

EXHIBIT "A"

"DRAFT"

PROPOSED PLAN FOR NATIVE GOVERNMENT
PREPARED BY THE ASSOCIATION OF METIS AND NON-STATUS INDIANS
OF SASKATCHEWAN

SEPTEMBER 1982

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A INTRODUCTION

The Association has for some time been working on the idea of greater self-determination for Native Peoples. That term, self-determination, has meant different things to different people. Some interpreted it as a complete separate Native state and government, others viewed it as some tinkering with or modification to the present Institutional Systems to give Native Peoples a more effective voice within existing structures. Certainly non-Native politicians and bureaucrats have interpreted the concept to mean the latter. Any idea of Native Government has been perceived as a threat to the established order or as another separatist movement.

To counter this movement, Government has made some concessions, allowing for Native input through advisory bodies at various government levels. Federally, we have the Special ARDA Committees and Provincially we have the Provincial N.S.I.M. Committee. However, the results of these and other initiatives have been unsatisfactory since Native Peoples still have no final say in decisions which affect Native programming. The frustrations resulting from these efforts, plus our study of "Aboriginal Rights issues", has led the Organization to a deeper understanding of what 'Aboriginal Rights' includes. These rights are not just a land claim or hunting and fishing rights, but they include the right of Native Peoples to control their own lives. To do this they must be able to exercise decision-making over matters such as Education and Training, Economic Development, Culture, Social Programs and Communications Programs. This understanding and the Aboriginal Rights research which we carried out led to the development and approval of the Association's "Declaration of Aboriginal Rights".

The rights spelled out in this declaration are ultimate goals to which we are working. To achieve these goals we

must have Native political and program institutions. We have taken some steps in this direction with the development of institutions such as:

- The A.M.N.S.I.S. Political Organization
- The Dumont Institute
- The Communications Program
- Social Programs such as Housing, N.A.C., etc.

Although what we have is not satisfactory, we can build on the existing foundations. The political organization must become more than a special interest pressure group. Dumont Institute must become more than a teacher training program, and Communications must be more than a Native magazine. We must work for the development of these Institutions into comprehensive structures under the control of Native Peoples. We view this as a Native Government within a Nation. We are not separatists. We do not ask for a separate country or territory. We know that our institutions will have to compete with and meet the standards of the community in which we live. We believe this is not inconsistent with the idea of Native control or Native self-determination. We can have and we need our own institutions to accomplish this goal. We also need a plan for the infra-structure and strategy we need to accomplish this goal. The Charter of Rights set out in Section II is the idea. The outline of the structure for a Native Government is the infra-structure goal to which we must work to accomplish the rights set out in the Charter.

In some instances it is building on what we have. In some cases it means building new structures for getting things done. In other cases it means some new ways of doing things. If we are to accomplish our goal, all our members must clearly understand the issues and their implications. The plan means that as a people we must develop our knowledge and our skills. It also means we must become more disciplined in how we go about our business. We must also discipline ourselves to work for long-term goals rather than to fight for short-term advantages.

B A.M.N.S.I.S. DECLARATION OF ABORIGINAL RIGHTS

WHEREAS, the Metis and Non-Status Indians of Rupertsland and the Northwest are the legitimate descendants of the original people of the area; and

WHEREAS, these Natives of the area had at one time exercised self-government, made their own laws, and established their own institutions and therefore considered themselves to have achieved the status of a New Nation of People; and

WHEREAS, the people of the Province of Assiniboia under the leadership of Louis Riel and others, being in a situation where there was no government, constitutional or otherwise, for the protection of their life, property and other rights, did establish, on January 25, 1870, the Provisional Government of the Red River, in accordance with the provisions of International Law; and

WHEREAS, Sir John A. Macdonald, the Prime Minister of Canada, in a letter to the Lieutenant-Governor elect, McDougall, did recognize that where anarchy existed, the people had a right to take such action; and

WHEREAS, Sir John A. Macdonald and the Canadian Government by accepting, meeting with and negotiating with the delegates of the Provisional Government on the entry of Manitoba into the Canadian Confederation, did in fact recognize the Provisional Government by these acts; and

WHEREAS, many of the promises made to the delegates of the Provisional Government and which were entrenched in the Manitoba Act were never carried out; and

WHEREAS, the Manitoba Act being a constitutional act, which was later illegally amended by the government of Canada so that the Metis did not benefit from its provisions that guaranteed land and other rights; and

WHEREAS, the government of Canada, under Section 146, O.C.9 of the BNA Act, made a solemn pledge to deal with the Native people in accordance with the equitable principles which had governed the British Crown and in consultation with the British

Government; and

WHEREAS, the Government of Canada acted unilaterally by way of the Dominion Land Act to extinguish Metis rights in violation of the provisions in the BNA Act; and

WHEREAS, these acts by the Government have left our Native people poor and/or destitute, have seriously undermined our culture, and have put us in a position of second-class citizens in our own land, despised, discriminated against, and without the means by which we can work for our own social and economic advancement; and

WHEREAS, the Government of Canada has never dealt with the rights of the Metis and Non-Status Indian people of the Northwest outside Manitoba in accordance with the accepted principles of International Law, or the solemn agreements they made with the Government of Great Britain, when Rupertsland was transferred to Canada; we therefore;

DECLARE that we as inheritors of the rights of our ancestors, still have those special individual and national human rights which belong to the original people of this land and to their descendants. These rights we claim as those set out in the following list of rights:

1. The right of nationality and nationhood which includes the right to their native language, the right to their own historical and cultural institutions, the right to self-government, and the right to a land base and to their own economic institutions.

2. The right to have our special status as Native people entrenched in the Constitution of Canada.

3. The right to a just settlement for the loss of our land and the other means by which we made our livelihood.

4. The right to compensation for damages caused by the degradation of our people in accordance with the equitable principles of British Law.

Land &
Resources

5. The right to land and financial compensation in an amount and in a form which will enable our people to develop their economic base and become an independent and self-sufficient people.

6. The right, until such time as a just settlement is reached with our people, to determine when and how the resources on lands in the North, which we have traditionally occupied, will be developed.

7. The right to benefit from resource development in all parts of Saskatchewan.

8. The right to ensure that these resources are developed for the benefit of our people and in partnership with other Canadian people.

9. The right, even when a just settlement has been made, to have the first opportunity to hunt, trap, fish, farm and to the use of other resources, such as timber, water, air, wild fruit, etc.

10. The right to determine fish and game management policy in keeping with the traditions of our people.

Government

11. The right to self-determination and self-government in regard to those matters affecting our cultural heritage.

12. The right to establish our own political organizations to be responsible for the operation of our own social, cultural, educational, and political institutions and to represent the views and interests of our people to other Governments.

13. The right for all native people to have their own representatives in all legislative assemblies.

Culture

14. The right to have our cultural differences recognized and protected so that we can enjoy equal treatment and opportunities in all areas of living.

15. The right to preserve our identity as Native people and access to the necessary resources to establish and operate cultural institutions for this purpose.

16. That we have the right to have our children educated in our languages and to also educate our children in the traditional customs, beliefs, and art forms of our cultural heritage.

17. The right to our own social, culture and economic institutions and to the resources necessary to establish such institutions.

Legal
System

18. The right to have public documents and acts published in our Native languages.

19. The right to the use of our languages in legislative bodies and in the courts.

20. The right to have legal actions against our people conducted in our languages before Native judges who are able to speak the languages and who have an understanding of the special cultural characteristics of our people.

Human
Rights

21. The right to resources to ensure that our people have access to adequate housing.

22. The right to become involved in the delivery of job training, job placement and job counselling programs and to the resources we require to operate these programs.

23. The rights of Native women to equal treatment before the law.

24. The right to meaningful work and job opportunities.

25. The right of access to free health care services.

26. The right to freedom from racial discrimination.

27. All of the rights and privileges enjoyed by citizens.

We respectfully submit that it will not be possible for our people to become independent, self-sufficient and self-respecting citizens, fully participating in and contributing to Canadian Society until these rights are granted in ways which do not involve the usual controls and restrictions imposed on us in the past and at present by Governments in this Nation.

C IMPLEMENTATION STRUCTURE AND PLAN

The following is not meant to deal with all the structures, programs and strategies we need to achieve Native Government. It is a beginning on which we can build as opportunities and development needs require.

I Principles for Organization Structure and Roles

A) The general direction in the formulation of Native positions on questions such as aboriginal rights, the solution of Native problems and the development of services to meet Native needs will come from the grassroots membership.

B) The political organization will translate these general directions into organizational policy and positions and negotiate with Federal, Provincial and local politicians for the services and resources required to respond to Native needs.

C) The development of operational activities must be geared to the political, constitutional, economic and social realities of the Province.

D) Political activities and program activities should have enough independence from each other so that political positions do not become dominated by bureaucratic needs and so that program delivery is able to respond to needs and problems in the most effective way possible, rather than being dominated and manipulated for political advantage.

