technology adoption, including data-driven decision-making tools
- Strengthening community engagement and transparency

SNES will continue to focus on delivering safe, high-quality, and sustainable infrastructure that supports the long-term growth of the Siksika Nation.

Engineering, at its core, is about shaping the future under constraints, budget, time, physics, and sometimes politics. What SNES is doing is not just building infrastructure; it's building institutional memory, systems, and resilience. That's the difference between projects and legacy.

GOVERNMENT & INDUSTRY RELATIONS

SIKSIKA ECONOMIC DEVELOPMENT OFFICE (SEDO) OVERVIEW

The Siksika Economic Development Office (SEDO) manages programs, policies and activities that seek to improve the economic well-being and quality of life for Siksika Nation. The programs and services currently offered include the Siksika Small Business Grant – which aims to provide financial support for Siksika Entrepreneurs to start up, expand or acquire a small business.

The Comprehensive Community Plan – A long term plan that's developed by the community that guides how we as a nation will use its land, resources and infrastructure. SEDO also provides resources and workshops to help small businesses start, grow and better serve the community.

Staff Roles and Responsibilities

There are 2 staff members within SEDO which include, the CCP Project Coordinator, and the Community & Economic Development Manager.

CCP Project Coordinator: SEDO invested in strengthening its workforce by hiring a CCP Project Coordinator in November of 2024. This position has been essential in planning, coordinating engagements and managing communications between consultants, stakeholders and community members.

Community & Economic Development Manager: This role is pivotal in overseeing SEDO and Siksika Consultation. The primary focus is to ensure that all Economic Development inquires and opportunities, consultation activities, and funding opportunities are captured in a central area for effective assessment and service delivery. This position was created in 2022 and has been an integral part of establishing the SEDO office in addition to taking on Siksika Consultation oversight.

GOVERNMENT & INDUSTRY RELATIONS

KEY ACHIEVEMENTS, PROJECTS & INITIATIVES

Comprehensive Community Plan (CCP)

Throughout the 2024-2025 reporting period, we saw SEDO kick off the Comprehensive Community Plan (CCP). The project began with the development of a Delivery Framework, and then the creation of an Engagement Strategy. We saw the completion of Phase One, while Phase Two is currently ongoing & moving into the new fiscal year.

Engagement sessions were held with different service areas, and entities across the Nation, with 5/6 entities and 8/13 service areas having participated by end of March 2025. In total, 211 participants attended 16 half-day sessions, supplemented by roughly 40 community members who also contributed through informal conversations with our Project Coordinator.

These sessions captured valuable insights using the SOAR model (Strengths, Opportunities, Aspirations, and Results) developed with Urban Systems Ltd, which were then summarized in the “What We Learned Report”.

Other SEDO Activities and Initiatives:

- Beyond the CCP, SEDO has facilitated the Siksika Small Business Grant Program, which received 62 inquiries and 22 applications. A panel was formed to review applications and approvals were issued July 2024 – distributing \$150,000 among 22 entrepreneurs from Siksika Nation
- SEDO also organized Small Business Workshops throughout the year which were done in partnership with Sahmii Knowledge Solutions & Mashup Labs to help community members get a better understanding of what goes into building a business.
- Small Business Resource Space/Incubator – PrairiesCan application was approved in this reporting period as well as CDWAI funding. Manager continues to work with Jerilyn Wright & Associates to design and work on next phase of buildout

GOVERNMENT & INDUSTRY RELATIONS

OTHER SEDO ACTIVITIES AND INITIATIVES:

ISC/CDWAI – Manager worked with ISC to research other funding opportunities for Siksika Nation Tribal Administration projects, so far list of approved projects as of March 2025 include,

- Siksika Arbour Solar & Beautification - \$300k
- Siksika Incubator - \$65k
- RIM/Digitization - \$212k
- Green Technology Feasibility Study - \$50k
- Environmental Design for Net Zero Retrofits - \$50k
- Public Works/Housing Staff Development & Training - \$88K
- Cultural Consultant - \$70k
- CCP & CCP Coordinator - \$250k
- Grant Writing Initiative - \$15k

SNTA Grant Initiative – Manager working with Progressive West Consulting to complete grant applications, so far there are 4 completed as of March 2025.

- NRED Grant (Incubator) - \$300k
- Canadian Cultural Spaces (Arbour Project)
- Documentary Heritage Communities (RIM)
- Indigenous Languages Component



Siksika Piiksapi Memorial Arbour

GOVERNMENT & INDUSTRY RELATIONS

CONSULTATION OVERVIEW

Summary

The Siksika Consultation Office (SCO) continued its role throughout the past year, ensuring that the voice, rights and interests of Siksika Nation were represented in matters affecting our lands, resources and cultural heritage within Blackfoot Territory. SCO's activities primarily involved collaboration with regulatory authorities, liaising with federal and provincial departments responsible for leading consultations to fulfil Crown obligations, providing clarity regarding protocols for effective engagement with Siksika Nation on designated projects, and participating in official consultation procedures associated with regulatory decisions and approvals.

