

**METIS FAMILY AND COMMUNITY
JUSTICE SERVICES, INC.**

BYLAWS

For Discussion Purposes Only

July 29, 1993

METIS FAMILY AND COMMUNITY JUSTICE SERVICES INCORPORATED

BYLAWS

1. PREAMBLE

- The Metis of Saskatchewan, as part of the North American Metis Nation and entrenched by the Constitution of Canada are entitled to certain inherent rights.
- One of these rights is the right to self-government including the administration of laws governing the conduct of the Metis.
- Without limiting the generality of the foregoing, the Metis Society of Saskatchewan, Inc. claims the right to govern and administer justice and social services to Saskatchewan Metis.

2. MEMBERSHIP

The members of the Metis Nation include but are not limited to:

- All registered members of the Metis Society of Saskatchewan, inc.

3. NAME

- The legal name of the Corporation shall be the Metis Family and Community Justice Services Incorporated.
- The registered office of the Corporation shall be located in Saskatoon or at such location as the Directors may determine from time to time.

4. OBJECTIVES

- The primary objectives of the Metis Family and Community Justice Services Incorporated are to:
 - develop and administer a Justice and Social Services system under the jurisdiction of a Metis government;

- ensure all Metis receive every opportunity to have Justice and Social Services delivered in a manner that reflects Metis culture, values and tradition.

5. STRUCTURE

- The Provincial Board of Directors will be comprised of twelve (12) members.
- The Board of Authority may approve ex-officio representation from:
 - the provincial Departments of Social Services and Justice;
 - any other body the Board may designate.
- Advisory members would function in a purely advisory capacity. Advisory members would not have the power to vote on any matters and would be required at the request of the Board of Directors to absent themselves for any or all parts of any meeting.

6. TERMS OF APPOINTMENT

- Appointments to the Authority will be for a term not exceeding three years.
- Vacancies that arise during a term of appointment as a result of:
 - death;
 - resignation;
 - suspension or termination

will be filled during the term by the Authority.

7. ELIGIBILITY

- Persons selected as members of Authorities will:
 - be a registered member of the Metis Society of Saskatchewan;
 - be a member in good standing of their Local;
 - possess adequate knowledge of Metis history and culture;

- possess some knowledge of social and/or justice issues through employment, education or personal experience; or
 - possess other specific knowledge or experience as may be determined by the Board from time to time;
 - be free from any current criminal sentences or pending criminal charges;
 - have no previous convictions or sentences for sexual abuse or other serious physical violence unless after a thorough review of the person's situation, the Board is satisfied that those issues have been adequately resolved;
 - not currently be under investigation by Social Services or its equivalent for child protection matters. Or if having been investigated or received services must satisfy the Regional Council that the issue has been adequately resolved.
- Persons appointed to the Authority may not be an elected official of the Metis Nation.

8. SUSPENSIONS AND TERMINATIONS

- Any Board member charged with a major criminal offence may be suspended by the Board pending resolution of the matter.
- Any Board member found guilty of a indictable criminal offence shall be terminated from the Board.
- Any Board member found to have violated the Conflict of Interest guidelines as stated in Section 16 of this document will be suspended or terminated from the Board, dependent upon the severity of the violation.
- Any member under investigation by Social Services for child protection matters during the term of his or her appointment, will be suspended from the Board pending resolution of the investigation.

9. **EXECUTIVE**

- The Executive positions of the Authority shall consist of:
 - President: The president shall be the Chief Executive Officer and have the general supervision of the business and affairs of the Corporation. The president shall preside over all meetings of the Board when present.
 - Vice-President: The Vice-president shall perform all the duties of the President in his absence.
 - Treasurer: The treasurer shall perform all the duties incident to the office of the Treasurer and such other duties as may be assigned to him by the Board.
 - Secretary: The Secretary shall record and keep an official of the proceedings of all Board meetings and perform other duties as may be assigned from time to time by the Board.
- The Executive members shall be selected from among the members after being nominated and elected by a majority vote of the Board members.
- Elections for the executive offices will be held annually at the first meeting following the end of the fiscal year and the appointment of new members.
- The president shall preside as Chairperson over all Executive Board meetings.
- The Chairperson will evaluate the Executive Director's performance against written established criteria and objectives established in advance between the Board and the Executive Director no less than twice per year.

10. **DELEGATION of AUTHORITY**

- The Directors shall appoint a qualified person to perform such duties as may be assigned by the Board of Directors.
- The Directors may delegate to the Executive Director whatever authority and responsibilities they deem necessary to administer their policies.

- The Executive Director will operate under the authority of the chairperson who in turn will be directly responsible to the Board of Directors.

11. **MEETINGS**

- The Directors shall meet at least six times in each fiscal year to manage and direct the affairs of the Corporation.
- Notice of Board meetings shall be provided in writing at least seven days in advance of the meeting. No accidental failure to notify individual members will invalidate the proceedings of any meeting.
- The Chairperson may, from time to time, call additional meetings of the Directors, where in his opinion such a meeting is necessary to conduct the affairs of the Corporation.
- The Chairperson shall, at the request of no less than eight (8) members, forthwith, within 30 days, call a meeting of the Directors.
- A quorum for the transaction of business shall consist of fifty (50%) percent of the members plus one.
- If within one hour of the time set for the meeting a quorum is not present, the meeting will be dissolved and all matters set over for resolution at the next scheduled meeting.
- Every member of the Board shall be entitled to one vote.
- The Chairperson will abstain from voting on all matters except in the event of a tie.
- All decisions made by the Board of Directors shall be made in the form of a motion. A motion shall follow the procedure of a mover and seconder with a motion being carried when a majority of the members present vote in favour of the motion.
- Minutes of all motions and decisions will be recorded for all meetings and will constitute the official business of the Corporation. Minutes will be distributed to all Board Members at the earliest possible date but no later than 48 hours prior to the next meeting.

