



**ALEXIS NAKOTA SIOUX NATION**

# **LEADERSHIP REPORT**

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**(3rd QUARTER)**



Presented to ANSN Membership - Dated: December 1, 2025



ALEXIS NAKOTA SIOUX NATION  
LEADERSHIP REPORT  
Quarterly Report – Dated: December 1, 2025  
33 Pages

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## Alexis Nakota Sioux Nation Message from Alexis Chief and Council

### EXECUTIVE SUMMARY

*3rd Quarter – December 1, 2025*

#### **Abawashded Mitaudebi,**

This quarter reflects steady and disciplined progress across all areas of the Alexis Nakota Sioux Nation. Our programs, services, and Nation-owned businesses continued to operate with focus and stability. Financially, the Nation remains in a strong position, with **\$42.6M in total revenue** and a **\$12.96M surplus**, supported by responsible planning and long-term agreements.

Across the departments, several accomplishments stand out:

- **Education** advanced capital upgrades and delivered culture-based programming, academic supports, and student development opportunities.
- **Public Works** upheld essential services despite higher demand, aging infrastructure, and rising operational pressures.
- **Emergency Management** completed over 90% of its major upgrade plan, strengthening community safety and readiness.
- **Social Development, Health, and CFWP** continued to support families through core programs, prevention work, and wellness initiatives.
- **Nation-owned entities** — including Backwoods and Nakota Crossing — reported improved operational performance and continued business growth.

Ishnish to all staff, managers, and community members whose commitment strengthens our Nation every day.

— **Chief and Council**

*We remain focused on stability, opportunity, and long-term wellbeing for the Alexis people.*



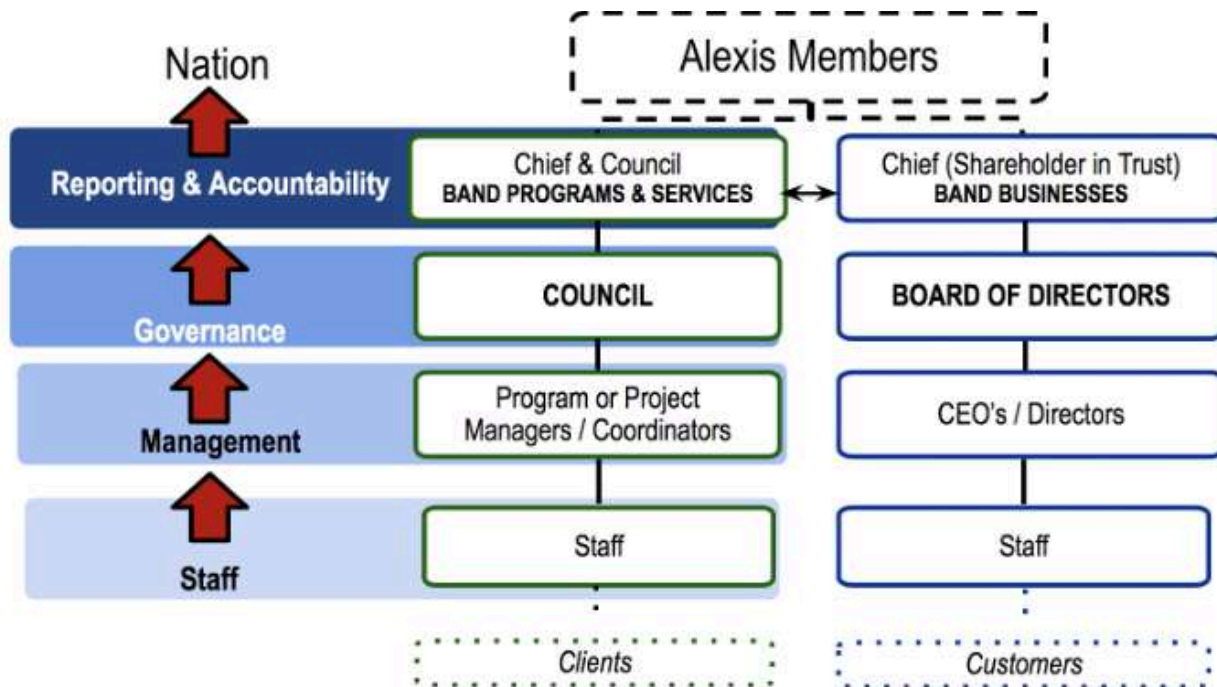
# Alexis Nakota Sioux Nation Community Prayer/Vision & ANSN Protocol Chart

## Our Vision

We, the Alexis Nakota Sioux Nation, will protect and promote our cultural and spiritual values. We will strive to live in harmony and respect the Creator and all creation. We will commit to our Isga beliefs and utilize every resource that the Creator has bestowed upon us to empower our people, spiritually, emotionally, physically and mentally.

## Otabi Wagicarabi Wakohnabi (Community Prayer / Vision Statement)

Wakâ nimi ikum ne  
 Igibi Wakâ Mne Isgabi ne otab nen igicedaham ne  
 Wakâ wishodeshi wacigebi abadâ igihamina Xam mne wicashda daca wicoxagine augihnabina  
 igibasnibdabacin  
 Wakâ Taupa Agduyami ihnobamina Wakâ daca gare nesh igiyobamicin Dagugicem ne ?um  
 doshgamin da?a uzhicigebina wazhike wodegice inimicin  
 Wakâ ne daca igikubnesh Isgabi duken toxemzhecen itus iginabina taudagizhi âgiyamicin  
 Wakâ Mne Isga wicashdabi Taucii Tacâ Cade Wanarozi  
 dabage Wash?a hamicin Wazhike ihamicin  
 Dukenag hicedog





# Alexis Nakota Sioux Nation Leadership Portfolios



**Hûgakebi Tony Alexis**

“Our governance is deeply rooted in customs and traditions. Our knowledge keepers serve as vital advisors, playing an essential role in shaping how our community operates. They actively preserve our values, principles, and laws, acting as mentors and providing steadfast guidance and support. We extend our heartfelt gratitude to our elders, members, employees, and businesses, for their significant contributions, prayers, and continued support.”

- Chief & Council



**Togahakebi Cameron Alexis**  
*Portfolio: Justice (Bylaws) & Emergency Management*



**Togahakebi Darwin Alexis**  
*Portfolio: Language and Heritage & ISETS*



**Togahakebi Dwayne Alexis**  
*Portfolio: Lands Consultation & Economic Development*



**Togahakebi Hank Alexis**  
*Portfolio: Community Wellness & Wakâmne Science*



**Togahakebi Tina Cardinal**  
*Portfolio: Education & Social Development*



**Togahakebi Darren Kootenay**  
*Portfolio: Health & Youth Recreation*



**Togahakebi Emily Potts**  
*Portfolio: Public Works & Child and Family Wellbeing & Prevention Program*



# Alexis Nakota Sioux Nation Tribal Administrator Update

## Tribal Administrator's Quarterly Report

### Leadership & Governance Support

As Tribal Administrator and conduit to the Council, I continue to support Council by reinforcing the Nation's chain of command, ensuring programs follow policy, and encouraging clear communication through the proper channels. Some program areas experienced pressure operationally and financially this quarter. We are also working to resolve a utility billing issue involving invoices without location identifiers to ensure accurate tracking across properties. Where necessary, direction consistent with Nation policy has been issued. Improvements are ongoing, and public service remains an important focus.