The SCO managed a significant number of consultation requests from industry proponents, municipal governments - including the City of Calgary - as well as provincial and federal agencies. Each request was reviewed within the context of potential impacts on Siksika's rights and interests, land use and cultural resources. The SCO provided responses to fulfill departmental responsibilities and supported the completion of meaningful consultation processes prior to regulatory decisions.

Consultation Office

The Siksika Consultation Office exists to protect and uphold the rights, title, and interests of our Nation through meaningful consultation and accommodation processes, ensuring that Siksika Nation is engaged in decisions affecting our lands, waters, resources, and community. The SCO is accountable to Siksika Chief and Council and members of the Siksika Nation.

GOVERNMENT & INDUSTRY RELATIONS

CORE RESPONSIBILITIES

The Duty to Consult is a 2005 Supreme Court of Canada doctrine requiring federal and provincial governments to consult First Nations, Métis, and Inuit communities when proposed actions may affect Aboriginal or Treaty rights. Guiding principles released by the Supreme Court identify ways to undertake consultation in a respectful and meaningful manner to both foster reconciliation and protect the unique and significant Aboriginal and Treaty rights of First Nations, Métis, and Inuit communities identified under Section 35 of the Constitution Act, 1982.

In many instances, the procedural aspects of consultation are delegated by the federal and provincial government to proponents. In these cases, the SCO works with proponents in various sectors (e.g. mining, electrical transmission) to assess potential for proposed developments to impact Siksika's rights and interests. SCO also participates in municipal projects involving infrastructure, public transportation, and community planning in Calgary, Edmonton, Lethbridge, and other municipalities.

The Siksika Nation has a consultation agreement with the Government of Alberta to engage in consultation activities for various development projects. This agreement is renewed yearly and provides some capacity funding, however, not all consultation or office activities are funded. The federal government does not offer ongoing consultation funding but may provide support for individual projects. To address ongoing consultation requirements and deficiencies in provincial and federal funding, the SCO negotiates funding agreements, workplans, and budgets with proponents. The SCO also seeks and develops proposals for additional funding to conduct projects that help inform the departments work.

This year, SCO secured \$300,000 in funding through Environment and Climate Change Canada (ECCC) to conduct a cumulative effects project and was approved for approximately \$80,000 for projects focused on Species at Risk, and forest stewardship through federal initiatives.

GOVERNMENT & INDUSTRY RELATIONS

STAFF ROLES AND RESPONSIBILITIES

There are 4 staff within the Consultation Office including, the Consultation Coordinator, two Field Technicians and one Administrative Assistant.

Consultation Coordinator: The Consultation Coordinator leads the overall consultation process, manages office activities, staff and receives project notifications and referrals. This role includes acting as the primary points of contact with government, industry proponents and regulators and requires active communication with Siksika Leadership. Budget management, review and approval is a key part of this role.

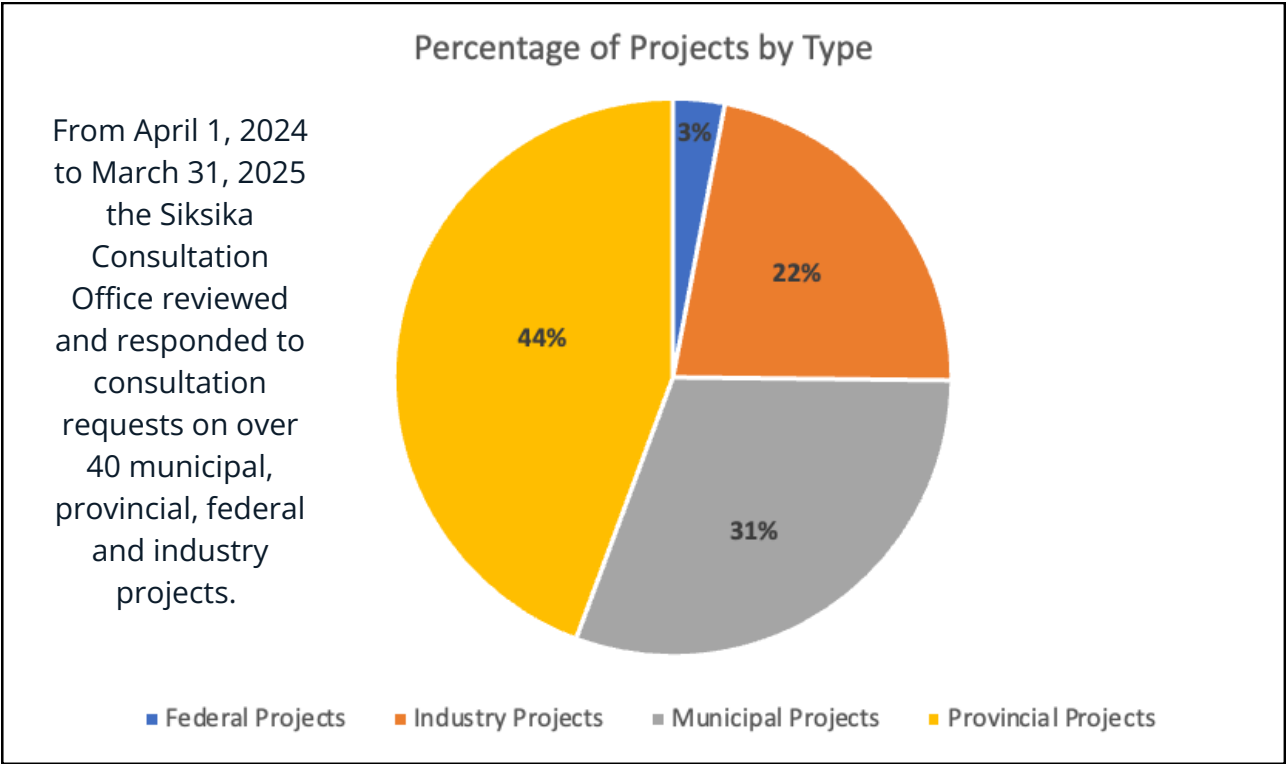
Field Technician: The Field Technician provides the technical and on-the-ground expertise to support consultation files, especially when environmental or land-based assessments are required. This role requires regular communication with Elders, Knowledge Keepers and technical support staff; budget development, financial and departmental reporting; collection of and reporting on environmental, cultural and land-use information (e.g. wildlife habitat, plant gathering locations); regular participation in meetings with project proponents.