- If a member is not able to be present at a meeting of the Board he may choose a delegate from the Regional Authority to attend and participate in all matters on his behalf, however, the delegate will have no voting rights.

12. REMUNERATION

- Board Members will only be reimbursed for mileage, accommodation and meal expenses as per the rates established by the Board of Directors and providing funds are available for such purposes..

13. COMMITTEES

- The Directors may delegate any of their powers to committees consisting of such member or members of the Board of Directors with such other persons as the Board deems appropriate.
- The committees so formed will conform to the guidelines and terms of reference established by the Board in exercising the powers delegated to them.
- The Directors will appoint a person to be the chairperson of each committee established by the Board.
- Committees will meet as frequently as they deem necessary to perform their duties and complete their tasks.
- In addition to the Executive Committee the Directors will establish committees for the following additional purposes:
 - a finance committee
 - a personnel committee
- The Directors may appoint and establish such other advisory committees comprised of such other persons as the Directors deem appropriate to assist the committees of the Board in their duties and tasks.

14. REGIONAL AUTHORITIES

- The Urban/Regional Council will develop guidelines for the establishment of Regional Metis Family and Community Justice Services Authorities to be responsible to oversee the planning, development and administration of Regional Justice and Social Services.
- The Authority will be comprised of eight (8) members from the Region with experience and background in at least one of the following areas:
 - children, youth and family services
 - adult corrections and justice services
 - administrative and financial services
 - Metis history and culture
 - education and health
 - traditional healing
- The AUTHORITY should/must have at least one representative from each of:
 - Metis Women
 - Metis Youth
 - Metis Elder or Senator
- Members will be appointed to the Authorities by the Regional/Urban Councils.
- Appointments will be established on a rotational basis as determined by the Council.
- Regional Authorities will be accountable to the Provincial Corporation with respect to the management and administration of programs and services and will be required to adhere to the policies and guidelines established by the Provincial Corporation.
- At their meeting following their appointments the Authority will elect its own Chairperson, Vice-Chairperson, Secretary and Treasurer.

15. CONFIDENTIALITY

- All information held by the Members of the Provincial Board, Regional Authorities or its officials must not be discussed or released to any other person or Agency without the authorization of the recipient of service and the Chairperson of the Regional Authority or his designate.

16. CONFLICT OF INTEREST

- All appointed and elected members of the Corporation must abstain from any Activities that results in him or her being in a position of conflict.
- A position of conflict occurs when a member is involved in formulating, recommending or approving any policy or service that will directly benefit, financially or otherwise any of the following persons:
 - any boardmember or staff of the Corporation
 - an immediate family member or other relative
 - a personal friend or associate
 - a Director or Executive of the MSS
- In the event that a member or staff is believed to be in conflict with the approved guidelines the Board will require that individual to:
 - reveal his or her interest in, or connection to the applicant,
 - refrain from participating in a substantive discussion of the application other than to provide, on request such as information as requested by the Board,
 - absent him or herself from the decision making process.
- Where it has been determined that the member has deliberately violated the guidelines the Directors will after reviewing the matter and having been satisfied that a deliberate violation of the guidelines has occurred, cause the member to resign from his or her position.
- All Board members and staff will be bound by a Code of Ethics to be created and approved by the Directors.

17. AMENDMENTS

- Amendments to the bylaws can only be enacted annually by the Authority in consultation with the Council.
- Requests for amendments must be submitted in writing to the Secretary of the Provincial Council no less than 30 days prior to the first annual meeting.

18. CONTRACTUAL and FINANCIAL MATTERS

- The bank account or accounts of the Authority shall be kept in such bank as determined by the Board of Authority in keeping with the administrative requirements of the Metis Nation of Saskatchewan.
- All financial transactions involving the payment or receipt of monies by or for the Corporation shall be signed by such person or persons as the Board of Authority may determine from time to time and in keeping with the administrative requirements of the Metis Nation of Saskatchewan.
- All contracts shall be approved by the Board of Directors and signed by such person or persons as the Directors may determine from time to time in keeping with the administrative requirements of the Metis Society of Saskatchewan.
- One or more auditors shall be appointed at the annual meeting of the Society to examine and audit the books of the Corporation and the remuneration of such auditor or auditors shall be determined by the Directors of the Provincial Corporation in keeping with the administrative requirements of the Metis Society of Saskatchewan.
- The Treasurer of the Corporation shall present an audited financial statement at the annual general meeting of the Corporation.
- The fiscal year of the Corporation shall terminate on the 31st day of March of each fiscal year.
- Dissolution of the Corporation will occur in accordance with the Non-profit Corporations Act and the proceeds on dissolution shall be distributed to the Metis Society of Saskatchewan.

July 29, 1993

**METIS FAMILY AND COMMUNITY
AND JUSTICE SERVICES, INC.**

PROPOSED DEVELOPMENT PLAN

FOR DISCUSSION PURPOSES ONLY

July 19, 1993
Revised April 1, 1994

VISION

METIS NATION OF SASKATCHEWAN

Our Metis Nation which:

- ◆ is self-governing;
- ◆ maintains the right to self-determination;
- ◆ is totally self-sufficient;
- ◆ occupies and controls its own land base;
- ◆ owns and manages its own resources;
- ◆ develops, manages and administers a range of health, social, justice, education and economic development programs and services for Metis people which are consistent with Metis culture, values, beliefs and traditions.