A significant change has occurred across Canada within the Non-Insured Health Benefits program as of September 2025. The NIHB program remains active; however, coverage rules and benefit listings have recently been updated. If you rely on these benefits for prescription drugs, medical equipment, vision, dental, or other supports, our Health Department has the most current information and can assist with education on registration and claims.

There is important work underway in First Nations Child & Family Services. With the authorization of Chief & Council, ANSN has begun the early stages of FNCFS law and policy development. This is part of a long-term plan to establish our own Alexis Child and Family Services agency. The work will take time, but the direction has been formally set and progress is underway.

### Administration & Finance Overview

The Administration Department continued its steady pace throughout the fall, supporting major Nation initiatives and ensuring operations across departments. We welcomed one new director this quarter and will be onboarding another in the coming weeks. Preparations for the long-awaited Per Capita Distribution are underway as we move into the holiday season. Administration also supported a major community event, the Language Conference, which was well attended and brought the community together. Final reconciliation from the conference is underway.

In the new year, Administration will begin preparations for the Budget Reading cycle. There will be three sessions held for 2026–27. Our goal is to finalize all Band budgets by early March 2026, ahead of the March Quarterly Band Meeting. This timeline supports governance, timely reporting, and readiness for the new fiscal year.

### Closing Remarks

I acknowledge and recognize our leadership, managers, administrative staff, and all Band staff for their continued hard work. As a Nation, we are connected by our collective rights and our shared commitment to the wellbeing of all Alexis Nakota Sioux Nation members. Much of their work happens quietly, yet it remains essential to keeping the Nation moving forward. Wishing everyone a safe and joyful Christmas season. In a time when we feel the fragility of life deeply in our Nation, this is a moment to lift one another up with love and gratitude. May we honour one another with kindness, praise, and friendship. Every life is important, and good friendships strengthen our collective wellness.





## Alexis Nakota Sioux Nation Department Senior Personnel

<b>Programs and Services</b>	<b>Contact</b>	<b>Title</b>	<b>Reports to:</b>
ANSN Tribal Programs and Services	Shannon Alexis	Tribal Administrator	Alexis Chief and Council
Administration – Chief’s Office	Dorian Alexis	Chief of Staff	Chief Tony Alexis
Administration – Chief & Council	Courtney Alexis	Executive Secretary	Tribal Administrator
Administration – Finance	Rodney Mustus	Finance Supervisor	Tribal Administrator
Administration – HR	Patricia Alexis	HR Manager	Tribal Administrator
Administration – Property, Assets and Office	Willis Kootenay	Manager	Tribal Administrator
Administration – Fund Support Officer	Candy Potts	Fund Administrator	Tribal Administrator
Administration – Membership	Jamie Cardinal	IRA / Membership Clerk	Tribal Administrator
ISETS	Lisa Alexis	Manager	Yvette Alexis, Coordinator
Child & Family Wellbeing Program	Denise Verreault	Interim Director	Tribal Administrator
Daycare	Taylor Bigchild	Director	Tribal Administrator
Economic Development	TBD	Ec. Dev. Officer	Tribal Administrator
Education	Toni Letendre	Director	Alexis Board of Education
Chief Aranazhi School	Sheldon Couillonneur	Principal	Education Director
Wakâ mne Elementary	Melissa Day	Principal	Education Director
Environment & Climate	Dr. Hughie Jones	Project Manager	Tribal Administrator
Health	Patricia Roth	Director	Tribal Administrator
Heritage (Archives, History & Repatriation)	Alexandra Alexis	Interim Director	Tribal Administrator
Language (Language)	Eugene Alexis	Director	Tribal Administrator
Housing	Corrine Potts	Manager	Tribal Administrator
Lands Consultation	Duane Kootenay	Manager	Tribal Administrator
Public Works & Infrastructure	Samantha Alexis	Manager	Tribal Administrator
Social Development	Jennifer Cardinal	Interim Director	Tribal Administrator
Alexis-Whitecourt Sub-Office	Rosemary Aginas	Office Manager	Tribal Administrator





Alexis Nakota Sioux Nation

Financial Statement Consolidated as of November 30, 2025

<b>REVENUE:</b>	
ISC REVENUE	10,341,320
DEFERRED REVENUE (audited)	20,372,188
OTHER CORPORATE REVENUE	2,678,322
ISC REVENUE - HEALTH	3,195,173
OTHER REVENUE	416,785
PROV.GRANTS & CONTRIBUTIONS	110,000.00
<b>TOTAL REVENUE</b>	<b>42,607,777</b>
<b>EXPENSES:</b>	
SALARIES & RELATED COSTS	7,511,086
OPERATIONAL COSTS	5,659,350
MEETING EXPENSES	2,902,901
INSURANCE	544,358
CAPITAL PURCHASES/MAINTENANCE	2,287,476
PROGRAM EXPENSES	7,768,536
LOAN & INTEREST PAYMENTS	266,862
AGRICULTURAL BENEFITS	2,708,831
<b>TOTAL EXPENSES</b>	<b>29,649,400</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>12,958,377</b>



# Alexis Nakota Sioux Nation Child and Family Well-being Program

## Child and Family Well-being Program

### October 27 th to November 14, 2025 Leadership Summary Report

#### Program Update

##### Director

- Completed orientation with contractor Anita Arcand and Tribal Administrator Shannon Alexis. Review of the Business Plan, Workplan and budget, as well as concerns and challenges.
- Attended the CFWP Policy and Law-Making task committee meetings. Work will continue until objectives are completed.
- Working with Confederacy of Treaty 6 on the CHRT 80 engagement and Stantec on the Community Needs Assessment for CFWP.

#### Programming summary

- The Prevention Team has been busy providing several programs as well as team up with various departments for programming:
- Every Wednesday night from 4:30 pm - 7:30 pm Hand Drum Practice is at the Child and Family Wellbeing Program Office
- Parenting Circle happens monthly at the end of month. Dates are selected monthly
- Pumpkin Carving happened October 27 th and the Family Halloween Party October 31 st .
- Children’s Foster Care Christmas Party is December 7 th , 12:00 to 4:00pm at the Alexis community hall.
- Coordinated programming with Daylynn Paul Alexis
  - Regalia & Beading Programs will be running from November 2025 to April 2026 at the Alexis Community Hall.
  - Beginners Skate Program is every Monday and Wednesday, 6:00pm to 7:00pm October 2025 to March 2026 at the Rich Valley Arena, ages 3 to 9 years.