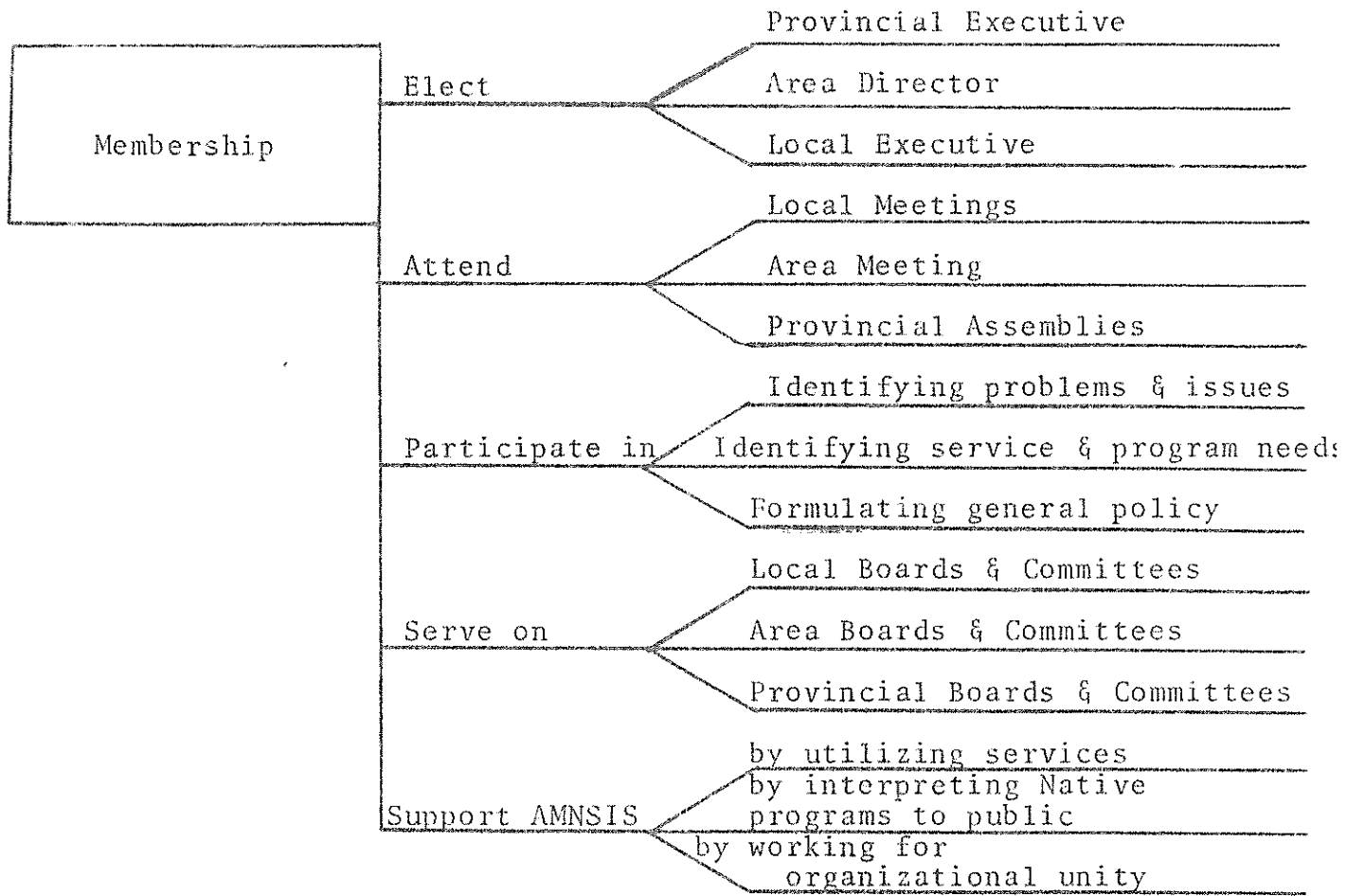
E) Programs and services offered by Native institutions should be of a quality which enables Native Peoples to compete on an equitable basis with non-Native people.

F) Native initiatives must be carried out within the historical and cultural context of Native Peoples and must respond to their existing social and economic realities.

G) The development of detailed program policies and procedures should be based on the problems and needs of Native Peoples and the realities within which a program must operate, and not on considerations of temporary political advantage.

H) The staffing of Native's institutions and programs must be based on the qualifications need by staff to perform

DIAGRAM 1
AMNSIS MEMBERSHIP ROLE



specific functions and which are accepted as comparable to the standards in the community at large.

I) Program and service development should take place at a pace which is in keeping with the Native community's ability to manage, direct and staff these programs.

J) First priority must be given to the development of the necessary professional and management expertise required by Native Peoples so that the majority of Native programs and services are directed and delivered by Native Peoples within the next decade.

II Roles

A) Role of A.M.N.S.I.S. Membership

1. to make their problems and needs known to Native politicians;
2. through the Annual Assemblies, to participate in the formation of general policy directions for the Association;
3. to vote for the election of Native politicians for various offices in the organization;
4. when requested, to participate in administrative and program activities by serving on committees, appointed boards and other bodies established by the organization;
5. to be thoroughly informed about the Association, its policies, procedures and programs and its political positions on Native issues and concerns;
6. to help publicize Native issues and programs within the Native community;
7. to help interpret Native issues, positions, programs and policies to non-Native people in their communities;
8. to support and use Native programs for their own personal development;
9. to support the policy decisions taken by a majority of the membership;
10. to work for unity among Native Peoples and among Native organizations.

DIAGRAM 2

AMNSIS BOARD ROLE

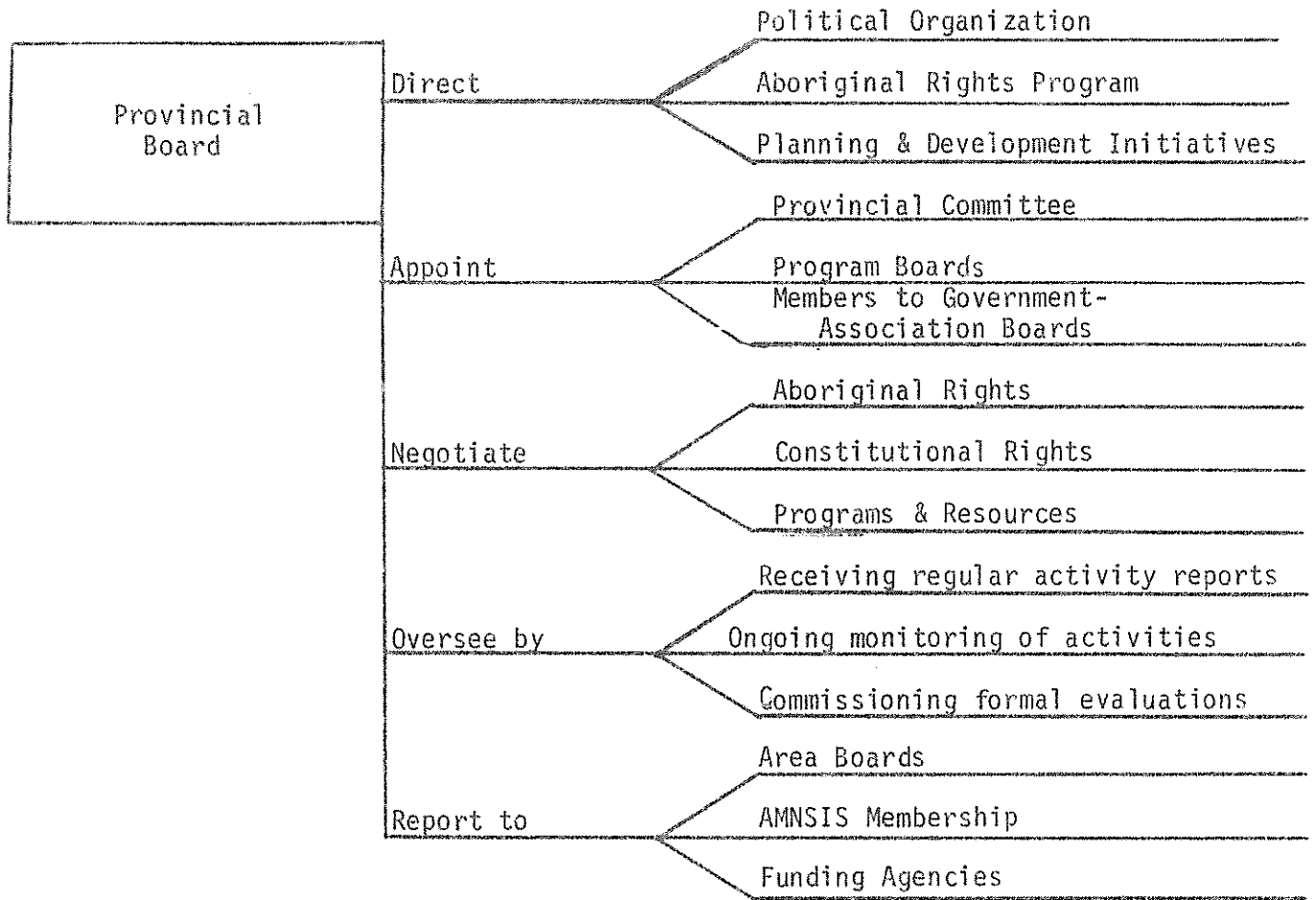
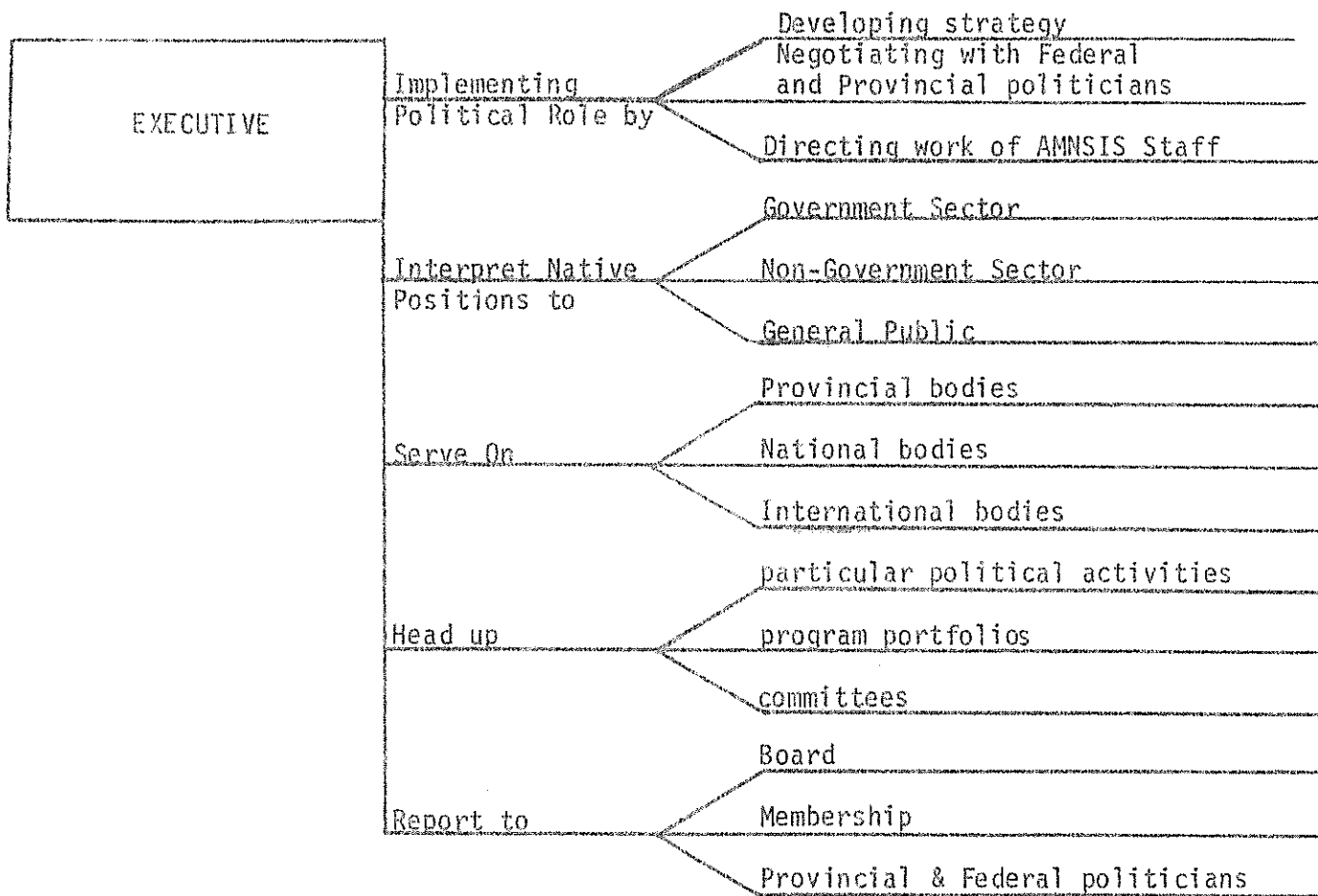