INTRODUCTION

We, as Metis maintain it is our inherent right to be a self-governing nation with control over all aspects of a justice and social service system, designed, implemented and operated by and for Metis. The Metis have historically claimed their right to sovereignty over matters which concern them and have continually struggled to become self-governing.

Members of our Saskatchewan Metis Nation have mandated our Provincial Metis Council to develop and implement a provincial Metis governing body and establish an organization to address justice and social issues as they relate to Saskatchewan Metis.

This mandate was provided as the result of ongoing consultations with Metis locals and regions, the Saskatchewan Metis Annual General Assembly and the annual Back to Batoche assembly. These assemblies and consultations focused on many issues of concern to Metis including, but not restricted to the following:

- . self-government;
- . land claims;
- . health;
- . right to self-determination;
- . human rights;
- . Justice;
- . economic development and
- . self-reliance;
- . education;
- . agriculture;
- . trapping, hunting and fishing;
- . Metis rights;
- . Social;
- . resource management.

BACKGROUND

There is considerable documentation available with respect to aboriginal involvement in the federal and provincial justice and social service systems. To date, there has been little success in reducing the disproportionate number of Metis children who are made wards of the province and Metis youth and adults in conflict with the law. Given the demographic and socio-economic situation facing many of them, there is reason to expect this trend will be reversed or even halted unless immediate steps are taken to begin addressing these issues in a way that provides increased opportunity for Metis control.

Overall, the Saskatchewan Metis population is comparatively young. An estimated 40% are currently under the age of 15 with only 8% over the age of fifty-five. Numerous studies have determined that aboriginal communities [including Metis] have the highest rate of suicide, substance abuse, and unemployment, the lowest level of academic achievement and the poorest housing conditions in Canada. Those who are employed tend to hold poorly-paid seasonal or part-time jobs. Available demographic, employment, income, education and other information indicates a large percentage of aboriginal are economically and socially disadvantaged.

Compounding these problems is the lack of educational and employment opportunities for aboriginal youth. Our Metis Nation members maintain that, unless real and meaningful steps are taken to deal with existing conditions, a high percentage of our Metis youth will become involved with the child welfare and justice systems, including custody, residential and foster care.

Many of our Metis Nation members live in poverty. The stress related to living within the constraints of poverty-level income with little hope for improvement often results in dysfunctional behaviour. In order to bring an end to this destructive cycle of abuse, neglect, addiction, violence, poverty and dependence, each individual, family and community within our Metis Nation must be afforded the opportunity to participate in the healing process.

Many of the circumstances and conditions which led to the current situation began many decades ago and continue today. Healing the wounds from the past will not occur instantly. It will take time; in the case of some individuals, families and communities, the time required will be considerable.

Within our Metis Nation, the family and the community are the centre of holistic development. It is through the family and the community that healing will take place and harmony and balance will be achieved.

While our Metis community moves through the stages of healing, we know that efforts must be directed toward developing and implementing programs to promote a way of life which will effectively reduce the number of Metis who become involved in the justice and social service systems.

We, Metis believe that assisting individuals and communities to become stronger within the context of Metis tradition and values will eventually result in a greatly-reduced need for social and justice services. In order to bring hope and optimism to the next generation of Metis in Saskatchewan, we have taken the first step toward finding solutions to these problems.

METIS FAMILY AND COMMUNITY JUSTICE SERVICES VISION

To create an environment where:

- ◆ every Metis person, regardless of age, both individually and as part of the larger family and community, has the opportunity to achieve spiritual, emotional, intellectual and physical well-being and balance;
- ◆ Metis, individually and collectively, live in harmony with ourselves, each other, all other people and the environment;
- ◆ all Metis parents have the ability and resources to adequately care for and support their children in order that they may enjoy a meaningful life style and become productive members of the Metis community and society at large;
- ◆ there is mutual respect and cooperation between Metis and those who make and enforce society's laws.

MISSION STATEMENT

To develop, implement and manage our own justice and social programs so that within five years the Provincial and Regional Metis Family and Community Justice Service authorities shall devolve and deliver all social and justice services to Saskatchewan Metis.

VALUES

- ◆ We, the people who make up the Metis nation have a unique cultural and traditional history which has evolved from the combined influences of the North American Indian and European cultures.
- ◆ In order to safeguard this cultural and traditional heritage, all programs and services developed for Metis must be designed to preserve its unique characteristics.
- ◆ " Our Metis nation depends on the strength and unity of individuals, families and communities.
- ◆ Our children are our future. Their inherent rights must be protected and cultural identity maintained.
- ◆ Our Metis families, both immediate and extended, are the primary source of care and support for children.
- ◆ Our elders play a significant role in planning and determining the focus and direction of services developed for Metis.
- ◆ Our services must be holistic, taking into account each individual's spiritual, emotional, physical and intellectual needs.
- ◆ All decision-making is based on the principle of consensus.
- ◆ Our Metis communities collectively own the problems facing Metis. Our communities also own the solutions to the problems.

- ◆ We value the importance of maintaining our Aboriginal language and having a connection with the land, thus maintaining it's our right to live off the land.