STAFF LIST	JOB TITLE
Titus Alexis	Youth Mentor
Justin Bull	Community Navigator
Martha Letendre & Willard Alexis	Elder Advisor
Robert Brisson	Band Representative
Patricia D Alexis	Band Designate
Jacinta Kootenay	Data Clerk
Brennan Mustus	Security
Adrienne Alexis	Administrative Assistant
Margaretta Potts-Petawaysin	Post Majority Support Worker
Lazraiah Alexis-Bull	Prevention Coordinator
Corey Potts & Richard Cardinal	Transportation Coordinator & Transportation Driver
Alice Mustooch	Home Support Worker
Kayleen Alexis	Home Support Worker
Cree Kootenay	Receptionist
Dominique Kootenayoo	Interim Janitor
Denise Verreault	Director



# Alexis Nakota Sioux Nation Emergency Management Q3 Report

## Overview

Alexis Nakota Sioux Nation Emergency Management Department has completed a major emergency management transformation through a \$330,000 investment across 12 projects, achieving over 90% completion and establishing comprehensive emergency response capabilities across all four emergency management phases. Prioritizing prevention and mitigation measures helps avoid or significantly reduce the social and economic costs of future disasters. Post-disaster recovery costs, particularly those related to climate change impacts, are rising at unsustainable rates, making upfront investment a fiscal imperative.

## Strategic Investment Areas

### Communication & Technology (\$149,578)

- I. AFRRCS Radios, Province-wide radio network.
- II. Mass Alert System (H2Notify) Mobile EOC Kits,
- III. 8 portable emergency operation centers with satellite connectivity, and
- IV. Two UAV (unmanned ariel vehicle, drone) with thermal imaging capabilities.

### Emergency Preparedness (\$80,853)

- I. Comprehensive Emergency Response Plan (ERP) development – H2Safety Services Inc.
- II. Aviation safety manual compliant with Transport Canada regulations – Blackhawk Aeronautical Solutions Inc
- III. Community safety signage – Winslow Davis

### Training & Development (\$24,633)

- I. First aid and CPR certification for 46 staff across four departments,
- II. Ground search and rescue training for 9 members – Emergency Management
- III. Specialized drone operation training – Emergency Management

### Infrastructure (\$76,950)

- I. Firehall roof refurbishment and facility upgrades, with a
- II. Mobile Emergency Operations Trailer planned for fiscal year 2025-2026.

### Emergency Alert System Performance

Between March and September 2025, the H2Notify system successfully deployed 26 notifications reaching 23-805 individuals per alert depending on scope. The system handled 15 emergency/safety alerts including active shooter incidents, severe weather warnings, security threats, and missing person cases, demonstrating reliable delivery rates and effective community reach.

### Strategic Partnerships

The nation has established collaborative relationships with Alberta Emergency Management Agency, H2Safety Consulting Services, Confederacy of Treaty 6 First Nations, Yellowhead Tribal Council, Lac Ste Anne County, and the 4 Nations Mutual Aid wildfire response network.

### Impact

This initiative positions Alexis Nakota Sioux Nation as a regional leader in emergency management with integrated capabilities spanning mitigation, preparedness, response, and recovery phases, ensuring sustained community safety and enhanced inter-agency coordination during critical incidents.



# Alexis Nakota Sioux Nation Emergency Management Q3 Report

## Emergency Management Strategic Planning Session

### Executive Summary

The strategic planning sessions brought together organizational leadership and key stakeholders to review current organizational performance, establish alignment with emergency management key initiatives, and ensure the entire team understands the vision and action steps moving forward. The sessions included presentations from critical partners including H2Safety Services Inc., Alberta Emergency Management Agency (AEMA), Yellowhead Tribal Council, and Confederacy of Treaty Six First Nations.

### Executive Leadership

Cameron Alexis, Justice Portfolio: Overall vision communication, final approval of strategic priorities, and closing remarks

### Facilitators and Coordinators

Crystal Potts, Director of Emergency Management: Overall session facilitation and emergency management alignment oversight

### Department Heads and Team Leaders

Invited Guest: Social Development – Denise Verrault, Health Services – Sharon Alexis, Education – Toni Letendre, Housing Authority – Corrine Potts, Public Works – Samantha Alexis, Administration – Shannon Alexis

**Declined:** Public Works, Administration

### Organizational Performance Focus

- I. Identify and define SMART goals within their respective areas
- II. Assign accountability for key initiatives and projects
- III. Provide resource requirement input and support implementation planning

### Subject Matter Experts and Presenters

- I. Preston Seier (H2Safety Inc.): Emergency response plan development and project status
  - II. Winston Delorme (AEMA First Nations Field Officer): Emergency management agency services and stakeholder coordination
  - III. Dale Dueck (Yellowhead Tribal Council): Indigenous partnership services and insights
  - IV. Michael Martineau (Confederacy of Treaty Six First Nation): Indigenous partnership and insights
- All Team Members
- I. Understand and align with organizational vision and strategic priorities
  - II. Commit to action steps and initiatives within assigned areas
  - III. Participate in implementation and ongoing progress tracking
  - IV. Creating and understand the importance of action planning within their respective department



# Alexis Nakota Sioux Nation Emergency Management Q3 Report

## Emergency Preparedness Strategic Planning Meeting Summary

### Session Details

Dates: October 10-11, 2025

Location: Pomeroy Mountain Lodge, Kananaskis, Alberta

Facilitator: Crystal Potts, Director of Emergency Management

### Main Objectives

The meeting focused on strengthening community emergency preparedness through relationship-building and addressing challenges like climate change, addiction, and crime. Key priorities included developing emergency response plans, training programs, and clarifying jurisdictional responsibilities. Key Partnerships & Resources

### Day One Highlights – October 10, 2025

**Opening Themes** - Cameron Alexis emphasized building relationships for emergency preparedness, addressing community changes including global warming, drug addiction, and criminal activity. Key needs identified: emergency response plans from surrounding areas and oil & gas companies, training requirements, Indian Act bylaw development (including drone usage), and jurisdictional clarity.

**Key Participants** - Representatives from H2Safety Services, Confederacy of Treaty 6, Yellowhead Tribal Council, Alberta Emergency Management Agency, ANSN Fire Services, and community leadership.

**H2Safety Partnership Update (Preston Seier)** - Developed through four emergency management pillars with working group collaboration to identify community risks, capacity, and needs. H2Notify system provides communication infrastructure including wildfire tracking with zone-based notifications and multiple alert capabilities. Thirteen key community risks consolidated with requests to add suicide prevention, victim services, domestic violence supports, and water rescue to hazard identification.