DIAGRAM 3
THE EXECUTIVE ROLE



B) The Provincial Board Role

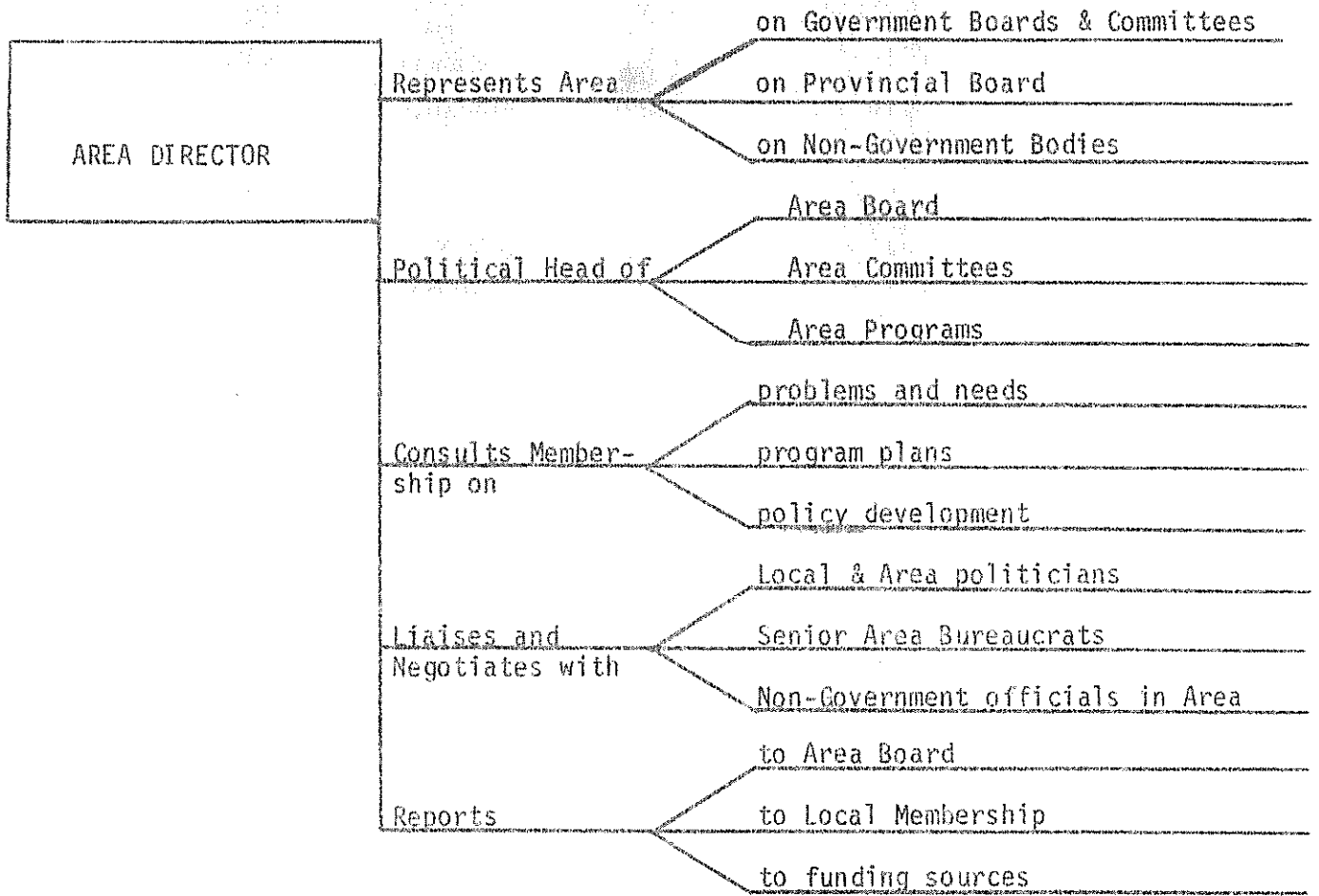
1. to formulate general policy positions as expressed in resolutions into specific political positions, political activities and program plans;
2. to make known to non-Native politicians and policy makers the problems being experienced by Native Peoples and to propose options for their solutions;
3. to meet with Provincial and Federal officials to negotiate political commitments for general program plans and policies;
4. to select and appoint Native members to the various program boards and committees;
5. to monitor the operations of Native programs and institutions and to evaluate the effectiveness of services being delivered;
6. to give general policy direction to program board appointees and heads of program institutions;
7. to keep the local membership in the areas informed of developments within the organization in regard to political activities, program developments and board positions on Native issues;
8. to work for the identification, interpretation and realization of Native rights, including the inclusion of these rights within the Canadian Constitution;
9. to oversee the administrative and financial operations of the political organization;
10. to keep themselves informed of program developments within the network of Native Institutions and of the developments in government policies, programs and resources.

C) The Executive Role

1. The Executive have responsibility to conduct the day-to-day political business of the Organization.
2. They each are responsible to oversee the operation of a major program portfolio.
3. They are responsible to maintain regular contracts

DIAGRAM 4

ROLE OF AREA DIRECTOR



regarding Association business and Native concerns with senior politicians and bureaucrats.

4. They are responsible to negotiate preliminary details regarding provincial programs and resources with bureaucrats and politicians.

5. They must keep senior bureaucrats and politicians aware of the urgent problems and needs of Native Peoples.

6. They must account to Native Peoples for the political activities of the Association.

7. They represent the Association in Native forums at the National and International level regarding the concerns and issues important to Native Peoples in this Province.

8. They keep the members of the board informed of their actions, of progress on Native concerns, the development of draft policy and of program plans.

9. They are responsible to oversee the political and financial operations of the political organization.

10. They are responsible to liaise with the professional and business community, to interpret Native positions to them and to seek their support where appropriate.

D) The Area Director's Role

1. The Area Director represents the membership of the Area on the provincial board.

2. They are responsible to attend provincial board meetings on a regular basis and to participate in the development of board policies and activities as well as attend periodic meetings with politicians at a Cabinet or Cabinet Committee level.

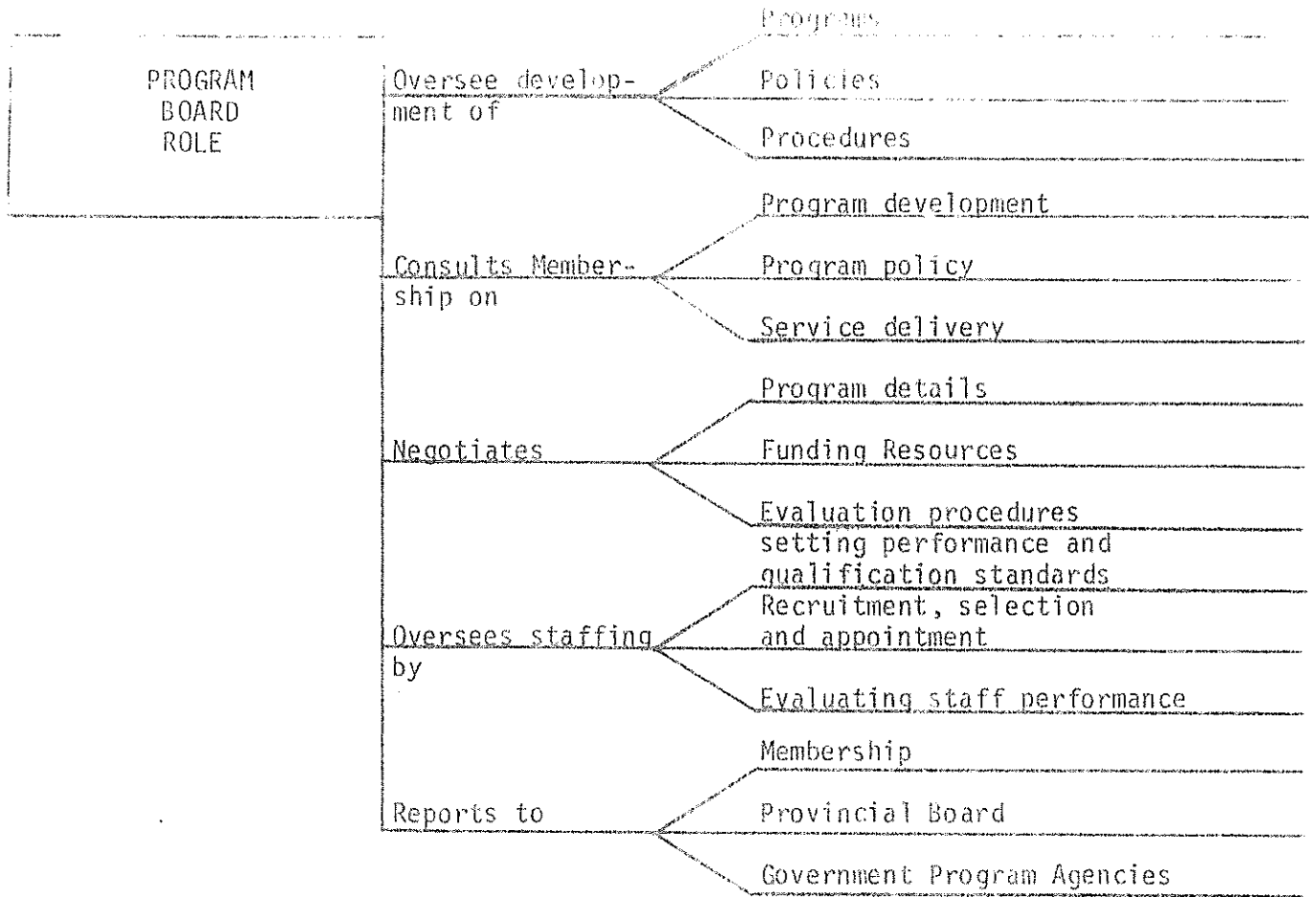
3. They must inform the membership in the area of actions and decisions taken by the board.