PRINCIPLES

- ◆ Our Provincial Metis Council, as the representative of the Metis people, must, in the short term, have the right and the opportunity to participate in all matters which affect the lives of Metis.
- ◆ Our long term objective is for our Metis nation to exercise absolute control over development, administration and delivery of services to Metis. The development of these services must reflect our Metis values, traditions, history, culture, self-government vision, and beliefs.
- ◆ Before any one of our Metis children may be removed from his or her parent(s) or legal guardian(s), a designated official or representative of the Metis Family and Community Justice Services must be consulted and invited to participate in planning for the child.
- ◆ Should removal of any one of our Metis children from his or her parent(s) or guardian(s) be considered unavoidable, the child must be placed in a Metis foster home. If no Metis foster home is immediately available, the child must be placed in a foster home that best reflects the culture to which the child is accustomed.
- ◆ Metis in conflict with the law must be given every possible opportunity to consult with an adult representative from the Metis community.

- ◆ **Metis Family and Community Justice Services must be an equal participant in all stages of planning for our Metis children and youth:**
 - taken into the care of the Minister of Social Services; or
 - placed in custody under the Young Offenders Act.

- ◆ **Legislation, policies, procedures, programs and services provided by the Departments of Education, Health, Justice and Social Services must recognize and reflect the values, beliefs, and traditions of our Metis culture. This includes:**
 - Metis children and youth in care of the Minister of Social Services;
 - Metis families;
 - Metis youth in custody under the Young Offenders Act;
 - All other services provided through the Departments of Social Services and Justice.

- ◆ **Provincial government departments and agencies, the Provincial Metis Council and Metis Family and Community Justice Services will, when dealing with Metis children and families, pursue a holistic approach to the development and delivery of programs and services. Consultations will be held jointly between the Provincial Metis Council and/or Metis Family and Community Justice Services and the Departments of Social Services and Justice and, where appropriate, Health, Education and the Saskatchewan Indian and Metis Affairs Secretariat.**

- ◆ **We Metis, as members of the Metis Nation, have the right to participate in our traditional Metis cultural activities both within our communities as an equal partner with any other cultural group.**

- ◆ Our priority in developing programs and services will be to focus on prevention and healing as a way to reduce and eventually eliminate the involvement of our Metis Nation in the Social Services and Justice systems.

OBJECTIVES

1. To ensure our Metis children, youth and families requiring social or justice services have opportunities to consult with an individual(s) from our Metis communities with respect to their situation and the opportunity to receive services in a manner that reflects Metis culture and tradition.
2. To develop, in consultation with the provincial Departments of Justice and Social Services and relevant federal government Ministries, protocols which facilitate control by Metis of services provided to members of our Metis Nation. To develop a plan in consultation with the governments, for the transfer of responsibilities relating to the delivery of services to our control.
3. In the short term, to administer, through the Metis Family and Community Justice Services provincial office, a number of social and justice services in partnership with federal and provincial departments and ministries.
4. In the long term, to develop a justice and social services infrastructure under the jurisdiction of our Metis Government that will enable our Metis Nation MFCJS Authorities to fully manage and operate justice and social services.
5. To ensure that all programs involving our Metis families, youth and children, whether delivered by government or our Metis communities, reflect Metis values, beliefs and traditions.
6. To ensure fiscal and program accountability with respect to all programs and services delivered under the auspices of our Metis Family and Community Justice Services.
7. To ensure all our programs and services are delivered effectively, efficiently and achieve established objectives.

8. To make available within our Metis communities, traditional programs which enable youth and adults to be accountable for unlawful behaviour without becoming formally involved in the justice system.
9. To ensure that whenever one of our Metis children are removed from his or her natural family, the child will be placed with a Metis or Indian family or if neither are available a responsible non-Aboriginal person.
10. To guarantee that any member of our Metis Nation, on court ordered probation, will have access to traditional Metis healing and Metis developed programs that contribute to the individual healing process.
11. To ensure that any member of our Metis Nation who is sentenced to custody can serve the custody disposition within our own operated custody facilities; and
12. To ensure our Metis communities are an integral part of the process of healing and holistic services.

GOVERNANCE

The Provincial Metis Council established the Metis Family and Community Justice Services Institute to coordinate and monitor the planning, development and implementation of social and justice services to the Metis of Saskatchewan.

BOARD OF DIRECTORS

Purpose of the Board

To establish the overall direction and policy for the development and management of social and justice services;

Board Authority

The Board exercises its authority through the office of the Executive Director.

The draft bylaws and discussion paper on Authorities provide greater detail on the roles and responsibilities of the Board, Executive Director and Regional Authorities.

Pending finalization and approval of the bylaws and policies governing the corporation, the Board will function on the basis of established practices as reflected by the Provincial Metis Council and its affiliates.

Board Membership

The Board is currently comprised of representatives from:

- most of the Metis Society of Saskatchewan's twelve [12] Regions;
- Metis Women [1];
- Metis Youth [1]; and
- Metis Senate [1].

It is proposed that the future Board be made up of the Chairpersons of the proposed Regional Authorities as indicated in the Discussion document on Authorities. Such individuals would be selected on the basis of pre-established criteria as indicated. Some criteria would include such things as, relevant education, knowledge and/or work experience and commitment to the Metis Nation's Self Government goals. The proposed bylaws suggest that the Board establish the following positions and duties and responsibilities:

Board Executive

The Executive will be responsible for general management of the organization. The executive will consist of the following positions:

- Chairperson;
- Vice-Chairperson;
- Secretary; and
- Treasurer

Board Meetings

The Executive Director of Metis Family and Community Justice Services attends Board meetings but is not a member of the Board.