**Alberta Emergency Management Agency (Winston Delorme)** - Provincial liaison supporting First Nations with EMAP eligibility, training, financial recovery assistance, and 24/7 communication. Emergency Support Services training scheduled for November 6-7, 2025 with four ANSN participants identified.

**Yellowhead Tribal Council (Dale Dueck)** - Offers safety codes support, building code assistance, and structural firefighting training (NFP 1010, NFPA 1140 wildland training - 40-hour courses). Partnership with Global Fire Protection for wildfire equipment access.

**Confederacy of Treaty 6 (Michael Martineau)** - Focused on Medical First Responder training, Wildland Urban Interface development, all-hazards incident management team, regional response coordination, Search and Rescue team development, drought guidelines partnership, and advocacy for First Nations emergency management as an essential service.

### Day Two Highlights – October 11, 2025

**Housing Department (Corrine Potts)** - 299 homes in community with concerns about maintenance standards and fire code compliance (current rapid housing units non-compliant with FireSmart). Priorities include occupant agreements reinstatement, pest infestation management (bed bugs, cockroaches, bats), and long-term evacuation housing planning. Twenty-five burnt units noted, some replaced.

**Social Development (Denise Verrault)** - Presentation provided addressing social service emergency response capacity and coordination needs.

**Health Services (Sharon Alexis)** - Core focus areas include keeping people healthy and supported, safe transportation and home care, pharmacy and oral health services, and community emergency response. Pharmacy delegate identified for reception center deployment during emergencies, with need for service clarity and medication pickup procedures.



## Alexis Nakota Sioux Nation Emergency Management Q3 Report

**Education Department (Toni Letendre)** - Governed by Alexis Board of Education, Nations Policies, and First Nations Inuit guidelines. Planning to create busing maps with house numbers for emergency reference. RCMP collaboration recommended for lockdown training and emergency assessments.

**Fire Services (William McNaughton)** - Critical equipment shortages including shelving, SCBA units, wildland gear, and water tanker. MOU established but 911 service not yet operational.

### Emergency Management Key Initiatives Alignment

A key outcome of the sessions was ensuring that all organizational efforts support emergency management objectives:

- Emergency Response Plan Development was presented with current project status and completion projections
- H2Notify Communication System enhancements were discussed to strengthen emergency response capabilities
- Partnership alignment with AEMA and Yellowhead Tribal Council was validated to ensure coordinated emergency management services
- Strategic initiatives were evaluated for their contribution to strengthening organizational emergency management capacity and readiness

### Conclusion

The strategic planning sessions successfully brought organizational leadership and key stakeholders together to align on three critical outcomes: enhanced organizational performance, stronger alignment with emergency management key initiatives, and unified team understanding of vision and action steps. With clear priorities, defined SMART goals, assigned accountability, and established metrics for success, the organization is positioned to execute its strategic initiatives effectively and maintain focus on emergency management readiness and organizational excellence.

The Emergency Management program represents a significant strategic investment in community safety and resilience. With most projects nearing completion and comprehensive training programs underway, the Nation is positioning itself as a regional leader in emergency preparedness and response capabilities.



## Alexis Nakota Sioux Nation Social Development

The Social Development Program supports on reserve members that require income support, emergency supports, training to employment, and community wellness supports and referrals. Our goal is to assist members with referrals and supports such as; financial assistance, utilities, food, etc based on individual needs assessments.

### **STAFF:**

#### **SOCIAL DEVELOPMENT:**

- Interim Director/Assisted Living – Jennifer Cardinal
- Supervising Case Worker: Lorraine Mustus
- Case Workers: Patricia Florence Alexis and Lorna Petawaysin.
- Administrative Support: Jaclyn Mustus
- Receptionist: Sheena Potts.

#### **CYBER SCHOOL: Coordinator - Lloyd Verreault.**

- Helping members with high school courses to acquire their General Equivalency Diploma (GED).
- Housing/Identification/Social Insurance Numbers (SIN) etc.
- Other support as needed such as transportation/food.
- AA/NA meetings and support to clients dealing with addictions.

The Social Development Program provides financial support to on-reserve band members in need, utility expenses for essential services, support for clothing, emergency food/food bank, appliances for clients (monthly on a need basis), beds for clients (when available), training and employment expenses, emergency support based on referral and need (dependent on funding availability), cultural support/sponsorship for youth recreational activities (dependent on funding availability) and support for families. Assisted Living Program helps elders and persons with long term/short term disabilities. Program sponsorship support for community events such as the Annual Powwow, Christmas, Memorials, Spiritual Ceremonies, Community Gatherings etc (dependent on funding availability).

#### **INCOME SUPPORT:**

Our total monthly client caseload this quarter were as follows:

- October - 238 Clients.
- November - 235 Clients
- December - 254 Clients

This includes clients who are Expected to Work (ETW), Barriers to Full Employment (BFE), and Child Out of Parental Home (COPH). We are unable to assist off-reserve members excluding adult students who do not have alternative sources of income while attending school.

Assist COPH clients monthly for children who reside with extended family members.



## Alexis Nakota Sioux Nation Social Development

**Assisted Living Program** continues to provide non-medical support (home-makers) to eligible clients who cannot completely live independently in their own home due to their health issues. Applications for this are being accepted and reviewed by Jennifer Cardinal (Assisted Living Coordinator) for approval.

Below outlines the number of clients for this quarter:

<b>3rd quarter (OCT-DEC)</b>	<b>OCTOBER 2025</b>	<b>NOVEMBER 2025</b>	<b>DECEMBER 2025</b>
# OF CLIENTS WHO ARE ELDERS	4	4	4
# OF CLIENTS WITH DISABILITIES	12	12	12
TOTAL # OF CLIENTS	16	16	16

Other Supports include:

- Financial Management, social insurance number/passport clinics (Service Canada), monthly client workshops, career fair for clients, first aid training, tickets for employment etc (dependent on funding availability). - Assist clients with resources/referrals to help them move toward training and/or employment readiness. - Assist clients with application process for AISH, CDB, OAS, and Personal Tax etc.
- All clients were required to renew their applications this quarter so that we have all their current/updated information.
- Program sponsorship support for community events such as the Annual Powwow, Christmas, Memorials, Spiritual Ceremonies, Community Gatherings etc (dependent on funding availability).
- Community Garden Initiative/Garden Maintenance.
- Each month our program will be hosting Client Workshops geared toward helping clients move toward employment and training as well as addressing the barriers clients face to assist them in entering the workforce.
- Monthly client workshops have resumed. The main focus points for monthly client workshops were on assisting clients with addiction awareness, status cards, service Canada resources, budgeting and financial management etc. We always incorporate food and entertainment for the clients as well. For example, we had Danny Cole come and entertain the clients and to share his own story about his recovery from addictions.