4. They must seek the views of the membership on problems, concerns and issues of the Area and on positions which the provincial board should take.

5. They must maintain liaison with the senior bureaucrats and politicians of the Area.

6. They must help Area members identify service needs which can be organized and delivered regionally or locally, and

DIAGRAM 5
PROGRAM BOARD ROLE



they will act as the political head of Area Programs.

7. They must negotiate with appropriate bureaucrats and politicians for the resources and policies needed to support such services.

8. They must liaise with business, professional groups and social and religious organizations in the Area to interpret Native problems, needs and issues to them and where appropriate seek their help and/or support.

9. They must be responsible for the political decisions and activities which are necessary in the Area.

10. They must account to persons in the Area for their actions and results obtained.

E) Program Board Responsibility

1. Such Boards are responsible to oversee the implementation of program activities which come under their jurisdiction.

2. They are responsible to identify needs and work for the development, extension and improvement of programs under their jurisdiction.

3. They are responsible to formulate program plans and to translate these into financial resource needs.

4. They are responsible to oversee and account for the resources provided for program activities under their jurisdiction.

5. They are responsible to report to the membership on available services and programs and on the results being obtained.

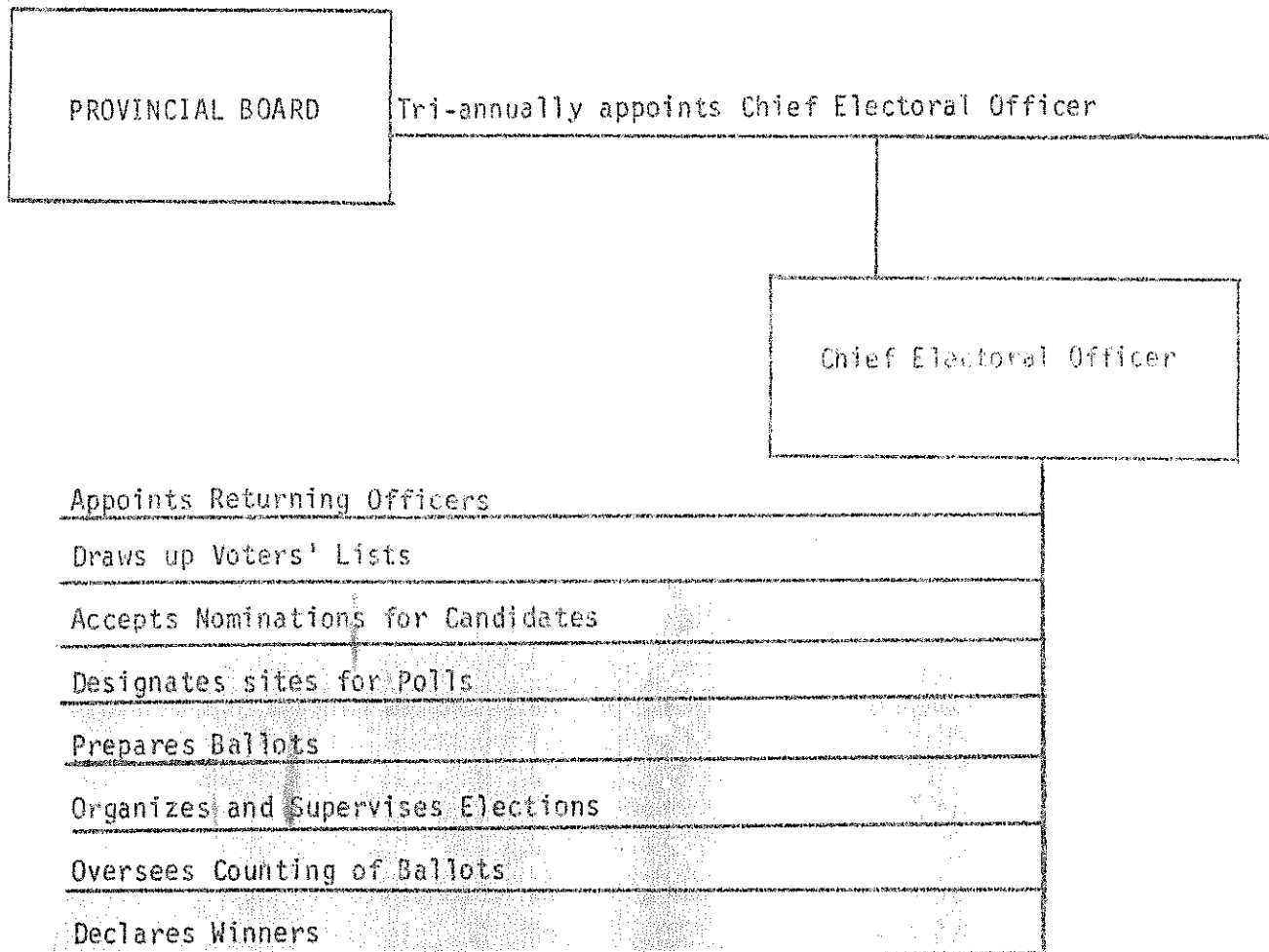
6. They are responsible to develop specific program policies and procedures for implementation by staff.

7. They are responsible to set standards for staffing, to participate in the selection of staff and in a general way oversee staff activities.

8. They are responsible to monitor program activities on an on-going basis and where appropriate arrange for in-depth evaluation of programs.

9. They must liaise with the professionals, business leaders and politicians concerned with their program area, interpret Native needs and programs to them and where appropriate seek their support.

DIAGRAM 6
ELECTION PROCESS



10. They must work closely with provincial Native politicians to ensure and enlist the necessary political support to accomplish Native goals and objectives.

III Organizational Process

A) Elections and Voting

1. Elections take place every three (3) years with all members of the board being elected at that time.

2. All Native persons holding a valid membership in the organization shall be eligible to vote at a polling booth established in their local.

3. A Native person for this purpose is defined as a person of Native ancestry who is not a registered Indian, who either is accepted by their community as being a Native person or who had traditionally identified themselves as a person of Native ancestry.

4. All members may vote for the positions of Executive officers.

5. Members may only vote for the position of Area Director for their Area.

6. Six months prior to an election a Chief Electoral Officer will be appointed to organize the elections.

7. He/She will appoint a Returning Officer to be responsible for the organization and operation of elections in each polling station.

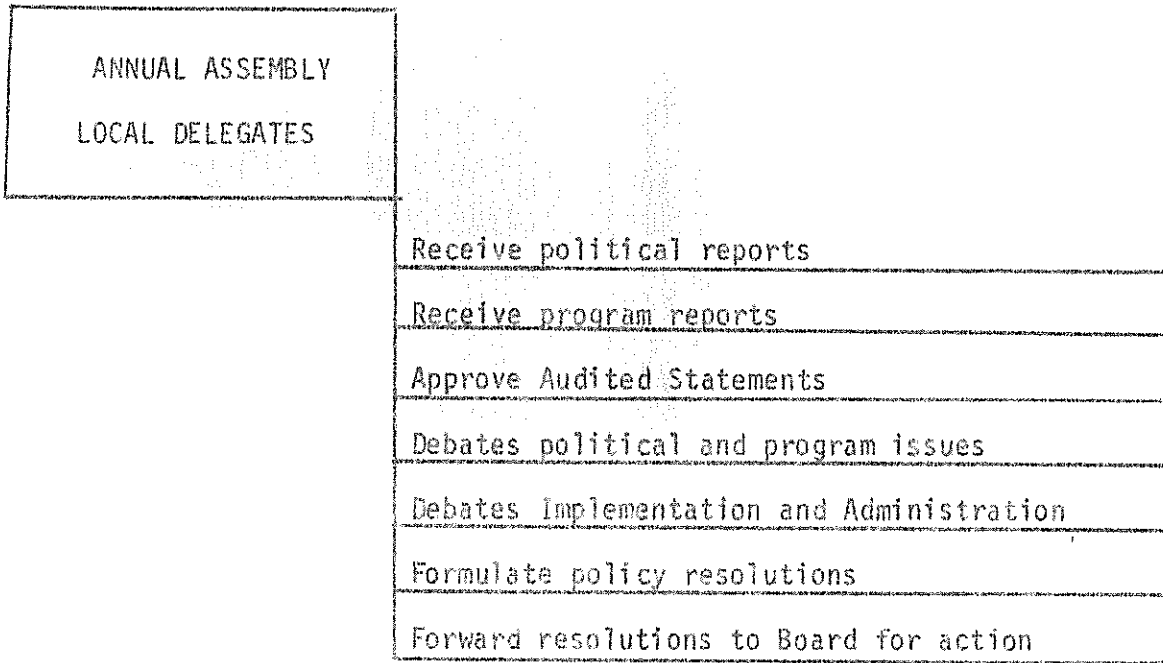
8. Candidates may appoint scrutineers for each poll at their discretion.

9. The Chief Electoral Officer will prepare a voters' list for each poll from the local membership list and must post such list at one or more conspicuous places in the pole at least thirty (30) days in advance of the election.

10. Any person of Native ancestry may apply for membership in the local and have their name added to the voters' list up to 48 hours prior to the election. All enrolment of members shall then cease until after the election.

DIAGRAM 7

ANNUAL ASSEMBLY ROLE



11. The candidates receiving the most votes for each position shall be declared elected by the Chief Electoral Officer within seven (7) days of the voting day.

12. Election results may be appealed, voided and by-elections held in accordance with the provisions in the organization's constitution.

B) Annual Assemblies

1. Each year the Association shall hold an Annual Assembly of the membership.

2. Each Local may send the prescribed number of delegates to the Annual Assembly.

3. The Executive members shall report to the Assembly on the political activities of the organization.

4. Program directors will report on program activities of the organization.

5. The membership may formulate resolutions either prior to the Assembly or during the Assembly dealing with any or all political and program activities of the organization.

6. A resolution committee will be established which will examine all resolutions, integrate similar resolutions and identify resolutions in contradiction with each other or with established policy. After rewriting these to ensure clear, concise and proper wording, the committee will present these resolutions to a plenary session of the General Assembly.

7. Resolutions which are approved shall become general objectives and/or guidelines for the work of the political organization and program departments. They will be implemented into practice to the extent possible and in ways which are consistent with political and program goals.

8. Each Area will hold an Annual Meeting which will deal with Area programs, activities and initiatives in a manner similar to that followed by Provincial Assemblies.