The Board sits at the call of the Executive Director or the Chairperson.

The Board of Governors will meet six time annually.

The Board Executive will meet, in addition to the six meetings, at the request of the Executive Director or the Chairperson to deal with matters of pressing necessities.

Duties & Responsibilities of the Board

- To approve provincial policies;
- To identify priorities;
- To negotiate funding;
- To oversee the Executive Office of Metis Family and Community Justice Services;
- To approve the Metis Family and Community Justice Services' budget; and
- To ensure the accountability of the Executive Office.

EXECUTIVE OFFICE

Purpose of the Executive Office

To assist Metis Society of Saskatchewan Regions to form regional authorities for the purpose of commencing discussions with the provincial Departments of Justice and Social Services with respect to Metis controlled development and delivery of services.

To develop a model and infrastructure for service delivery in various areas. Targeted services include but are not limited to the following:

Social Services

Child & Youth Protection
Counselling
Youth Justice
Financial Services
Family Support
Preventive Services
Adoption
Legislation [development]
Adoption Service Panel

Justice Services

Tribunal Courts
Policing:
Corrections:
- Fine Option;
- Probations;
- Correctional Centres
Preventive Services
Alternative Measures
Courtworker Services
Court Interpreters
Legislation [development]

To develop a five-year strategic plan to guide the planning, development and implementation of the services identified above. [The strategic plan will be outlined in more detail later in this document.].

Present Composition of the Executive Office

- Executive Director
- Policy Analyst [seconded from provincial Department of Social Services]
- Coordinator for the Community Action Plan for Children under the jurisdiction of the federal Ministry of Health - Brighter Futures.

The Executive office is presently under staffed. MFCJS requires a number of additional positions to carry out its functions. The proposal to the Federal and Provincial governments identifies the requirements for the MFCJS provincial office. Some of the positions include:

- Receptionist/secretarial;
- Two field staff;
- Policy Analyst for Justice development and
- Projects researcher/coordinator.

For more information and details on these requirements see the document on a " Proposal for the Development of Metis Family and Community Justice Services."

Duties & Responsibilities of the Executive Office

To undertake, in consultation with the Regions and various interest groups, development of provincial policies, standards and procedures in administrative and program areas. These areas include, but are not limited to, the following:

- | | |
|-----------------------------------|--------------------------------------|
| - Board Responsibilities | - Accountability Procedures |
| - Auditing Functions | - Operational Requirements |
| - Hiring Practices | - Training Requirements |
| - Negotiations | - Standards Development |
| - Fiscal Management | - Code of Conduct |
| - Regional Roles/Responsibilities | - Provincial Roles/responsibilities. |

To identify priorities and directions for approval by the Board of Directors;

To administer policies approved by the Board;

To assist Regions in planning, developing and implementing services;

To identify fiscal requirements for operation of the Executive Office;

To ensure Regional programs and services reflect provincial policies and standards;

To hold Regions accountable for program delivery and fiscal management;

To develop appropriate information systems and evaluation methodology;

To manage and administer child care and young offender residential facilities;

To coordinate and manage all contractual arrangements between the Provincial Metis Council, Metis Family and Community Justice Services and the federal and provincial governments.

Duties & Responsibilities of the Executive Director

To coordinate and facilitate planning, development and implementation of social and justice services by the Regions as directed by the Board of Directors of Metis Family and Community Justice Services.

To represent the Provincial Metis Council on the Tripartite Sub-Committee for developing justice and social services.

REGIONS

Regional Structure

The present Metis Society of Saskatchewan has twelve [12] Regions established throughout the province. [See Appendix I]

Each Region has:

- an elected Area Presentative who is responsible to the people;
- has a number of Locals headed by an elected President and Executive;
- has a representative from Metis Youth; and
- has an elected representative who sits on the Provincial Women's Board of Directors.

Each Region has a Regional Council which includes:

Presidents of the Locals within the Region, Area Directors, and representatives from Metis Women and Metis Youth. The Regional Council maintains a leadership role and carries out the wishes of the regional local Metis members. The Area Director is responsible to the Regional Council and the local Presidents are responsible to the locals that they represent.

Regional Responsibility

The Regional Councils have a wide range of responsibilities on issues mentioned under the heading of introduction. It is the responsibility of the Regional Council to establish a Regional Metis Family and Community Justice Authority made up of individuals who, preferably, have some background and/or experience in the areas of justice and social services representing regional:

- Locals;
- Metis Women;
- Metis Youth; and
- others as necessary and desirable.

REGIONAL METIS FAMILY and COMMUNITY JUSTICE AUTHORITIES

Purpose of Regional Family and Community Justice Authorities

To facilitate the research, development, implementation, coordination and management of social and justice services within the Region.

Members of Regional Justice and Social Authorities

The membership will be appointed by the Regional Council. The proposed eight member authority should be selected from a wide range of background. The appointment will be based on the individuals knowledge, experiences and commitment to the Metis Nation's aspirations to Self Government. The members should be representative of the following:

- One person with social development experience,
- One person with justice development experience,
- One person with administration experience,
- One person with knowledge of Metis history, culture and from the elders community,
- One member each from Metis Women and Metis Youth,
- One member with knowledge and experience in the field of education,
- One member with general background.

Duties & Responsibilities of Authorities

To undertake a Regional needs assessment to determine what services are currently provided to Metis people and what services are required;

To develop an overall plan to address identified regional social and justice services requirements.