## Alexis Nakota Sioux Nation Mnekudi Daycare

### Executive Summary

This reporting period reflects significant progress in operational safety, staff development, and cultural programming. The successful completion of our fire system replacement project has enhanced the safety and integrity of our facility. All newly hired staff have obtained First Aid certification and are actively enrolled in the Level 1 Early Learning and Childcare program, ensuring compliance with employment standards. Our commitment to language revitalization and culturally grounded pedagogy continues to shape daily practice and community engagement.

### Operational Overview

#### Staffing and Attendance

- Staffing Composition: 10 full-time employees and 1 part-time substitute
- Upcoming Staffing Update: One employee scheduled to return from maternity leave in January 2026, resuming the final Supervisor role
- Operational Days:
  - Staff: 54 days
  - Children: 46 days
- Closures:
  - September: 4 closures (2 statutory holidays, 1 bereavement-related closure, 1 illness-related closure for deep cleaning)
  - October: 5 closures (2 statutory holidays, 3 facility closure for fire system installation)

#### Enrolment and Capacity Status

- Current Enrolment: 15 children
- Licensed Capacity: 30 children (50% utilization)
- Room Breakdown:
  - Infant Room: 5 enrolled; 5 openings anticipated in December due to child transition
  - Toddler Room: 5 enrolled; 4 openings available
  - Preschool Room: 6 enrolled; 6 openings available
  - Part-Time/After-School Care: Fully enrolled

#### Facility Update

- Fire System Replacement:
  - Completed November 3, 2025
  - Replaced malfunctioning system that triggered false alarms
  - Ensures compliance with safety standards and enhances staff and child well-being

#### Licensing and Compliance

- The daycare continues to operate in full accordance with provincial licensing regulations. All documentation and standards are actively maintained and monitored.



## Alexis Nakota Sioux Nation Mnekudi Daycare

### Staff Development and Training

#### Certification Status

- All newly hired staff have been enrolled in the Level 1 Early Learning and Childcare program, a mandatory requirement for continued employment
- All staff without prior First Aid certification have completed a one-day certification course
- The Director is currently enrolled in the Level 3 Early Childhood Development program, with anticipated completion in June 2026

#### Professional Development Planning

- Future training will focus on inclusive care strategies and supporting children with diverse developmental needs

#### Cultural Programming and Language Revitalization

Stoney language and cultural practices remain central to our daily programming. Staff collaboratively integrate language through:

- Bilingual circle time (English and Stoney)
- Daily commands and interactions in Stoney
- Peer-supported learning and encouragement

These efforts foster cultural pride, identity, and intergenerational knowledge transmission.

#### Leadership Reflections

This quarter has offered valuable insights into strengthening operational routines and enhancing communication between staff and families. My leadership focus remains on prioritizing the developmental needs of children, supporting staff with evolving pedagogical strategies, and embedding Indigenous governance principles into our organizational culture.

#### Strategic Goals for Next Quarter

- Upgrade classroom furniture across all rooms
- Enhance the rumpus room with sensory and gross motor equipment
- Identify and implement targeted professional development opportunities for staff, with emphasis on inclusive care and trauma-informed practice





## Alexis Nakota Sioux Nation Public Works

### Alexis Public Works Update Service Cost & Operations Analysis Report Fiscal Year: 2025–2026

#### Executive Summary

Alexis Public Works continues to provide essential services including waste collection, water distribution, septic services, and infrastructure maintenance. The department is facing increasing financial pressures due to community growth, rising utility and fuel costs, aging equipment, and multiple incidents of vandalism, theft, and infrastructure damage throughout 2025.

A combined funding increase of \$745,365 is required to sustain services at current levels and address the impacts of higher demand and unplanned emergency events.

#### Service Growth & Demand

Significant increases in serviced units have occurred across all major Public Works areas for 2025–2026:

- Waste Collection: 198 → 278 homes (+40%)
- Water Distribution: 63 → 88 homes (+39.7%)
- Septic Services: 84 → 115 homes (+36.9%)
- Waste Drop-Off Participation: 198 → 278 homes (+40%)

The Nation's waste is managed through the Highway 43 East Waste Commission, with bi-weekly service costs totalling approximately \$101,400 annually, fully funded by Alexis.

#### Operating Cost Pressures

Water System (WILD Agreement)

- Water Usage: \$168,000
- Burnt Unit Billing: \$180,000
- Cistern Cleaning (all homes): \$60,000

High consumption and burnt unit charges remain the largest contributors to water system expenses.

Fleet, Equipment & Fuel (2025–2026)

- Truck Maintenance (6 trucks): \$108,000
- Equipment Maintenance: \$3,000
- Fuel (6 trucks): \$208,000
- Weather-Dependent Equipment: \$52,000
- Oils/Antifreeze: \$108,000
- Tires (6 trucks): \$40,000
- Total Fleet & Equipment Cost: \$519,000

Increased service volume and aging vehicles continue to drive up operational costs.



## Alexis Nakota Sioux Nation Public Works

### **Vandalism, Theft & Emergency Damage Costs**

Across 2025, Public Works recorded multiple high-cost incidents including lagoon damage, break-ins, stolen equipment, and repeated vandalism to community buildings.

Total damages: \$359,965

- ISC is covering lagoon fire damage: \$235,000
- Remaining damage cost to Alexis: \$124,965

These incidents have directly affected operational readiness and created significant unplanned expenses.

### **Infrastructure Projects**

#### Lagoon Fire Repairs

- Incident Date: October 7, 2025
- Total Damage Cost: \$235,000 (covered by ISC)
- Project Completion: November 19, 2025

#### Water Treatment Plant Decommissioning

- Project Start: October 17, 2025
- Total Cost: \$73,000 (covered by ISC)
- Project Completion: November 19, 2025

#### Community Service Feedback

- After-Hours Calls: 10% — manageable when received Monday–Thursday
- Complaint Volume: 5% — managed through policy, communication, and safety standards

Public Works continues to maintain effective and timely service responses across all areas.