9. Local Assemblies may also deal with Provincial and National matters and may formulate policy resolutions to be forwarded to the Provincial Assembly.

DIAGRAM 8

BOARD MEETING PROCESS

PROVINCIAL,
AREA BOARDS AND
PROGRAM BOARDS

- Set meeting dates and locations
- Secretary sends reminder notice
- Secretary and Executive officer plan Agenda
- Board annually appoints Chairperson
- Chairperson convenes and directs meetings
- Agenda is adopted
- Minutes of previous meeting approved
- Old Business dealt with and acted upon
- Reports received and acted upon
- New Business acted upon
- Decisions recorded and minutes prepared
- Minutes circulated
- Decisions are implemented
- Actions and results reported upon at next meeting

10. Program departments may hold annual conferences to deal with issues and to formulate policies specifically related to the operation of those programs.

C) Board Meetings of A.M.N.S.I.S.

1. A.M.N.S.I.S. Board Meetings will be held on a regular day every second month, at a time and place to be established by the Board. They will be of such duration as is necessary to conduct Association business.

2. The Secretary and the Executive Director will plan and prepare an agenda for the meetings and shall print same for distribution to the board. Other members of the board may add items to the agenda if they wish with the final agenda and order of business to be approved by the board as the first item of business.

3. Once the agenda has been adopted, business will be conducted accordingly.

4. Meetings will be conducted according to rules of parliamentary procedure.

5. The board will annually elect a Chairperson to serve in that capacity for one year.

6. The Secretary shall be responsible to ensure that adequate minutes are recorded, produced and distributed to the membership within ten (10) days following a board meeting.

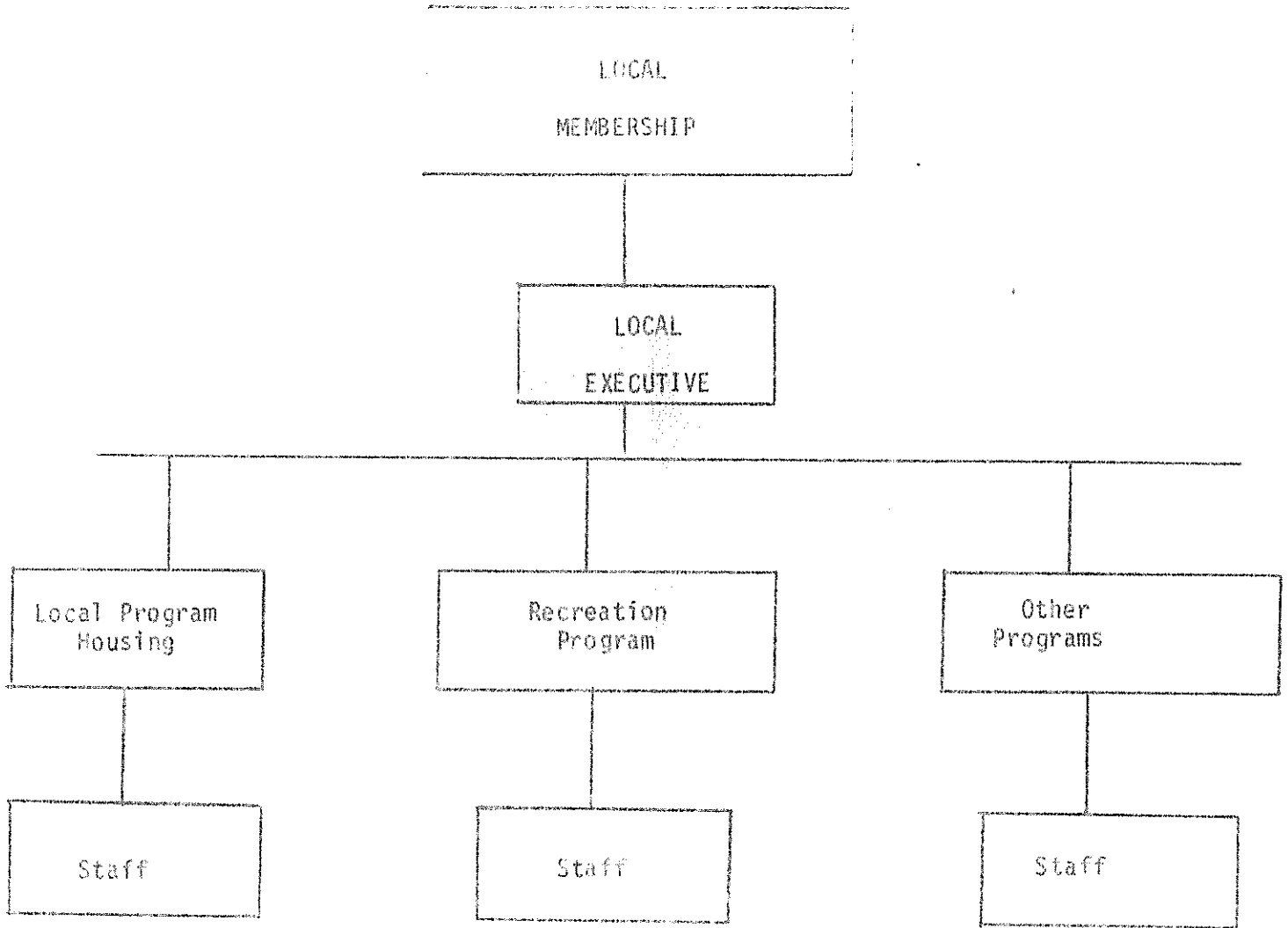
7. The Executive Director shall present a detailed written report to each meeting detailing the activities of the Association between meetings.

8. The President shall provide either a written or verbal report on his activities.

9. The Treasurer shall have prepared and shall present a financial statement for the information, discussion and approval of the Board at each meeting.

10. Program boards will meet every second month but during those months when the political board is not meeting. They will prepare for meetings and conduct their business as outlined above.

DIAGRAM 9
LOCAL STRUCTURE



D) Organizational Structure

1. Locals

a) The primary organizational unit of the Association shall be a Local.

b) A Local shall consist of not less than nine members and not more than 2, 500 members. When a Local's membership falls below the minimum it shall lose its status as a Local. Its members may join a neighboring Local or several small Locals may combine to form one Local. When a Local exceeds 2,500 members, it may split its membership and form a second Local independent of the original Local.

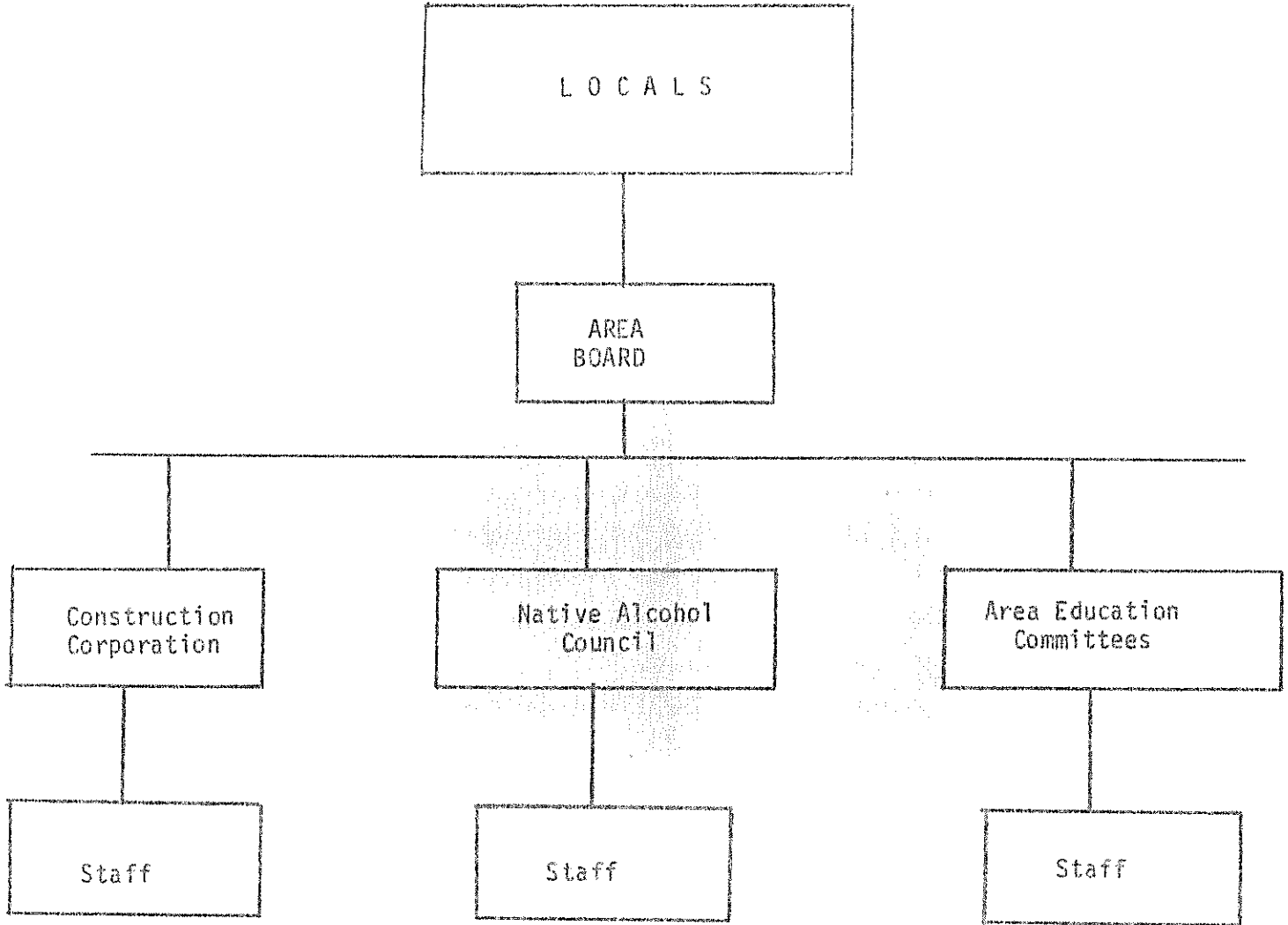
c) Locals may incorporate at their discretion. To qualify for local status a Local must apply for affiliation to the Secretary of the Organization on the prescribed form. The application must be accompanied by a minimum of nine membership applications. When the Secretary has checked the eligibility of all applicants for membership, he/she will enter the Local on the official register of Locals and will issue a certificate of affiliation to the Local. If a Local's status is cancelled it must be so informed by a registered letter from the Secretary.

d) Either Locals, Area personnel or the Provincial Organization may solicit and sell memberships. All new memberships must be validated. A member will become a member of the Local in whose territory he/she maintains a residence. All Native Persons who are members of a Local automatically are members of the Provincial Association.

e) Locals at a minimum shall have an Executive consisting of a Chairperson and a Secretary. Most Locals will need a full slate of officers including a Treasurer and Vice-Chairperson. Some of the larger Locals which may wish to initiate programs such as Family Counselling, Housing, full-time recreation activities, etc., may also need to establish program boards or committees with powers and responsibilities similar to those of Provincial boards or committees.

f) All Locals must adopt bylaws which spell out the following:

DIAGRAM 10
AREA STRUCTURE



- area of operation
- Local structure
- frequency of meetings
- Local voting procedures, etc.