To manage programs and services approved and delivered within the Region;

To commence discussions with regional offices of the Departments of Justice and Social Services to establish a forum for ongoing consultation and information sharing;

To commence discussions in conjunction with the Provincial office of MFCJS and the Provincial Government departments of Justice and Social and Social Services on the process of transferring services to the Metis.

To participate with the MFCJS, Inc. and the Departments of Justice and Social Services on arranging protocols with respect to Metis participation in the development and delivery of services;

To be accountable to the Metis Family and Community Justice Services of Saskatchewan, Inc. and Regional Council with respect to the management and administration of programs and budget;

To ensure Regional programs and services are delivered in consistent with provincial policies and standards;

To evaluate programs to ensure they meet established objectives.

Membership
Metis Populace

**THE METIS
NATION**

Determines the Vision and Direction

Provincial Executive
Area Directors
Represents: Regional
Council & Regional
Interests

**METIS SOCIETY OF
SASKATCHEWAN**

Administers According to the Wishes of People

Board Appointment Process
Representative of
- Provincial Executive
- Regions
- Metis Women
- Metis Youth
Example: GDI Board

**MFCJ BOARD
MFCJS, INC.**

Board - Sets Direction
Executive-Office-Develops
- Provincial Roles and Responsibilities
- Board Responsibilities and Accountability
Procedures
- Auditing Functions and Procedures
- Hiring Standards
- Training Requirements
- Evaluation Guidelines
- Negotiations Guidelines & Process
- Fiscal Management
- Social and Justice Program Standards Policy
- Government to Government Protocols
- Financial Operations Requirements
- Development Coordinations Guidelines
- Research Developments
- Provincial Human Resource Planning
- Evaluation Process Guidelines
- Operations policy and job descriptions
developments

8 Appointed Members
3 - Social Service,
Justice & Admin.
Background
1 - Metis History,
Culture & from
Elder Community
2 - Metis Women & Youth
1 - Education
1 - General

**SIX
REGIONAL METIS
FAMILY COMMUNITY
JUSTICE AUTHORITY**

- Needs Assessments/Designing, Planning &
Implementation of Services
- Roles & Responsibilities
- Hiring Policies
- Operational Policies/Procedures
- Job Descriptions

Services to Metis
Locals

PROCESS

Presently all services are managed/delivered by the provincial Department of Social Services and Justice. Our Metis Nation's involvement in the process is limited to individual case situations generally at the initiative of Metis individuals or organizations. No policies exist within these structures formally enabling our Metis Nation's involvement in social and justice issues.

Within the framework identified, MFCJS intends to develop and provide social and justice services to members of our Metis Nation. The end goal is for all services to be provided within the concept of self government - by the Metis; for the Metis. MFCJS recognizes that this process will require time and therefore proposes a five year plan to achieve its objectives.

Presently our Metis Nation is in a process of restructuring our political and administrative organization. Regions are in various stages of readiness to assume responsibility for increased participation and delivery of services. To accommodate our differences a process is identified that will facilitate our Metis regional involvement dependent on available resources. The process that will guide Metis participation is as follows:

Phase I - Consultation - Regional

- Establishment of Metis Regional Authorities.
- Commence discussions with Social Services and Justice regional offices regarding Metis involvement and participation in services to Metis.
- Establish regional forums for ongoing communication and discussions.
- Identify number of Metis receiving services and the associated financial expenditures for the following, but not restricted to:
 - Clients:**
 - protection families
 - children in care
 - young offenders in open and secure custody
 - young offenders in community programs (eg. probation)
 - adults on probation and other community programs
 - adults incarcerated
 - child day care
 - community living
 - income security
 - Services**
 - number of Metis employees in Social Services and Justice
 - number of Metis resources (eg. foster homes and non-government organizations, etc.)
- conduct a needs assessment to determine Metis resources and services required to address existing and future
 - child protection services
 - child care services
 - young offender services
 - adult offender services

- develop case management protocols for each of the above with provincial departments to enable our Metis Nation's involvement and participation in planning for Metis clients currently receiving and to receive these services.

Phase II - Partnership Arrangements

- Based on the assessment and analysis of client need and resources, Metis Regional Authorities enter into partnership arrangements with Social Services and Justice to deliver services. It must be clearly understood by both parties that the Government's partnership will be limited to an agreed upon time period, will be restricted to advisory capacity and at the end of such time the government must relinquish control of the services to the Metis Authorities. Their partnership may continue beyond the agreed upon the time frame if the Metis authorities perceives the need.
- The partnership projects of service delivery may involve reporting to:
 - a joint government/Metis board.
 - organization from Metis (eg. Metis Women) and government department (eg. Regional Director of Social Services).
 - a person or organization agreed upon by both parties.

- Partnership projects will ensure the following:
 - employees will be Metis.
hired on a secondment or selection process agreeable to both parties.
 - have terms of reference.
 - establish purpose of project.
 - establish clear objectives of projects.
 - ensure adequate training.
 - have start and termination dates.
 - appropriate funding and accountability.
 - identify expected outcomes.
 - have clearly defined expectations of employee and employers.
 - have an outline for an evaluation of the project.
 - provide quarterly and final reports reflecting evaluation expectations.
 - identify and collect statistics as required.

- Partnership projects will be undertaken and delivered reflecting our Metis culture, values and traditions. Our Metis communities will be invited to participate fully in the process.

- Legislative authority for service delivery will be existing provincial legislation. Protocols will be developed to ensure full Metis involvement.