### **Key Financial Pressures & Risks**

#### Ongoing Pressures

- Rising water, utility, fuel, and waste management costs
- Expanded service demands due to population growth
- Aging fleet requiring constant and costly repairs
- High consumable usage (fuel, oils, tires)
- Recurring vandalism and theft incidents
- Infrastructure failures requiring emergency response

#### Risk Factors

- Increasing WILD water and Highway 43 waste billing
- Insufficient capital replacement reserves
- Deferred maintenance due to limited funding
- Continued exposure to emergency events without a contingency fund



## Alexis Nakota Sioux Nation Public Works

### **Recommendations**

#### Financial & Operational Planning

- Develop a Capital Replacement Plan for trucks, tandems, and heavy equipment
- Strengthen vandalism prevention through lighting, cameras, and patrols

#### Budgeting & Sustainability

- Increase annual fuel and consumables budget by 20–25%
- Establish a contingency reserve for unplanned damages
- Begin 5–7 year replacement forecasting for fleet and equipment

### **Budget Summary for 2025–2026**

Additional funding required to maintain essential services: \$745,365

#### Breakdown:

- Waste Management (Highway 43 East Waste Commission): \$101,400
- Fleet & Equipment Costs: \$519,000
- Vandalism/Theft Damages (Alexis responsibility): \$124,965

### **Conclusion**

Alexis Public Works remains central to the community's health, safety, and infrastructure stability. While service levels remain strong, rising operational costs, growing service demands, and repeated infrastructure damage are placing increasing strain on departmental budgets. To ensure long-term service reliability and sustainability, leadership support is required to secure the necessary \$745,365 for the 2025–2026 fiscal year.



## Alexis Nakota Sioux Nation Justice Portfolio

### **Executive Summary**

Since August 15, 2025, Alexis Nakota Sioux Nation (ANSN) has partnered with RMFC Public Safety to implement a prevention-focused Peacekeeping Program designed to strengthen community safety, reduce harm, and build long-term local capacity. Over the four-month reporting period ending November 27, 2025, Peacekeepers delivered continuous patrols, rapid-response capabilities, youth engagement, and targeted surveillance—resulting in measurable improvements in public trust, crime disruption, and safety across the Nation.

The program responded to 664 calls for service, conducted 832+ patrols, and supported numerous high-risk events including weapons-related incidents, child-protection files, mental-health crises, and property-crime investigations. Residential disturbances, quad/ATV-related issues, suspicious-vehicle checks, and medical/wellness calls accounted for the majority of reported activity. School-zone safety interventions—through static posts, traffic management, and youth monitoring—helped reduce violence, drug activity, and vehicle-related risks near schools.

Peacekeepers directly contributed to four life-saving outcomes, including two overdose reversals, one suicide intervention, and the safe recovery of a missing dementia patient. Their rapid actions in multiple weapons incidents—such as a rifle threat, machete assaults, and bear-spray attacks—prevented further harm and supported RCMP-led arrests. Community members, Nation departments, and external emergency responders consistently reported safer environments, faster stabilization of scenes, and reduced visibility of weapons and drug activity in key public areas such as Petro-Canada, Ishnish Gas Bar, the bridge zone, and school grounds.

Analysis of call patterns identified several recurring hotspots, including New Town, Old Town, the Northeast Road corridor, lakeside and forested trail systems, and critical infrastructure sites. A small group of repeat youth and young adults contributed disproportionately to quad/ATV disturbances and related property-crime activity, indicating the need for ongoing monitoring and youth-focused prevention strategies.

Looking forward, the report recommends sustaining 24/7 coverage—especially during high-risk night hours—while intensifying targeted enforcement on high-risk vehicles, quads, and trail networks. It also emphasizes coordinated support for repeat households, deeper collaboration with Health and Social Services, and structured engagement with youth and families. Forecasts for early December to early January anticipate increases across several categories, including patrol/security requests, quad/ATV disturbances, suspicious vehicles, residential calls, and wellness/EMS assists, reflecting continued community reliance on Peacekeepers as first responders.

Overall, the ANSN–RMFC Peacekeeping partnership demonstrates clear, data-supported success in preventing harm, stabilizing emergencies, improving safety perceptions, and building a foundation for long-term community-driven security solutions.



Alexis Nakota Sioux Nation  
 Band Corporations (Non-Profit Entities)

Name of Organization	Organization Description	Trustee for Alexis Members	Board of Directors	Chairman / President	CEO / Manager
Yellowhead Tribal Council	Administration Education & Health	Chief Tony Alexis	YTC Chief's	YTC Chief's	Laverne Arcand, Director
NAIDF	Building Operations	Chief Tony Alexis	NAIDF Board Representative Councillor Darren Kootenay	Laverne Arcand	Mervin Kootenay, Property Manager
YTDF	ISETS	Chief Tony Alexis	YTC Chief's	Laverne Arcand	Yvette Alexis, Coordinator
Alexis Board of Education	Education Services	Chief Tony Alexis	Council	Councillor Darwin Alexis	Toni Letendre, Director
Alexis Housing Authority	Housing	Chief Tony Alexis	Chief & Council	Councillor Henry Hank Alexis	Corrine Potts, Manager
Northern Isga Foundation	Charitable proceeds from Eagle River Casino.	Chief & Council	Councillor Emily Potts Tracey Aginas Sally Jones Kenneth Kootenay	Rodney Mustus	Lois Kootenayoo, Executive Director



## Alexis Nakota Sioux Nation Education Update

### Major updates and accomplishments from your department, entity, or area:

#### Wakâ Mne Elementary School:

- September 22 - Terry Fox Run, Students raised \$450
- September 29 - Bannock making outside with elders
- September 29 - Orange Shirt Day
- October 8 - Teddy Bear Fair
- October 10 - Turkey Trot, students loved running on the new track
- October 24 - Fire Prevention Presentation, fire truck was a hit.
- October 31 - Halloween Trick or Treating
- November 7 - Remembrance Day Ceremony

#### Chief Aranazhi School:

- November 7, 2025-Remembrance Day Service @10:00am
- November 11, 2025-Remembrance Day (No School)
- November 10 & 12, 2025-Fall Break (No School)
- November 13-14, Professional Development (No School)
- November 19, 2025-CAS Report Cards - Parent/Teacher Night @4:00pm-7:00pm



CAS programs and initiatives include: **1. THRIVE mental health capacity building** for staff and students. A key team focused on building student mental health literacy and resilience. This involves delivering **classroom programming** specifically designed to support student emotional and mental well-being and actively supporting broader **school mental health initiatives**. **2. Heroes Program:** An essential student support initiative. This program focuses on **training key personnel** (staff/students/volunteers) to effectively support students who may be experiencing challenges or require mentorship and assistance.

The primary goal is to provide continuous **support for teachers** in their professional practice and to **enhance learning opportunities and resources for our students**. This includes: Driver's Education program (age 15+), Fire Fighting Certification, Culinary Arts Certification and Trades Programming at CAS.

**Student Council:** Congratulations to our new Leadership members: Dolan Badger - President, Sophia Kootenay - Vice President, Jorja Block-Potts - Secretary, Eden Rabbitt - Treasurer, Scarlett Kyme - Grade 12 Representative, Steven Lefthand - Grade 11 Representative, Ehnalla Potts - Grade 10 Representative, J-Lynn Flett - Grade 9 Representative, Lenard Abbott - Grade 8 Representative, Meadow House - Grade 7 Representative.

**Sports Academy:** October was a high-energy month filled with tournament action, growth, and grit from all of our Whitebears volleyball teams. Our committed Senior Girls and Boys volleyball team came in first in two tournaments in a row this October held in Enoch and Alexander.