Office Administration: The administrative staff provide the organizational support to the consultation office. They help manage record keeping, consultation files, financial tracking and invoicing. The administrative staff also assists in meeting planning, scheduling and internal communications.



GOVERNMENT & INDUSTRY RELATIONS

KEY ACHIEVEMENTS, PROJECTS & INITIATIVES



MAIN SECTORS:

Sector	Examples
Industrial Development	Mining, Electrical Transmission, Solar and Wind, Oil and Gas
Provincial Government	Alberta Parks and Infrastructure
Federal Government	Federal Parks and Protected Areas
Municipal Government	City transportation, environment and parks infrastructure and planning

GOVERNMENT & INDUSTRY RELATIONS

MAJOR PROJECTS

Large scale priority projects included proposed steel-making (metallurgical) coal mining developments. The main projects are:

NWP Coal – Crown Mountain Project

- Purpose: This project is a new coal mining development proposed in the Elk Valley, British Columbia. SCO has participated in the consultation activities related to federal environmental assessment process.
- Activities: Field visits and data collection, proponent meetings, participation in federal environmental assessment and regulatory process
- Status: Active

Elk Valley Resources (EVR) – Fording River Extension (FRX) Project

- Purpose: This project is a proposed expansion to EVR's current Fording River coal mining operations, in the Elk Valley, British Columbia. SCO has participated in the early engagement related to the proposed development.
- Activities: Field visits and data collection, interviews with Siksika Elders and Knowledge Keepers, GIS mapping, proponent meetings, participation in the regulatory process.
- Outcome: Informed decision-making in consultation responses

SCO Activities and Initiatives:

- Successful negotiation of budgets, workplans and agreements to fund project consultation and engagement, cultural awareness sessions.
- Increased departmental capacity by training and hiring part-time staff to support field programs during the summer months.
- Conducted on-going outreach and relationship development activities with government, industry, academic, and non-profit organizations (e.g. Yellowstone to Yukon) to build collaborative networks and increase awareness of SCO's mandate and function.
- Preparation of 4 proposals pertaining to subject areas that support consultation activities, including cumulative effects assessment, species at risk, and forestry stewardship. The proposals were successfully funded and provided approximately \$375,000 in supplemental funding.
- Continued development of SCO's cultural resource and knowledge database, including GIS and data management training for SCO staff. Development of outreach and educational material, including documentation of cultural sites and areas through drone footage and video.

GOVERNMENT & INDUSTRY RELATIONS

LAND MANAGEMENT OVERVIEW

Community Mission Statement

Siksika Nation, through quality leadership, will maintain growth through our ancestral wisdom, traditions, and beliefs. This inspires the community to building a healthy, vibrant, and safe environment through strong leadership and rooted in Siksika wisdom and traditions.

Land Management Programs

Siksika Nation is under the Reserve Lands & Environment Management Program (RLEMP), in which Siksika Land Management receives funding from Indigenous Service Canada to help Siksika management lands on reserve.

The funding is based on the number of registered Land Instruments. They are agreements Siksika Enters into with a 3rd party interest. A formula determines how funding is allocated to the Land Department to conduct land activities such as, Compliance, legal land surveys, land appraisals, and environmental work on the Nation.

For Siksika to remain part of the RLEMP program, Siksika Land Management must have a Certified Land Manager to oversee the activities on reserve. The certification through National Aboriginal Land Manager's Association (NALMA). LMSA will be working with ISC and NALMA to identify LMSA staff who can be eligible to become certified.