Phase III - Self Delivered Services Through Contractual Arrangements

- Needs assessment completed identifying clientele receiving and requiring services and resources needed.

- Metis regions identify specific programs and services to be delivered by Metis.

- Regions have in place appropriate resources and administrative/program policies to commence delivery of specific services. Regional policies reflect provincial standards, policies and over all direction and regional requirements.
- Establish a support mechanism at the initial stages ie, project consultant.
- Negotiations with provincial departments/regions to contract delivery of specific services including delegation of authority
- Authorities may be established as non-government organizations.
- Provincial Legislation applies and policies revised to reflect Metis administration of services until such time as Metis legislation is develop and passed.
- Appropriate fiscal/program accountability and evaluative procedures established.

Example: Proposal submitted by Prince Albert Local #7 representing the region to deliver a range of social and justice service.

Phase IV - Self Government

- Legislation established by Provincial Metis Council providing full authority for management and delivery of all social and justice services.
- Policies and programs totally under the jurisdiction of our Metis Nation.

1993/94/95 WORK PLAN

Major emphasis during the current fiscal year will be to:

- create regional authorities to oversee social and justice services our Metis people.
- complete provincial and regional need assessments:
 - enumeration of Metis population
 - identification of clients served
 - projection of future client base
 - identification of resource requirements
 - development of regional work plans.
- develop provincial and regional protocols respecting Metis participation and involvement in services delivered by the Departments of Social Services and Justice.
- establish forums for ongoing communication and issue resolution between Metis regions and Social Services/Justice regions.
- maintain and enhance existing social service projects such as:
 - Saskatoon Family Connections
 - Saskatoon Intervenor Project

- identify projects for development in provincial regions for 1993/94 and 1994/95 fiscal years.

- Examples:
- * **Young Offenders**
 - alternative measures
 - community homes
 - * **Family and Youth services**
 - family connections
 - parent aides
 - foster care
 - * **Adult Corrections**
 - probation services

- regions develop and submit proposals for specific projects.

- **Board Development**

- legal entity
- administrative and operational bylaws
- role and responsibilities
- training

- **Provincial Policy Development**

- hiring procedures and guidelines
- training
- protocols
- operations policy
- human resource requirements
- job descriptions
- accountability procedures
- information and research and evaluation requirements
- negotiation procedures and guidelines
- fiscal requirements

Summary

During the next fiscal years MFCJS will focus on the development of an infrastructure that will enable us to develop, manage and administer our own services. The initial step will be to complete needs assessments in all regions to determine what our requirements and priorities will be. Subsequently we will focus on developing proposals to undertake various projects in various regions. A wide range of projects will be considered so as to provide opportunity and experience in all areas of social and justice services. Consideration will initially be given to developing projects in those regions ready to proceed.

It is our goal that we achieve sufficient success and expertise through these projects so that they can serve as models for other regions.

The overall objective will be to develop and operate programs that are effective, efficient, accountable and adequately meet the needs of Metis families and reflect the vision of the Metis Nation.

METIS NATION OF SASKATCHEWAN

PROPOSAL FOR THE DEVELOPMENT OF

METIS FAMILY AND COMMUNITY JUSTICE SERVICES

March 1, 1994

METIS NATION OF SASKATCHEWAN

PROPOSAL FOR THE DEVELOPMENT OF

METIS FAMILY AND COMMUNITY JUSTICE SERVICES

INTRODUCTION

On December 4, 1993 we the Metis of Saskatchewan proclaimed a new Constitution. The Constitution establishes that a Legislative Assembly, comprised of the Provincial Executive, Area Directors and Local Presidents, will oversee, direct and approve development of Metis legislation, regulations and policies for all aspects of Metis economic, land, resources, social, justice, health and educational endeavours. This major undertaking marks a new beginning on our journey toward practising our right to self-determination and self-government.

As a result a Justice and Social Services portfolio was formally created in February 1994 by the President of the Metis Nation. This portfolio will be headed up by the Minister of Family and Justice Services who will be responsible for the current Metis Family and Community Justice Services (MFCJS) Institute. The new ministry will continue the direction and objectives established by the Institute toward the full realization of a social and justice system under the jurisdiction of the Metis Nation. **Our goal will be to ensure that all Metis receive every opportunity to have social and justice services delivered in a manner that reflects Metis culture, values, tradition and community ownership.**

In the pursuit of our goals, we have from time to time been faced with and have had to overcome numerous obstacles from within and outside the organization. This is not unusual for any Nation in the process of seeking its own identity and independence. Yet despite the microscopic analysis of our activities and expressed frustration and disillusionment we have nevertheless continued to stay the course regarding our vision. But for us to achieve our goal of making available comprehensive social and justice services to our people we must have the sincere support and assistance of all levels of government in difficult and successful times.

Having been oppressed for so many years has made it very difficult for us to quickly achieve self-sufficiency. Society generally believes we are given too much and we must be more responsible and accountable for what we have received. At the sign of any difficulties we are quick to be judged. The overriding opinions are generally negative and frequently others assume that we will never "get our act together".

Unfortunately as these types of judgements are rendered; understanding and appreciation of our desperate situation seems to be minimized. The difficulties our people face are often discounted and we are seen as irresponsible and incompetent. We are told to forget the past and get on with our lives. But to forget racism, poverty, discrimination, violence, alcoholism, crime, suicide; to forget the results of years of oppression and deny existing racism is not easy.