2. Area Organization

a) The secondary level of organization shall be the Area Board.

b) The Area Board shall be composed of Local representation as provided for in Area bylaws.

c) Area Boards will be responsible for the development and implementation of Area programs and policies at the political level.

d) Area Boards may establish program boards or committees such as for Housing, Native Alcoholism, Education Committees, etc., to which it delegates specific responsibility for the detailed development of a program and of program policies and procedures for the implementation of the program.

e) The Area Director will be the Chairperson of the Area Board and may serve ex-officio as a member of all program boards and committees.

f) Area Boards shall become incorporated and they shall adopt bylaws spelling out in detail the roles and responsibility of the Board, of program boards and committees and the method of operation of each including those identified in D. 1 f) above.

g) Area programs can be developed where a needed service can best be delivered at an Area or Local level and is not dependent upon the activities or programs of the provincial organization or of other Areas. Examples include day care, recreation, alcoholism treatment, housing, family counselling, etc..

h) The Area Board will cooperate and work with the Provincial Board and with provincial program boards in developing appropriate Area structures or program units for the development of province-wide programs. (i.e. Education, job placement, Economic Development, etc.)

i) In the case of some programs different program

functions need to be carried out at different levels. Area Boards will cooperate with provincial programs in defining what activities are to be carried out at what level. For example, in the case of housing, roles might be defined as follows:

- i) Provincial Program
 - negotiate and establish uniform policies and procedures for program delivery
 - negotiate resource levels for the program and the allocation of these levels between Areas
 - provide advice, guidance and consultation to regional and local groups
 - train regional housing staff
 - monitor the program and report on its results to the funding agencies
- ii) Area Program
 - set up Area Construction Companies
 - identify housing needs
 - allocate housing among local people
 - arrange for property and its development, negotiate construction contracts, mortgage and bridge financing
 - monitor the quality of construction and its adherence to local building requirements
- iii) Local Program
 - solicit applications for housing
 - prioritize such applications
 - ensure local people receive their housing in the condition provided for in construction contracts
 - buy local housing and manage local rental housing projects.

3. Provincial Organization

- a) The Provincial Board will establish four semi-autonomous program portfolios to be responsible for the development and operation of provincial programs and for the delivery of program services.
- b) These program portfolios shall be the following

and shall encompass the following programs:

- i) Native Development Portfolio
 - Social Development
 - Economic Development
 - Housing
 - Job Creation and General Job Placement
- ii) Education and Training Portfolio
 - Dumont Institute (Historical, Cultural and Native Studies)
 - Dumont Community Training Centres (Adult Education, Trades, Vocational and Technical Training)
 - Dumont Affiliated Institute (University Academic Training)
 - On-the-Job Training
 - iii) Communications and Culture Portfolio
 - NEW BREED
 - radio programming
 - other audio-visual programming
 - Cultural Secretariat - to plan, implement heritage events and celebrations
 - iv) Social Program Portfolio
 - N.A.C.
 - Recreation
 - Court Workers
 - health programs
 - Family Counselling, Child Care, etc.
- c) The political organizations shall consist of the following:
 - the CORE organizational structure
 - the Area political structure
 - an Administrative and Financial Management Unit
 - a Planning and Research Unit
 - the Aboriginal Rights Unit
- d) New programs during their planning and development phase may be attached to the political organization either under the direction of an Administrator employed for that

purpose or under the direction of a staff member of the Planning and Evaluation Unit.

e) Each of the four elected Executive Officers, in addition to performing their duties and responsibilities as Executive Officers of the Association shall each be responsible to act as the political head of a program portfolio as follows:

i) President - Native Development Portfolio
ii) Vice-President - Education and Training Portfolio

iii) Secretary - Social Program Portfolio
iv) Treasurer - Communications and Culture Portfolio

f) The duties and responsibilities of the Executive Officers of the Association shall be as follows:

i) President - be the political head and chief spokesman for the organization on Native positions and issues
- be the political head of the Development Portfolio

- take a leading role in negotiations with politicians at the Provincial and Federal level on questions such as Aboriginal Rights and on questions of public policy and public resourcing of Native institutions and programs and services for Native Peoples.

- be the Association's chief representative on the Board of the National Association (N.C.C.)

- represent the Association at International meetings and events

- take a lead role in informing and interpreting Native positions to the general public

- ensuring that the membership of the Association is kept informed about developments within the Association

- ensuring that the business of the Association is carried out according to the provisions of Constitution and Bylaws and in keeping with established Association policy.

ii) Vice-President - to act in the capacity of

the President when he/she is ill, incapacitated, on holidays or if he/she fails to carry out the duties and responsibilities of the office

- to assist the President in carrying out his duties and responsibilities by carrying out specific activities and assignments at the request of the President or the Board

- to be responsible to oversee the development and implementation of the Association's Aboriginal Rights Program

- to be responsible to head up the Education and Training Portfolio

iii) Secretary - to plan meetings of the Board and its Committees

- to prepare agendas and ensure that notices are out and other arrangements are made for meetings

- to oversee the planning and execution of the Annual General Assembly

- to supervise and ensure that adequate minutes of all membership, Board and Committee meetings are recorded, prepared and distributed as required

- to oversee the planning and implementation of the tri-annual elections

- to be the political head of the Social Program Portfolio

iv) Treasurer - to oversee the financial planning and operation of the political organization

- to arrange for the preparation and presentation of regular financial statements on the financial operations of the political Association to the Board, for its study and approval

- to provide advice and guidance to the administrative units of program departments regarding their financial operations, on request

- to be the political head of the Communications and Culture Portfolio

v) Executive Director - to be the administrative and bureaucratic head of the organization

- to oversee and supervise all senior staff involved in the implementation of political and other activities of the Provincial Association

- to assist the President in performing his political duties and responsibilities

- to assist the Secretary in the planning and preparation for meetings of the Board and Committees

- to assist the Treasurer by overseeing the implementation of the administration and financial operations of the Association

- to act as the head of the Planning and Research Unit of the Association

- to assist the Board in its development of policy and program directions

- to report to the Board on the implementation of Board policies and directives and on progress in program development

- to assist the Board in its preparation for and its negotiations with Provincial and Federal politicians on Native issues and concerns

- to take the initiative to ensure that there is adequate coordination of policies and activities of the various programs of the Association

- to supervise negotiations on policy and program details under the direct control of the Provincial Association

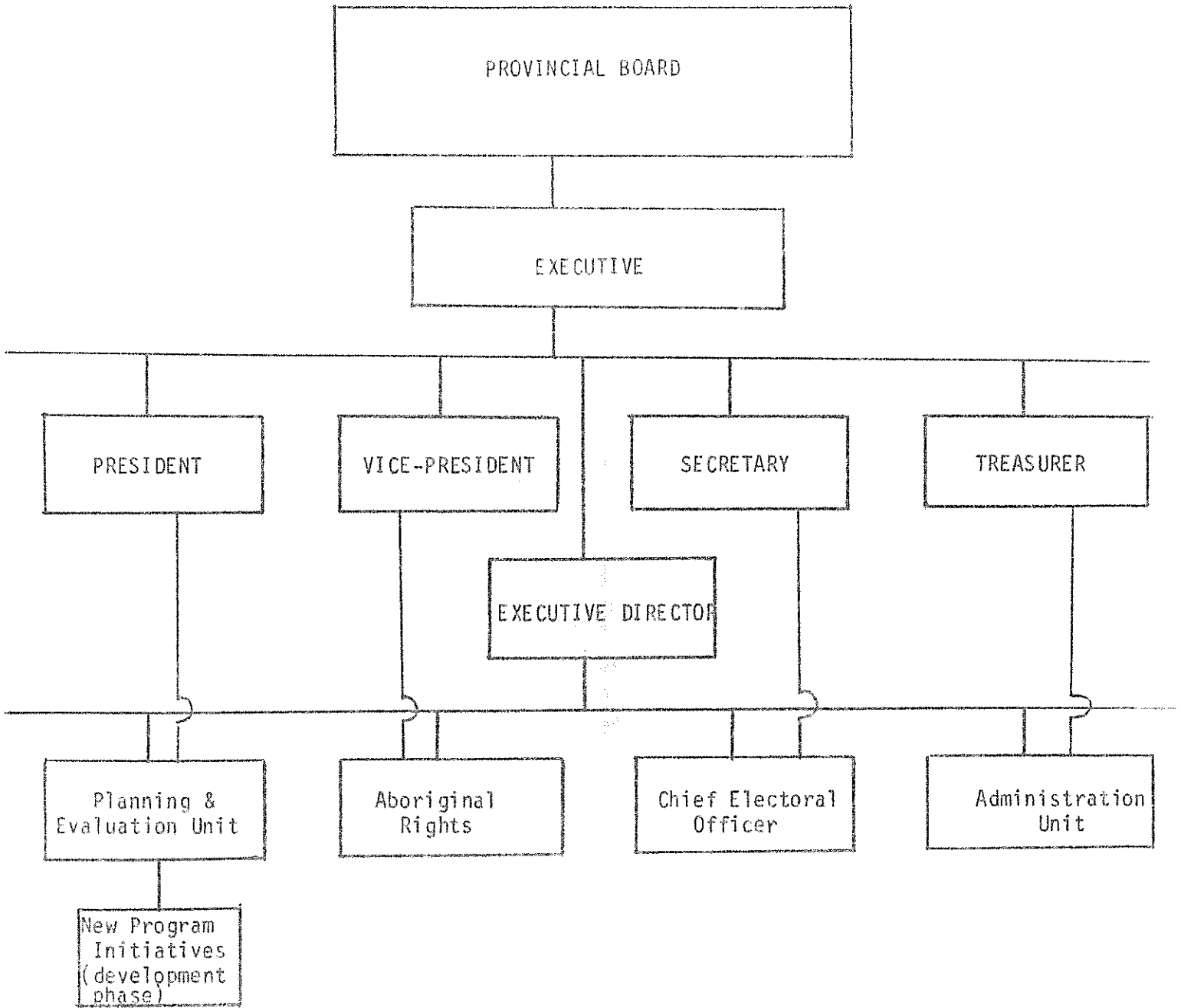
- to assist the Vice-President in carrying out his role as head of the Aboriginal Rights Program

g) Duties and Responsibilities of Program Heads

- to be the administrative and bureaucratic head of the department or program for which they are responsible