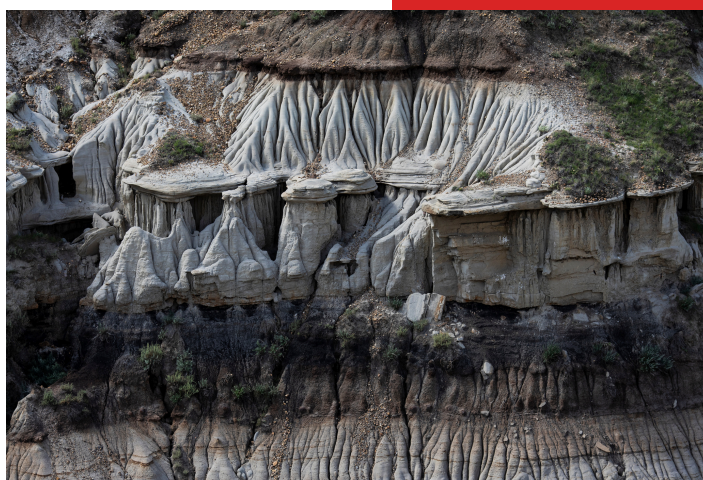
GOVERNMENT & INDUSTRY RELATIONS

FIELD & ENVIRONMENT

Siksika Field & Environment Team is responsible for the assessment, management and compliance of land, environment, and resource related activities.

Special Projects

Special Projects Unit formed to assist Siksika Land Management Project Manage special projects and initiatives delegated to LMSA to execute and complete.



Land Administration

The Land Administration area ensure proper and accurate land and natural resource authorization, and documentation occurs for all construction and development happening on reserve.

Land Administration works with ISC and the Nation to ensure proper activities happen to develop capital projects for 18(2) set-a-sides, as well as any 3rd party interests issued proper land tenure.

Activities the Land Administration area provides support on are the following.

- Commercial Leasing
- Agriculture Permits
- Land Designation through Referendum (SEDCO, BCHP & Industrial Park)
- Capital Projects for 18(2) Set-a-sides.
- Addition to Reserve
- Nation Member land requests



GOVERNMENT & INDUSTRY RELATIONS



KEY ACHIEVEMENTS



This year, 2024-2025 Siksika Land Management worked managed projects and assisted the Nation on capital development projects. Few major initiative's LMSA working on is the Nation-Wide Environment Site Assessment (ESA), Road Naming Project, Land Use Planning, and a Compliance Land Audit.

Projects & Initiatives

Siksika Water Advisory Panel- SWAP

Panel is comprised of technical staff, youth, elders, and community representation working together on water related projects, including reservoir sizing, and needs assessments. Elder's provide oral history on sites selection and protection zones, while feasible studies and policy frameworks developed for sustainable water management.

Additions to Reserve (ATR)

Siksika Land Management provides support to Chief & Council on two Calgary properties to navigate the ATR process creating an urban reserve. This initiative is still in its infancy stage, and community engagements will continue.

Land Use Planning

Siksika Land Management applied for funding in 2021-2022 from the National Aboriginal Land Managers Association to assist in the completion of the Siksika Land Use Plan. Siksika Land Managements, initial plan was to complete the LUP over a 3-year period. The final year for Phase 3 LUP was April 1, 2024-March 31, 2025. *For more information: landuseplan@siksikanation.com*

Land Use Policy

A Land Use Policy was approved in October 2022. Community engagement will commence for feedback in alignment with the Land Use Plan. The first amendments to the Land Use Policy expected completion in 2025-2026.

LAND USE PLAN

Scan QR code to read the Siksika Land Use Plan 2024



GOVERNMENT & INDUSTRY RELATIONS

BOUNDARY SURVEY PROJECT

Siksika Chief and Council has tasked Land Management to partake in proper survey of the Siksika Nation Boundary. Land Management collaborating with Surveyor Branch General on defining the scope of work, and to hire a Surveying contractor through the Siksika Request for Proposal process.

Compliance Land Audit

Tribal Management has tasked Land Management with conducting a compliance land audit (CLA). The CLA is to identify all land use and land users throughout the Nation.

Alberta Transportation

Siksika Land Management in discussions with Government of Alberta in relation to the highway agreements in Siksika.

LMSA Growth Plan

LMSA completed an internal study to identify LMSA's future staffing needs. LMSA is expected to increase its capacity with 5 years to become a fully functional Land Management Office to meet the increasing needs of our community.



GOVERNMENT & INDUSTRY RELATIONS

ENVIRONMENT & FIELD

- **10-year Fencing Project:** The 10 Year fencing project started in 2022 to restore and upgrade fence lines on the Siksika Reserve boundary, Right-of-Ways and along Provincial Highways. The project is currently in the 3rd year, and project is meeting timelines as set out in the 10-year plan.
- **Siksika Nation Wide ESA Phase 1 & 2.**
 - LEDSP Program Funding signed on December 17, 2024.
 - Hired 1 nation member to assist as a liaison in the field.
 - The location for the ESA is still on going, still seeking for Nation Members information but currently have 12 sites determine for assessment.
 - The completion date is set for March 31, 2026, with an extension to 2026 if required.
- **Wetland Restoration**
 - For North Camp and Suzie Slough Wetlands
 - Land Management received grant funding from Alberta Environmental Protected Area for Watershed resiliency and Restoration Program
 - Project is a 3-year project. The funding Commence on March 31, 2023, Project expected completion date on March 31, 2026.
- **GIS**
 - Transition from Google Earth, QGIS to ArcGIS/ArcView, we a focus of centralizing GIS data for land management.
 - GIS application provides support LMSA mapping for projects, and Capital project initiatives.