# Alexis Nakota Sioux Nation Education Update

## May 29 - Graduation Day

### Candidates:

1. Chase Abbott
2. Ella Alexis
3. Haiden Alexis
4. Justine Alexis
5. Zarren Alexis
6. Dolan Badger
7. Sophia Kootenay
8. Scarlett Kyme
9. Joshua Letendre-Petawaysin
10. Malkin Letendre
11. Alisha Petawaysin
12. Gilbert Potts
13. Jorja Block-Potts
14. Landon Potts
15. Lyle Potts
16. Shiloh Potts
17. Eden Rabbitt



Registered students	2025-2026	2024-2025
WES	135	139
CASL	137	142
Outreach	89	113
TOTAL	353	394

### Capitals Projects

Education worked with Amisk Group Limited for the construction of the running track and outdoor basketball court and it is now completed.

We are now moving onto fencing in both of our schools to prevent quad traffic and dogs or wild animals from entering our properties. We strive to keep our schools safe for our students and community members who want to access the playgrounds, basketball court, and running tracks after school hours.





## Alexis Nakota Sioux Nation Education Update

### Challenges encountered and recommendations:

We currently do not have a junior high school teacher. Principal Couillionneur is still covering Grade 7 LA classes and Mr. Loggie is covering Grade 8 & 9 LA classes.

The roofing and door replacement project at the elementary school is delayed and work has yet to commence. Safety is important for our students and staff so the replacement of our doors and upgrading our security system is the utmost priority.

### Year-to-date financials ending :

Account	Annual Budget	YTD	Budget Spent %
Board	\$134,000	\$51,684	38.57%
Administration	\$634,981	\$360,303	56.74%
Operations & Maintenance	\$539,460	\$153,549	28.46%
Off-reserve Tuition	\$429,426	\$108,217	25.20%
Waka Mne Elementary	\$1,483,707	\$802,180	55.76%
Summer Youth Employment +	\$32,703	\$31,900	97.54%
Skills Link Youth Employment	\$84,877	\$44,071	51.92%
Chief Aranazhi JR/SR School	\$1,817,233	\$1,108,479	64.96%
EIP Nutrition Program	\$49,949	\$65,609	65.68%
Outreach	\$70,000	\$134,435	19.21%
Capitals	\$1,813,513.00	\$837,084	46.16%
Jordan's Principle	\$3,125,059.00	\$692,059	22.15%
Kickstand	\$259,090	\$159,154	61.43%





## Alexis Nakota Sioux Nation Band Corporations (**Profit Entities**) Update

<b>Name of Organization</b>	<b>Business Description</b>	<b>Trustee for Alexis Members</b>	<b>Board of Directors</b>	<b>Chairman / President</b>	<b>CEO / Manager</b>
Alexis Group of Companies Inc.	Management and Trust Company (Inactive)	Chief Tony Alexis	Chief & Council	N/A	N/A
Alexis Economic Development Trustee Corporation	Business Trust – I.B.A. through Teck Coals (Lien on RV Park)	Chief Tony Alexis	Chief Tony Alexis	Chief Tony Alexis	Darren Kootenay
Eagle River Casino & Travel Plaza	Gaming	Chief & Council	Howard Mustus Don Kootenay	Howard Mustus, Chairman	Eris Moncur, CEO
Backwoods Energy Services Inc	Environmental, Civil & Forestry, Matting & Security	Chief Tony Alexis Claudette Pastion Sol Rolinger	Reginald Cardinal Don Kootenay Harvey Sheydwasser Ian Anderson	Harvey Sheydwasser, Chairman	Dario Gnoato CEO
Alexis Nakoda Development Ltd.	Business Development	Chief Tony Alexis	Chief and Council	Councillor Darren Kootenay, President	TBD
Nakota Crossing Petro Gas Station	Truck Stop	Chief Tony Alexis	Council	Councillor Darren Kootenay, Chairman	Smile Singh, COO



## Alexis Nakota Sioux Nation Business - Backwoods Energy Services

### Summary of Q3 2025 Backwoods Financial Highlights and Corporate Accomplishments

Q3 2025 saw Backwoods Financial stabilize and improve operations, with revenue reaching \$22.4M—a 91% increase from Q2 2025 and nearly double Q3 2024. Though 11% below the \$24.8M budget, this reflects a rebound in project activity and operational efficiency. Contribution profit rose to \$2.8M (up 32% year-over-year), while gross profit increased significantly to \$2.0M from \$0.3M in Q3 2024, due to better job performance and overhead management.

Year-to-date revenue reached \$42.3M, up 32% from 2024 but 25% below the \$56.1M budget, largely due to project delays. Indirect costs totaled \$4.1M, 40% over budget, but spending moderated in Q3. General and administrative expenses were 20% below budget, reflecting effective overhead control.

The company achieved an operating income of \$876K in Q3, a turnaround from a loss of \$688K in Q3 2024, and net income of \$770K compared to a net loss last year. EBITDA improved to \$1.4M (6% margin) from \$628K (5%) in Q3 2024, indicating recovery.

Market conditions are improving, with stronger project backlogs in key divisions and renewed client activity. Backwoods anticipates continued momentum into Q4, driven by converting delayed projects into revenue and enhancing operational efficiencies, positioning for consistent profitability in 2026.

#### Divisional Performance Highlights Q3 2025

- Industrial Division:
  - Revenue: \$14.36M, 25% above budget.
  - Growth driven by mobilization of delayed projects.
  - Expanding capabilities in excavation, pipeline installation, and more.
- Security Division:
  - Revenue: \$3.99M, 18% above budget, 23% increase from Q3 2024.
  - Contribution profit: \$585K, 6% ahead of budget.
  - Strong operational execution despite cost pressures.
- Matting Division:
  - Revenue: \$1.83M, a 47% decline year-over-year.
  - Challenges due to low mat sales and inventory issues.
  - High operational activity but constrained margins from subcontracting.
- Forestry Division:
  - Revenue: \$427K, 80% below budget.
  - Revenue decline from scheduling delays and lower production.
  - Positive contribution margin of 8%, focusing on equipment utilization.
- Site Services Division:
  - Revenue: \$1.73M, 45% below budget.
  - Strong contribution margin of 17%, focusing on integrated site solutions.
- Expanding service scope through strategic partnerships.

#### Indigenous Engagement

- Backwoods employs 33 Indigenous team members (3% of workforce), including 9 from Alexis.
- Alexis members earn an average of \$28.55/hour, higher than non-Indigenous employees.
- The company offers training and career pathways, including:
  - Funding for one member's Heavy Duty Mechanic schooling.
  - A full scholarship for another member's Human Resources degree at NAIT.
- Overall Indigenous representation is 12.46%, surpassing the provincial average of 5.4%, highlighting Backwoods' commitment to economic inclusion.