- to work with the political head of the program in planning meetings and preparing agendas

DIAGRAM 11
PROVINCIAL BOARD STRUCTURE



- preparing papers on policy and program options for consideration of the Program Board and its Committees
- to ensure that Board and Committee decisions are adequately recorded and that minutes are prepared and circulated as necessary
- to report to the Board on the implementation of Board policy and directives
- to report to the Board on the progress and results of programs
- to prepare annual reports to be shared with the membership at A.M.N.S.I.S. Annual General Assemblies
- to oversee the planning, preparation and implementation of regular and/or special program and policy conferences
- to oversee the work of program staff by giving work assignments, supervising staff activities and monitoring program implementation
- to oversee the administrative and financial planning and operations of the program
- to maintain regular liaison with appropriate Provincial and Federal Government bureaucrats
- to negotiate with such bureaucrats the details of programming, program policies and procedures and the resources required to implement agreed programs
- to oversee the recruitment, selection, training and orientation and evaluation of staff
- to develop and maintain liaison with appropriate officials in the non-government sector and where required to negotiate funding, programs, liaison arrangements, etc., with such officials.

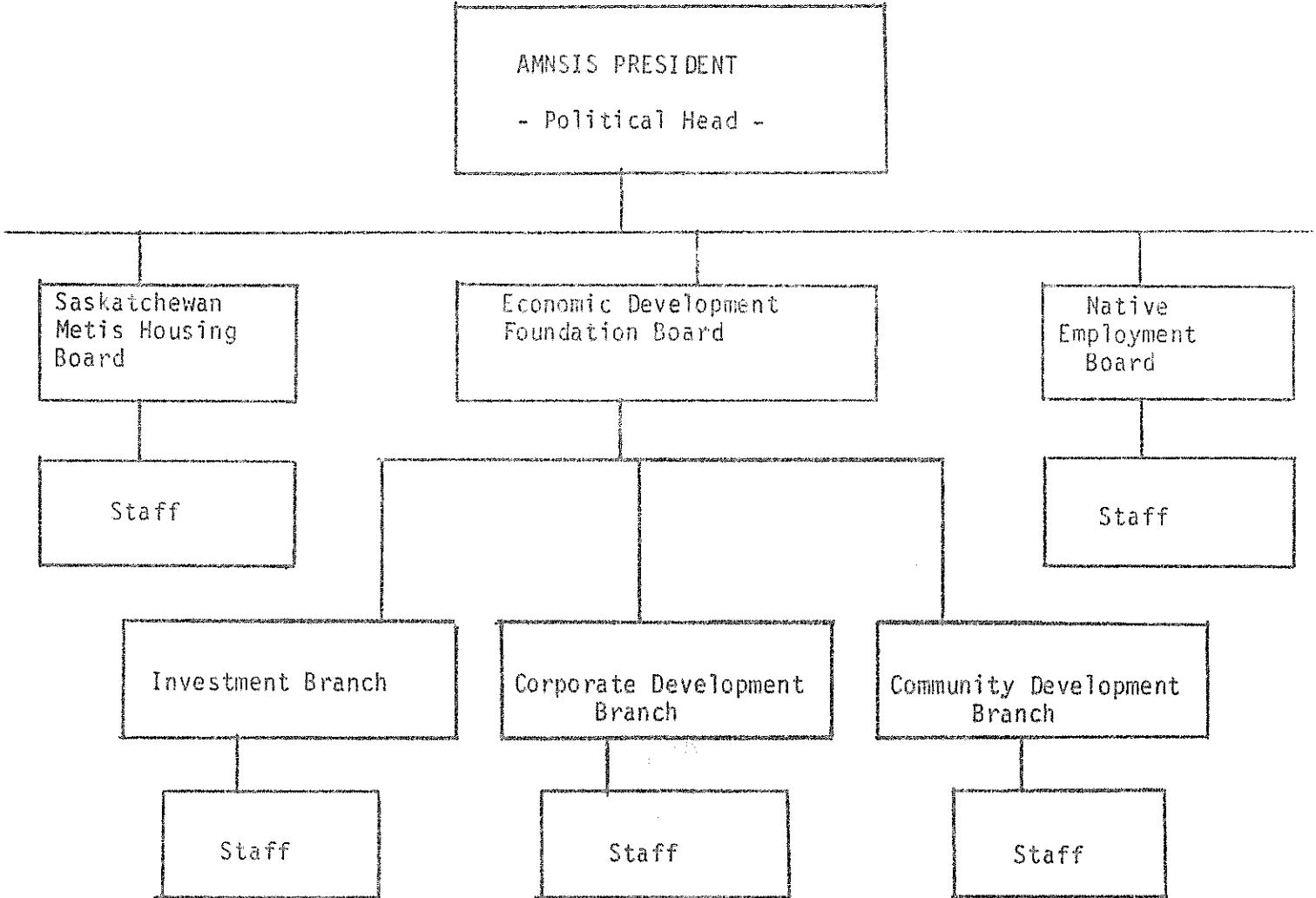
IV Political and Program Activities

A) The Provincial Association

1. Core Organization - this includes all of the political operations and activities of the organization. The costs include all of the Administration and facility costs, equipment and the

DIAGRAM 12

DEVELOPMENT PORTFOLIO



following:

- salaries of Executive
- salaries of Area Directors
- all travel costs of politicians
- Board and Committee meetings
- the Annual Assembly
- the tri-annual elections

The Core is funded by Secretary of State and the Province.

2. Aboriginal Rights Unit - This unit is responsible for the research, analysis and preparation of the Association's case in support of a claim. If our case is validated it will also be responsible for the negotiation of a claims' settlement and the implementation of the claim. Costs include fees of historical and legal consultants, salaries of researchers and all associated travel. As well, costs include all administration and facility costs. This funding has been provided by both the Federal and Provincial Governments.

5. The Planning, Research and Evaluation Unit - This unit is responsible to carry out research on Native problems and needs, plan new programs to respond to these needs, negotiate program, resource and delivery details with government agencies and carry out program evaluation. It also oversees the implementation of the development phase of new program activities. Costs include Administration, facilities and the salaries and/or fees of consultants and researchers and associated travel costs. The funding is provided by the Province.

4. The Administration Unit - This is a central staff unit responsible for carrying out all of the financial and administrative services required by the political organization and those programs directly associated with the central organization or being temporarily carried out under the auspices of the Provincial Association. Costs include salaries, travel, administration and facilities. Funding is covered from Federal and Provincial Government sources.

B) The Development Portfolio

Under this portfolio will be included the following:

- Native Economic Development Program when initiated

DIAGRAM 13

EDUCATION AND TRAINING PORTFOLIO

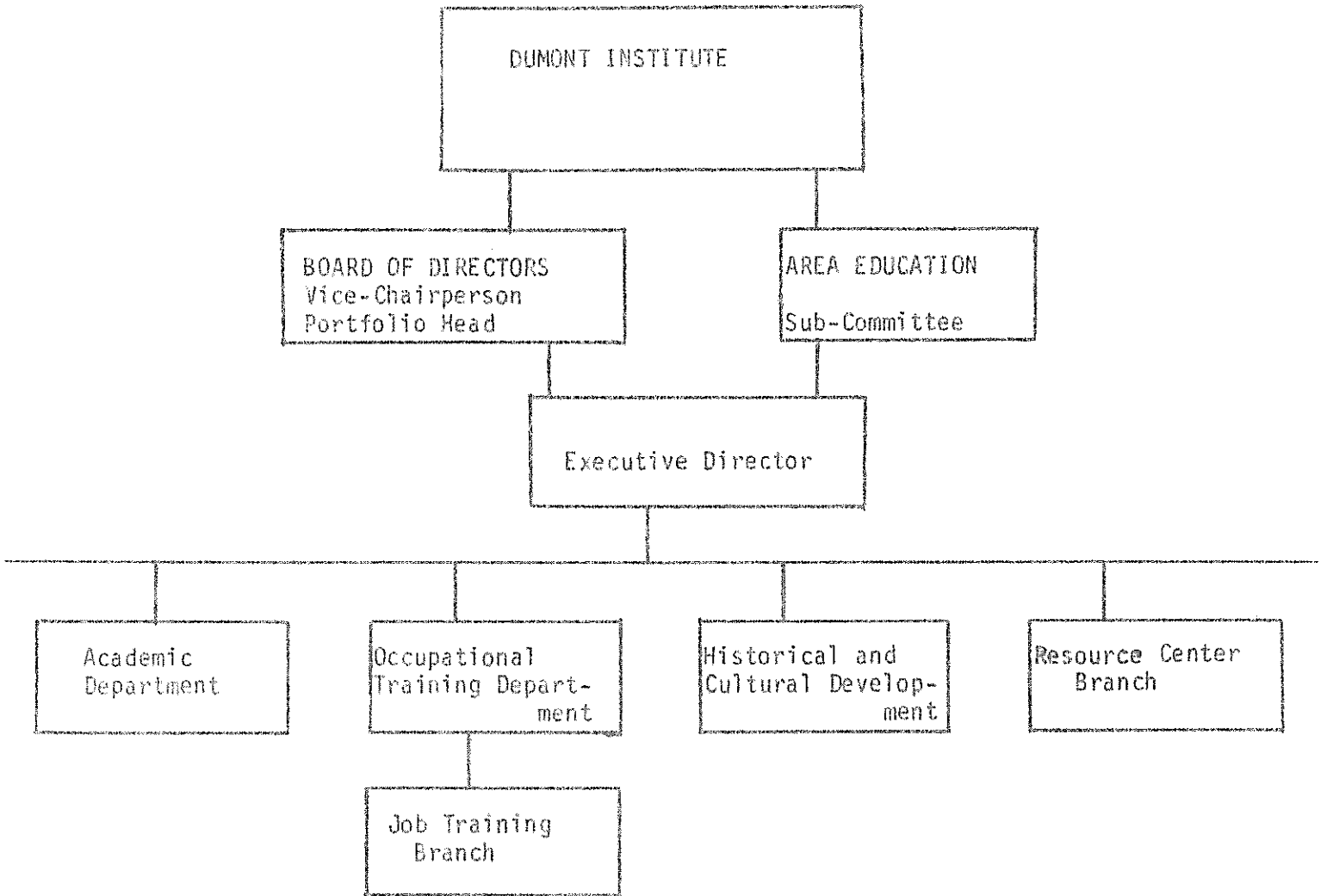
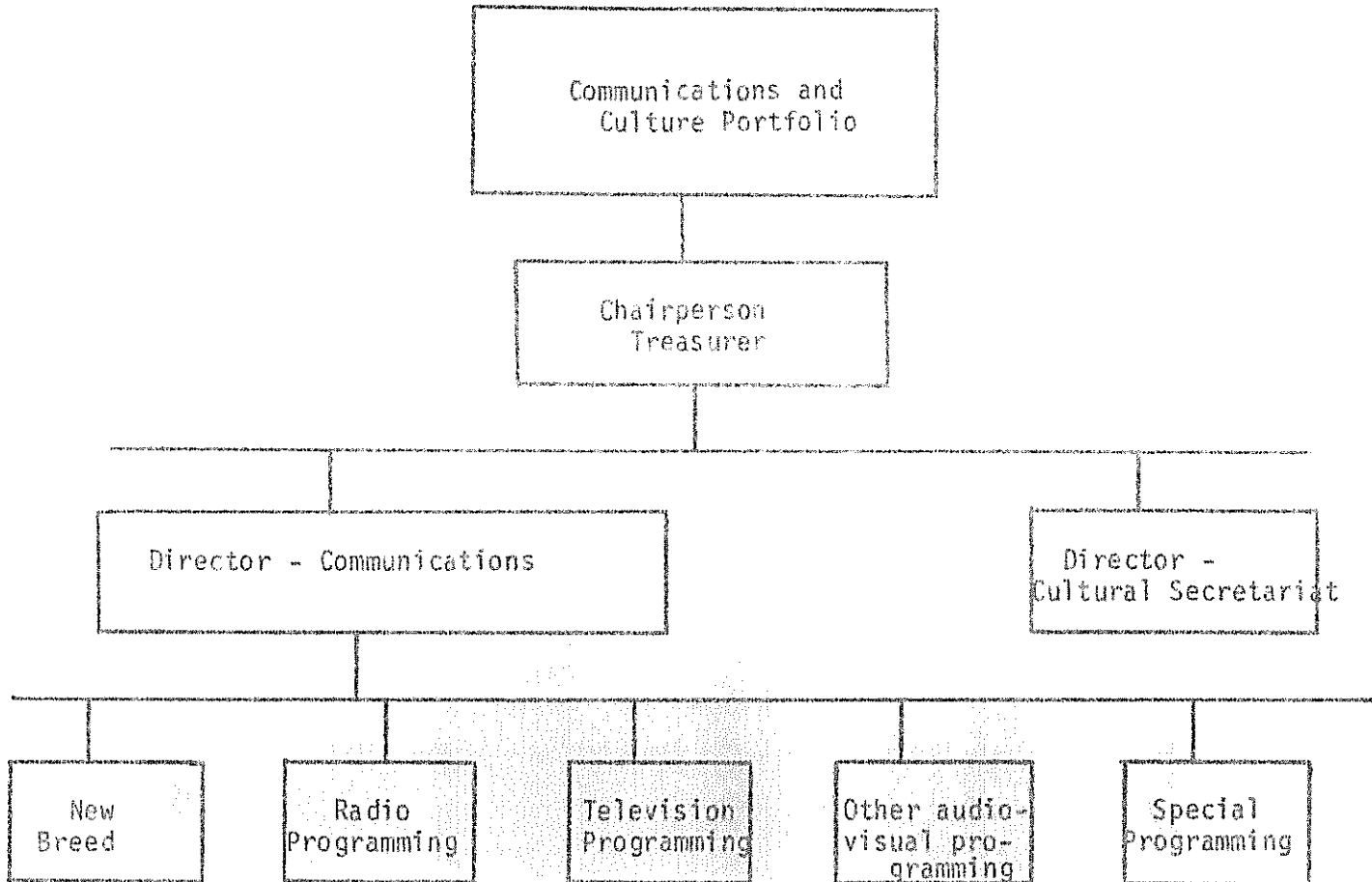


DIAGRAM 14

COMMUNICATIONS AND CULTURE PORTFOLIO



- Community Development Program when initiated
- Housing
- Native Placement Services

The costs involved in this program portfolio include in addition to regular operating costs, capital money for investment in economic development projects. Funding for economic and development programs include both Federal and Provincial sources. Provincial housing activities and job placement services are funded by Federal agencies.

C) Education and Training Portfolio

This includes responsibility for all Education programming and Training for Native Peoples including:

- in-service training within Native organizations and institutions
- job-readiness training
- on-the-job training
- cultural training
- vocational and trades training
- technical and para-professional training
- professional training

Under this portfolio would come the following:

- Dumont Institute
- The Area Education Committees
- regional training centers
- Native Career Development program - job training

Funding sources include:

- Federal Government agencies
- Provincial Government agencies
- Tuition and Fees
- Private foundations

D) Communications and Cultural Portfolio

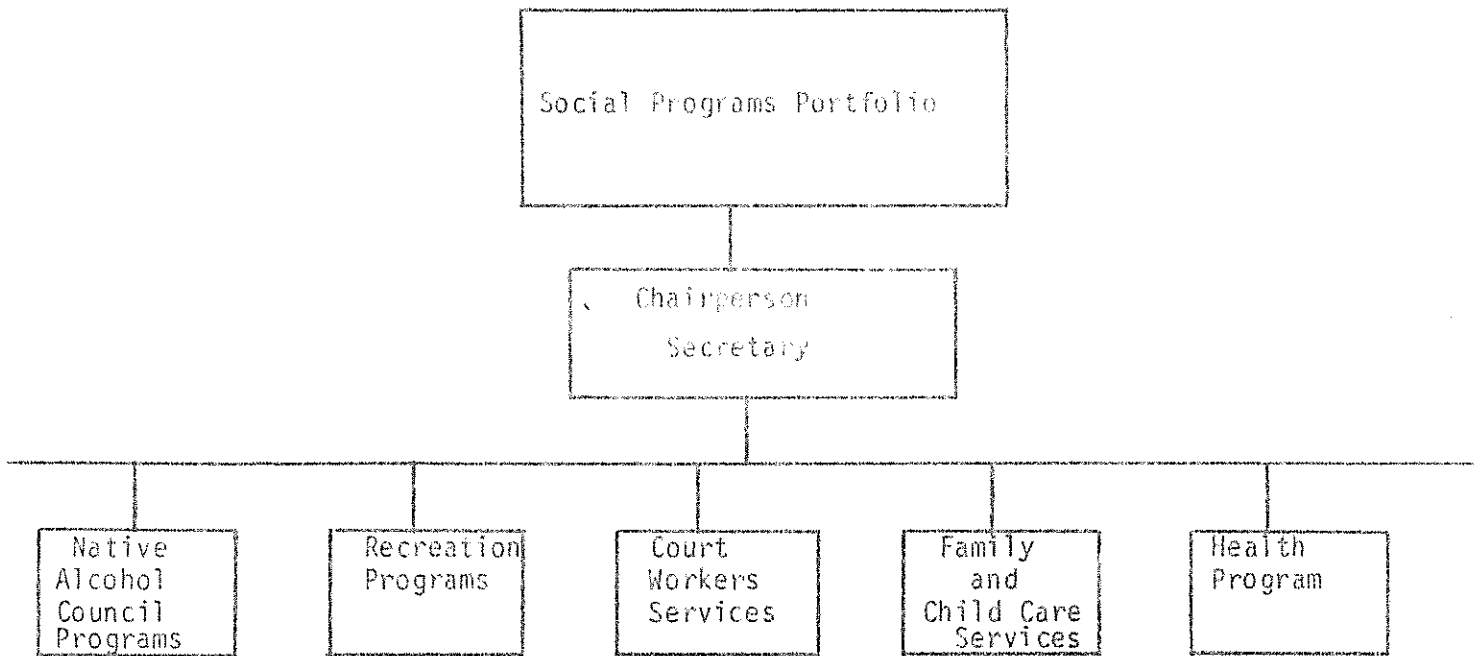
Included under this Portfolio are the following:

1. Communications

- printed media (NEW BREED)
- Audio media (Radio programming)

DIAGRAM 15

SOCIAL PROGRAMS PORTFOLIO



- Audio-visual (Television programming, films, and other)

- Special media for isolated communities (side band radio, telephone radio)

Funding sources include:

- Federal funds
- Provincial funds
- private funds
- advertising
- free services through Cancom satellites

2. Culture - This includes a cultural secretariat responsible for the following:

- development of cultural policy and positions for the Association and Program Portfolios

- the planning and implementation of all cultural and heritage activities at the Provincial level such as Back to Batoche, Metis Heritage Days, etc.

- identifying and tapping available resources for such programs

- acting in a consultative capacity to Area Boards and/or Locals in planning and organizing cultural programs such as the Native Pavilion at Regina Mosaic and other similar events

- working with Dumont Institute to develop culture courses for implementation as part of a social demand program

Funding sources include Federal and Provincial Government funds, private foundations, donations and special fund-raising such as lotteries.

E) Social Program Portfolio

Existing programs which make up or could be included in this portfolio would include:

1. Native Alcohol Counsel

- counselling
- residential treatment
- after-care

This is funded by the Provincial Alcoholism Commission and through social assistance programs.

2. Recreation Program - This program is carried out on an ad hoc basis at this time. Activities would include:

- National and international events
- Provincial Activities (Leagues, Tournaments, etc.)

- planning, development and consultation with regional and Local recreation programs. Activities covered include sports, leisure, physical fitness, outdoor programs (hiking, parks), etc..

3. Native Court Workers - This program is currently delivered through the auspices of Friendship Centers. The plan is to bring this program under the auspices of the Association. It is currently funded by the Federal Justice Department and the Provincial Attorney-General's Department.

4. Preventative Health Programs - This program needs to be developed but the Department of Health has shown some interest in this possibility. Also, special clinics are needed to deal with birth control, venereal disease, etc..

5. Child Care and Family Programs - These need developing and could include the following:

- family counselling services
- Day care services
- institutional care for teenagers and children
- foster home program
- Native adoption program
- child guidance clinics

DIAGRAM 16

NATIVE GOVERNMENT COMPREHENSIVE STRUCTURE