GOVERNMENT & INDUSTRY RELATIONS

SPECIAL PROJECTS

Road Naming and NG911 compliance

- Completed naming and renaming of 104 primary roads in Siksika.
- Collaborating with external holders such as Telus, and provincial authorities.

Shelter Belt- Project Forest

- Year 2 of a 5-year project, aiming to plant over 100,000 seedlings every other year.
- Longer-term goal is to plant 1 million trees.
- Elder Advisory Panel played a pivotal role in the project providing guidance on environment and cultural awareness.
- Hiring of two Siksika members to assist with watering the seedlings.
- Water availability, monitoring of water usage and climate resilience were all central consideration.

Elder's Advisory Panel: Elders Advisory Panel provided guidance on all major projects, ensuring the two-eyed seeing approach and the integration of oral history. Elders Advisory Panel were also instrumental in providing a presence at community functions such as the Open Houses, field trips, and regular updates at the elder's monthly meetings.

- **Compliance Land Audit:** The Compliance Audit focused on Siksika Nation Business Leases and Permits. To ensure they are complying with the terms of their agreements and proper compensation of the rental of Siksika lands.
- **Capital Projects:** worked with Siksika Engineering Services to execute 18(2) land - set-a-sides on projects such as the Siksika Public Safety Building, Recovery Centre, and Siksika Policing building.
- **General Access Permits:** Siksika Land Management General Access Permits are down in revenue from 2023-2024 \$21,439.50 to 2024-2025 \$18,741.00.
- **28(2) Agriculture Permits & Leases Revenue for 2024-2025:** Siksika Land Management Administers 12 Land Instruments and Generated Revenue in 2024-2025 of \$1, 587,307.53 a 4 % Increase from 2023-2024.



GOVERNMENT & INDUSTRY RELATIONS



GRANT FUNDING

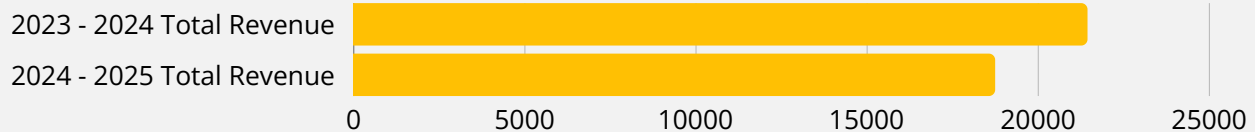


Siksika Land Management, applied for grant funding for projects on Siksika:

- Wetland Restoration- Funding came from Alberta Environment and Protected Area in the amount of \$ 58,000.
- Siksika Reserve Wide Phase 1 & Phase 2 ESA – ISC through LEDSP provide funding in the amount of \$ 155,447.00.
- Siksika Water Resilience: \$228,390.00.
- NALMA Land Use Planning- \$100,000.00
- Road Naming- April 1, 2024, budget \$295,000.00.
- Shelter Belt Project- is a sponsor lead project and no cost to the Nation.

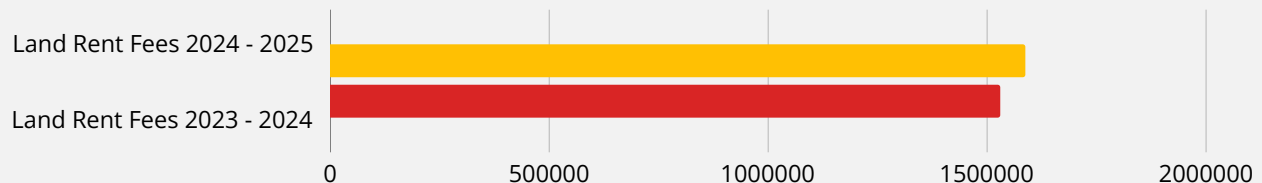
General Access Permits

● 2023 - 2024 Total Revenue



Leases & Permits Revenue Comparison 2 Years

● Land Rent Fees 2023 - 2024 ● Land Rent Fees 2024 - 2025





COMMUNICATIONS & MEDIA



COMMUNICATIONS OVERVIEW

Summary

The Communications department has made remarkable strides this past year. Focused on improving operations, capacity building, increasing engagement and transparency, expanding our digital presence, enhanced collaboration across Siksika Nation Tribal Administration service areas, and launched high-impact campaigns that showcased our work and advanced SNTA goals. Our progress reflects a department that is growing stronger, more connected, and increasingly influential in supporting SNTA's mission.