## Alexis Nakota Sioux Nation Business - Backwoods Energy Services

### HS&E Performance

- Steady safety metrics with no critical incidents in Q3 2025.
- Total Recordable Injury Frequency (TRIF) at 0.47, showing improvement.
- The Energy division saw a higher TRIF due to isolated incidents.
- Emphasis on proactive safety measures, refresher training, and incident reporting.

### Information Technology & Cybersecurity

- Q3 2025 saw successful completion of the Windows 10 to 11 transition and a new mobility provider.
- Zero reportable incidents; only three false positives addressed.

A revamped Cybersecurity Awareness Program with quarterly testing enhances cyber resilience and efficiency.

### Major Projects Update:

- Trans Mountain Permanent Access Network is on track for final completion, with expected profits exceeding initial forecasts.
- Coordination with Treaty Six Nations progressed for ATCO Yellowhead Mainline to enhance Indigenous participation.
- Canfor's production logging continues under a five-year agreement with a 120,000-cubic-metre annual quota.
- Weyerhaeuser's fieldwork for a 60,000-cubic-metre program began in September.
- DOW Path to Zero bussing expanded, targeting over 40 buses by 2027.
- Enbridge's Wolfe Lake project completed, and work mobilized to Linton Station to enhance integrity and remediation capabilities.
- Trans Mountain awarded Backwoods a five-year service agreement for pipeline maintenance.

### Outlook:

- Anticipated rise in Q4 performance as major projects peak.
- Full-year revenue expected at \$61.3 million, with a contribution profit of \$8.37 million.
- EBITDA is projected to improve significantly.
- Net income is forecast to strengthen, improving over 60% from 2024 despite remaining negative.

### Strategic Priorities:

- Enhance Civil work capabilities, including excavation and pipeline installation.
- Convert backlog into revenue with disciplined execution.
- Invest in mat inventory to meet demand and boost margins.
- Maintain cost discipline, focusing on logistics and overhead.
- Utilize the new BMO facility for growth support.
- Increase Indigenous participation across divisions.
- Pursue Department of National Defence work aggressively.
- Form Limited Partnerships with key partners to broaden client reach and service offerings.

Backwoods is poised for growth in the last quarter, with a strong backlog, improved finances, and a growing Indigenous workforce, aiming to create lasting value for the Alexis Nakota Sioux Nation and partners.





## Alexis Nakota Sioux Nation Business - Nakota Crossing LTD.

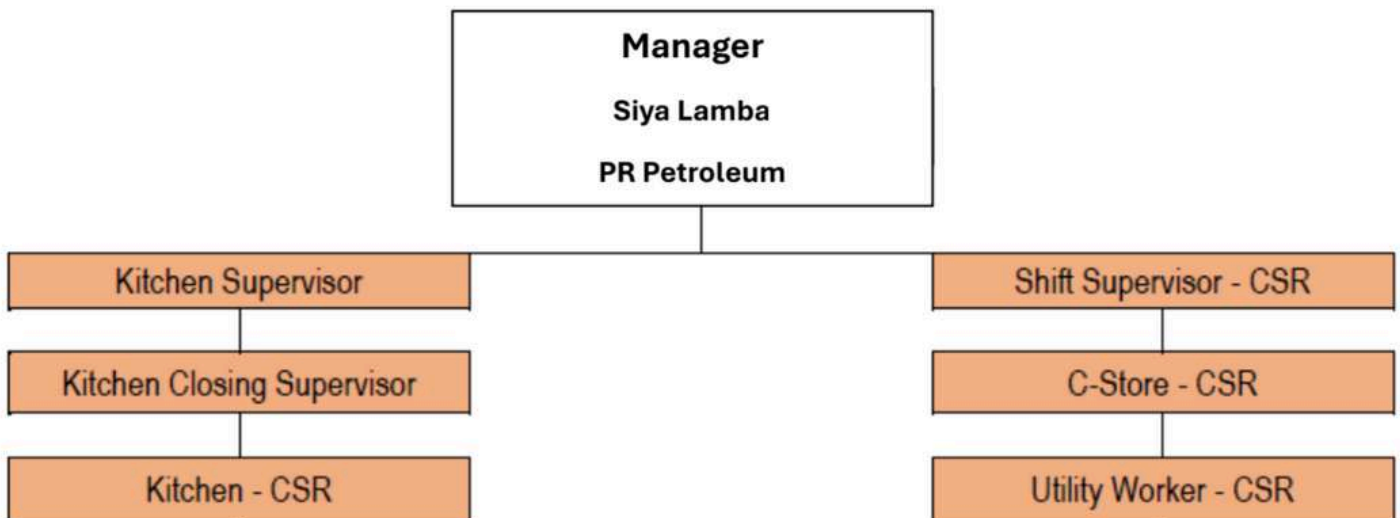
### 2025 Sites Updates and Performance

- This summer has been exceptionally busy, and overall store revenue has shown an increase compared to the previous year. It is evident that our sales have been steadily improving over time.
- The selling prices of all tobacco products were adjusted in response to the recent increase in the federal tobacco tax. Corresponding profit margins were reviewed and revised to align with prevailing market standards.
- We maintain ongoing communication and collaboration with our vendors to strengthen business relationships, optimize pricing for our best-selling products, and expand our product portfolio through the introduction of new offerings.
- We are working hard on staffing issues; some staff members are not showing up for their shift even after numerous verbal and written warnings.

### Financial Performance for 2025

The store delivered a strong performance in September 2025, achieving a total sales increase of \$42,721.76 compared to August. The most significant growth was observed in Cardlock Sales, which rose by \$80,335.92, reflecting increased customer activity. Lottery and Tobacco sales also recorded solid gains, contributing positively to overall revenue growth.

Furthermore, Cigarette Sales and Country Style Sales experienced noticeable improvement during the month. Overall, the results indicate a sustained upward sales trend and demonstrate continued business growth momentum.





# Alexis Nakota Sioux Nation Events / Important Dates

## EVENTS / IMPORTANT DATES

- December 1, 2025 - Candy Cane Lane Light Up
- December 7, 2025 - CFWP Christmas Dinner for Children in Care
- December 11, 2025 - Waka Mne Elementary Parent Teacher Interviews
- December 12, 2025 - Elders Appreciation Day
- December 17, 2025 - ANSN Christmas Party
- December 19, 2025 - Community Feast
- December 24, 2025 - Midnight Mass
- December 31, 2025 - NYE Round dance
- December 22 - January 2 - Christmas Holidays





Alexis Nakota Sioux Nation  
Contact and Communication Information

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**MEETING WITH THE CHIEF**

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**MEETING WITH COUNCIL**

Courtney Alexis, Executive Secretary to Chief and Council  
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Alexis Nakota Sioux Nation