Key Achievements & Activities

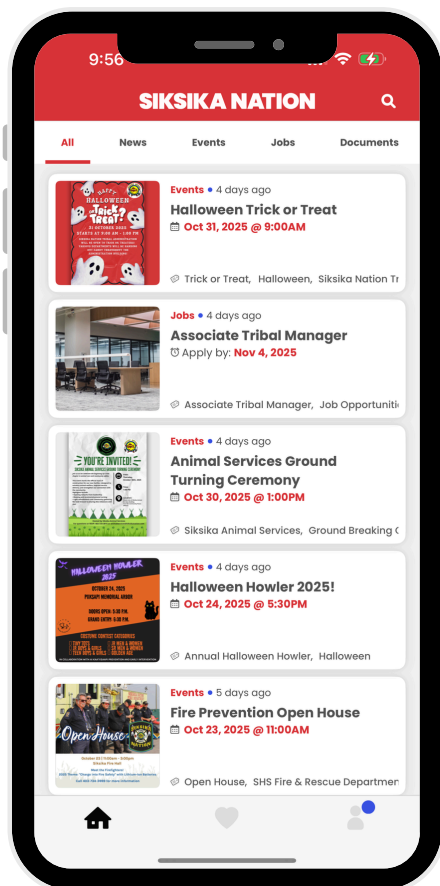
- Provided leadership and oversight for service area operations, including management of the approved budget of \$ 521,106.16 for the current fiscal year.
- Designed and developed an internal employee intranet using SharePoint to streamline workflows and improve operational efficiency for SNTA. Launch date Oct 2025.
- Led capacity-building initiatives, including the creation and recruitment of a new Communications Coordinator position. Recruited and onboarded new Media Coordinator, and supervised two practicum students.
- Attended strategic planning sessions and established strategic goals with KALOS.
- Developed and implemented a communications strategy and action plan for SNTA and Siksika Nation Fair.
- Developed a funding strategy to increase revenue and pursued new grant opportunities, including the Government of Alberta Magazine Publishers Grant.
- Improved digital infrastructure by upgrading website hosting for enhanced technical support and reliability, and consolidating all departmental websites into the main site.
- Planned and delivered Siksika Artsdance, a youth-focused media symposium held in February 2025, engaging over 200 participants in partnership with Aviatrix Network.
- Collaborated with departments to write, design, and publish the SNTA Annual Report 2023–2024.
- Supported staff training in Microsoft Teams, SharePoint, and related applications.
- Organized a staff retreat in Waterton, Alberta (June 18–19, 2024).



COMMUNICATIONS & MEDIA



COMMUNICATIONS PLATFORMS



We manage and maintain a variety of digital platforms to keep the Siksika Nation community informed, connected, and engaged.

- **Siksika Nation Websites:** siksikanation.com, siksikanationfair.com, aitsiniki.com, siksikaartsdance.com – keeping the community informed with news, events, and cultural resources.
- **Siksika Nation App:** delivers timely updates, resources, and access to services directly to mobile devices.
- **Social Media Platforms:** Facebook, Instagram, X, and TikTok – connecting the community through stories, events, and highlights from across the Nation.



OUR TEAM

Staff

- Lynn Calf Robe, Communications Manager
- Tyrone Sitting Eagle, Media Coordinator
- Edna Many Heads, Administrative Specialist
- Jasmine Majoros, Media Specialist
- Andrew Breaker, Media Specialist
- Kaylum Red Gun, Communications Specialist

Consultants

- Brad Crowfoot
- Elodie Caron

Practicum Student

- Theoren Duck Chief



COMMUNICATIONS & MEDIA



MEDIA OVERVIEW

This year marked a period of renewal and celebration for the Siksika Media Department as we honoured our long-standing media traditions while embracing new ways to connect with our community.

Aitsiniki Magazine - Aitsiniki.com: After more than 25 years as a much-loved community newspaper, Aitsiniki Magazine entered an exciting new chapter as a magazine available in both print and digital formats. The refreshed design and launch of a dedicated website have opened new opportunities for storytelling, offering readers richer content and easier online access to local news, features, and creative voices. **Scan QR to view current issue and archives.**



Radio station CFX 104.7 FM: Our community radio station, which has proudly served local listeners for more than 25 years, continued to be a trusted platform for news, music, and conversation. With hundreds of hours of original programming and a growing online audience through our radio app, the station remains a vital hub for connection, creativity, and community voice. **Visit Aitsiniki.com for more info and scan QR code to listen online.**



Social Media: This year also saw the expansion of our social media presence, including launch of our Instagram account, which has become an important channel for sharing Siksika Nation Tribal Administration updates, community highlights, & behind-the-scenes stories from our media and communications teams.

Follow us @siksika_media



COMMUNICATIONS & MEDIA

KEY ACHIEVEMENTS

- Successfully recruited and onboarded a new Siksika Media Coordinator, strengthening internal media capacity and content delivery.
- Published 12 print issues of Aitsiniki Magazine between April 2024 and March 2025, ensuring consistent community storytelling and information sharing.
- Developed and launched a new website for Aitsiniki Magazine (Aitsiniki.com) on April 1, 2024. In its first year, the site recorded 7,854 visitors and 16,390 page views, expanding the magazine's digital reach.
- Implemented major radio infrastructure upgrades, including hardware, software, and programming improvements, supported by orientation and training for new staff.
- Delivered live and recorded radio broadcasts of regional and community events, including the Calgary Hitmen Every Child Matters game (March 2025) and the Calgary Canucks vs. Olds Grizzlys game (February 2025).
- Enhanced and expanded social media platforms to improve engagement, visibility, and audience reach across multiple channels.
- Provided comprehensive media support for the Siksika Nation Fair 2024, including live powwow radio broadcasts, event promotion, and on-site coverage.
- Organized and delivered Siksika Artsdance, a youth-focused media and communications symposium held February 20–21, 2025, supporting youth engagement, creative expression, and media skills development.
- Provided media coverage for a wide range of Siksika Nation events, programs, and members, ensuring timely and culturally relevant storytelling for the community.



SIKSIKATSIPOWAHSIN PROGRAM

OVERVIEW

The Siksikatsiipowahsin Program follows the mission set forth by the Siksika Nation Tribal Administration. "To serve our community by ensuring the well-being and prosperity of the Siksika Nation, supporting our people and protecting our future." The program aims to strengthen the Blackfoot language as we are at a critical point to maintain Siksikatsiipowahsin. As such, the goal of the program is to provide a strong foundation, understanding and encouragement to continue to be Blackfoot speaking people.

Milestones of the Siksikatsiipowahsin Program:

- Fall beginner Program 2024
- October Bison Harvest 2024
- Winter Beginner Program 2024
- Winter Intermediate Program 2024

Siksika/Blackfoot Language Classes: Each class accepts 15 participants who participate in a four-month program which is offered as a hybrid with both online and in-person sessions. One evening the participants are taught the orthography of the Blackfoot language and the second evening fluent Blackfoot Speakers are invited to provide an immersive environment. Since the inception of the program there has been a 90% attendance rate and a 95% completion rate.



SIKSIKAITSIPOWAHSIN PROGRAM

HIGHLIGHTS



Bison Harvest: October 30th, 2024, the program offered a Bison harvest which began with a ceremony and lessons of the importance of how the animal pertains to the way of life for the Siksika people. Knowledge holders shared the entire processing of the lini (Bison) as how our ancestors performed this ancient art. Fluent Blackfoot speakers were in attendance to provide Siksikaitsiipowahsin for the entire activity.

Other projects: To continue the learning of the Blackfoot language, other activities the program incorporated and supported were, Omahkotsisisin (Big Smoke), Natoyiipiiksi'kahtsin (Holy Hand Game), Omopistan (Beaver Bundle Ceremony). The language is naturally infused in all these sacred activities and had been a powerful way to help fluency be provided to language program participants.

Staff

- Kent Ayoungman, Blackfoot Language Program Coordinator

Bison Harvest, Oct 2024

SIKSIKA SUPPORT CENTRE



ISSPOMMIHTAOYIS OVERVIEW

This report will encompass, operations of the **Isspommihtaoyis Programs** which consist of the Sikohkitsihtaana (Healing Plan Program), Aitapis'tapikssao'p Program (Emergency Supports), and Isstsinahkohksin Program (Food Centre), Natoyiikimaan Men's Lodge.

VISION (What We Do)

Healing our community with compassion, dignity, respect, and advocacy

MISSION (What We Strive to Be)

Nurturing our Nation to a healthier quality of life.

VALUES (How We Conduct Ourselves)

- **Respect:** We value everyone and treat people with dignity and equity
- **Integrity:** We are truthful and honest in all areas. We do the right thing, even if it is hard.
- **Accountability:** We will accept responsibility for our actions and hold others accountable for their actions.
- **Compassion:** We are kind and caring to everyone we encounter
- **Trust:** We will be honest, sincere, and transparent



ISSPOMMIHTAOYIS

SIKSIKA SUPPORT CENTRE

FOOD CENTRE

The Food Centre is steadily rising in requests for regular and emergency food hampers, for the time frame April 1, 2024-March 31, 2025, we have served:

- 1839 (up by 320 families supported from last year) families for a total of 8334 (up by 778 nation members from last year) Nation members.
- 198 emergency requests, down by 36 requests from last year.
- 839 care packages (for Nation members who walk in and may need food for the day) which is a 91% increase in care packages given out from last year.

9,382 Siksika Nation members (many re-occurring clients) were supported through the Siksika Food Centre this fiscal year.

Emergency Supports Program (as of April 1, 2025 the program will formally be known as Siksika Nation Financial Assistance Program): April 1, 2024-March 31, 2025, we have supported:

- 971 applications for emergency supports supporting 1080 Nation members (men, women & children) with one time emergency assistance in either funeral support, individual, social, emergency accommodations, rent or damage deposit, utilities and pest (bed bug) control.
- Total amount in emergency supports: \$335,727.00
- Sports requests- \$67,920.00, and another \$44,420.00 in requests for annual sports tournaments and other types of donation requests received, for a total of \$112,340.00.

Referral sources: Self referrals, agency referrals and Siksika leadership & managers.



**91% INCREASE IN CARE
PACKAGES GIVEN OUT
FROM LAST YEAR**

SIKSIKA SUPPORT CENTRE

SIKOHKITSIHTAAN PROGRAM (HEALING PLAN PROGRAM):

- Total referrals to program for Healing Plans: 126 referrals (up by 84 referrals from last year).
- Active Healing Plans: 88 (of 126 referrals) Nation members
- Total number of Nation members served through Outreach and Walk ins (not official Siksika Support Services clients): 180 Nation members (up by 35 people from last year)
- In spirit of collaboration, our spaces were booked by other services/organizations in Siksika a total of 135 times.

Natoyikiimaan Men's Lodge.

- 2 staff members: 1 Coordinator, 1 part-time Support Worker.
- 10 tenants currently reside at Lodge.
- This year's focus was to update the physical location, renovations focused on siding and kitchen.



Memorandum of Understanding (MOU) signing between representatives from Siksika Nation Tribal Administration and Inn from the Cold



SIKSIKA SUPPORT CENTRE



SUCCESSES & CHALLENGES



SUCCESSES:

- In total Siksika Support Centre has assisted 12,020 times across all SSC programs for the reporting period April 1, 2024-March 31, 2025.
- July 2024, the implementation of the Domestic Violence program, Safe Connections, hired 2 staff members. Funding source from Indigenous Women's initiative for the 2024-2025 fiscal year.
- October 2024, implementation of the SN Financial Assistance Policy, the Emergency Supports Program was restructured to accommodate the new policy, in the new 2025-26 fiscal year, the program will be known as the SN Financial Assistance Program.
- Signed MOU with Fear Is Not Love program and hosted a Holy Hand game ceremony in partnership with the program.

- Completion of a cultural curriculum to support the Ayiikakima Mahsoksipaitapiwahsinni (Trying to have a good life) Plan, based on Blackfoot Ways of Knowing. Plan to implement once funding is secured.

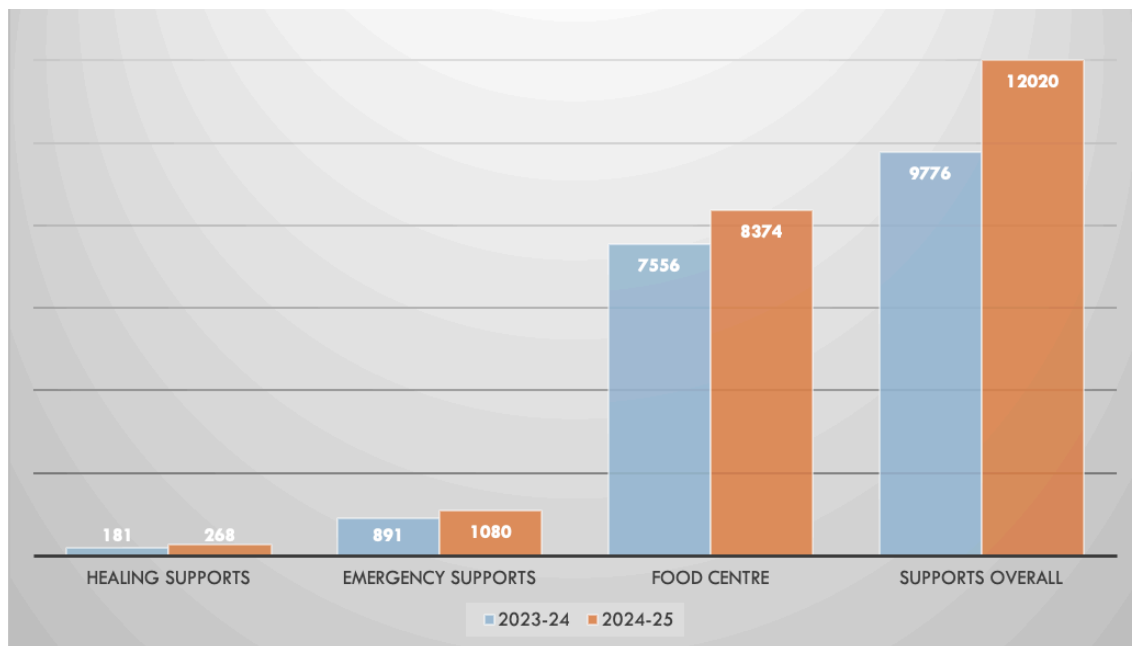
CHALLENGES:

- Food Centre: Waiting on completion of renovations to new space, demand for food security is increasing, therefore, growth is occurring year over year.
- Emergency Supports Program: High demand of emergency supports has seen a 38% increase in funds/supports disbursements from previous year.
- Sikohkitsihtaan Program: In need of more staffing to ensure demand is met for walk-in and long-term healing supports.

The Siksika Support Centre reports higher service requests than last year, with the Food Centre showing the greatest demand.

SIKSIKA SUPPORT CENTRE

STATISTICS: 2023-24 & 2024-25 SUPPORTS



NEXT STEPS

- Siksika Disabilities Services will be moved under the Supports Services umbrella April 1, 2025.
- Food Centre renovations will be completed this fiscal year, the move to the Siksika Group of Companies bays will occur once renovations are complete.
- Prevention Funding policy focus, will go before Chief & Council for approval and implementation in next fiscal year.
- Safe Connections program will continue to embed into the community via the continued creation of the Safe Network, Nation school presentations, healing and cultural community programs and supporting Nation women and LGBTQ2S who are fleeing violence.
- Improved fresh fruit and veggie baskets, will be starting with a new vendor which is part Indigenous owned. Goal is to begin process of developing our own greenhouse system to support healthy foods into our hampers and eventually be a self-sustaining food source for Siksika Nation.



KITAKITAMAATSIN

MAP OF SIKSIKA NATION



Siksika is considered the second largest reserve land base in Canada. Reserve total area 210,080 acres or 328.25 sections. Each section contains approx. 640 acres of land and is about 1 sq mile in size.



+1-403-734-5100



P.O. Box 1100 Siksika, AB T0J 3W0



www.siksikanation.com