But we are, through our own healing process, achieving that end. And healing does not happen overnight. As it took many years to bring us down it may take many years for us to rise up once again. And rise up we will as the once proud and confident people who led the way to settling the west. And not unlike the rest of society's governments we will from time to time experience internal and external conflict and difficulties. But because we believe in our vision of a united and harmonious Nation we are confident of achieving our goals.

Developing a social and justice system for our people will require many resources and your continued and unfailing encouragement, support and belief that we can provide effective services to our people. We are appreciative of the funding and in kind services provided us by governments to now. However what has been made available thus far will in no way enable us to do what we need to do if we are to develop an appropriate infrastructure, deliver effective and comprehensive social and justice services, and provide the necessary support to our local and regional offices.

Unfortunately, most of the funding we have received has generally been made available in bits and pieces or from several different sources at the same time each with their own agenda. Our agenda is rarely considered and we must constantly amend our plans to fit the objectives of your departments. Often government funding has timelines that are based on your needs and not the needs of our people and our communities. Funding programs often overlap and have specific criteria which often makes no sense to us. An example is the current Brighter Futures initiative, the Young Offender community alternatives initiative, the courtworker initiative, and the Child Action plan.

To us they are all one and the same but to your departments they each represent a significant contribution irrespective of their relationship to each other. There seems to be little communication between the various groups as to the overall objective and intended outcome. Efforts on our part to explain our goals may be acknowledged but rarely appreciated in light of the inability of departments to change their criteria and work and plan together in a consistent and coordinated manner.

Our approach is of a holistic nature. We do not wish to differentiate between the child, the teenager, the young parent, the adult and the elderly. Yet by virtue of your agenda we are often forced to do so if we want funding.

In the end we have neither the manpower or the resources to do the job. Each funding opportunity becomes a challenge to get a new program in place whether it meets our overall plan and objectives. The belief is that if it's there "grab it" because that chance may not be available again. We do not wish to operate in this manner any longer because this approach has not worked and does not provide us with the opportunity to do advanced holistic planning, research and program development. It does not enable us to provide appropriate and necessary training for our staff to equip them to provide effective services. It does not enable us to plan properly and achieve the goals we have set for ourselves. **We require a new process that gives us control over our destiny and enables us to work as full partners with government in assisting Metis to achieve self-sufficiency, independence and harmony.**

Government Departments are currently presenting a picture of the need for fiscal restraint. We understand and appreciate that reality. **But as you speak of fiscal limitations and crisis we view your situation as one of immense wealth and opportunity.** Rarely do we see your staff not able to visit clients, attend conferences, training, and planning meetings because funds were not available. While from time to time that may happen we believe such occasions are a rarity. On the other hand we must constantly be concerned about these issues because of the limited resources available to us.

We too, are faced with a fiscal crisis but much more than that we are faced with a human crisis. A crisis that is seeing our people become victims of violence, abuse and self-destruction. Metis make up a disproportionate percentage of the people who are clients of the social and justice systems. The programs available to them are currently administered by provincial government departments and non-government agencies. It is our strong belief that while these agencies are well meaning in their aspirations to assist, they cannot fully appreciate the issues and difficulties the Metis encounter and as such cannot be as effective. We in no way wish to discredit their efforts and work but do believe that such programs need to be administered by the Metis people if substantial and lasting changes are to be made.

We make these comments not as a criticism but rather to present our view of the situation. All we desire is to have sufficient funds to enable us to provide opportunities for our people to rid themselves of their pain and suffering and begin to experience life as an opportunity for change and success.

As we present our proposal to you we ask that you consider our request with the same understanding that our ancestors approached and welcomed the Europeans to this land we now call Canada. In a spirit of openness and trust we shared our land, our culture and our resources believing that we would live together in a spirit of cooperation and harmony.

As history shows this was not to be the result and consequently we are now in the arduous position of trying to regain all that we lost including our identity and our dignity. **As new opportunities now present themselves to rewrite history, so aptly stated by the Premier of the Province and the Prime Minister of Canada, we ask you to provide us with that opportunity and sufficient means to develop our own services to assist our people in becoming self sufficient and proud to be Metis.**

BACKGROUND

There is considerable documentation available with respect to aboriginal involvement in the federal and provincial justice and social services systems. To date, there has been little success in reducing the disproportionate number of Metis children who are made wards of the province and Metis youth and adults in conflict with the law. Given the demographic and socio-economic situation facing many of them, there is little reason to expect this trend will be reversed or even halted unless immediate steps are taken to begin addressing these issues in a way that provides increased opportunity for Metis control.

Overall, the Saskatchewan Metis population is comparatively young. An estimated 40% are currently under the age of 15 with only 8% over the age of fifty-five. Numerous studies have determined that aboriginal communities (including Metis) have the highest rate of suicide, substance abuse, and unemployment, the lowest level of academic achievement and the poorest housing conditions in Canada. Those who are employed tend to hold poorly-paid seasonal or part-time jobs. Available demographic, employment, income, education and other information indicates a large percentage of aboriginal are economically and socially disadvantaged.

Compounding these problems is the lack of educational and employment opportunities for aboriginal youth. **Our Metis Nation members maintain that, unless real and meaningful steps are taken to deal with existing conditions, a high percentage of our Metis youth will become involved with the child welfare and justice systems, including custody, residential and foster care.**

Many of our Metis Nation members live in poverty. The stress related to living within the constraints of poverty-level income with little hope for improvement often results in dysfunctional behaviour. In order to bring an end to the destructive cycle of abuse, neglect, addiction, violence, poverty and dependence, each individual, family and community within our Metis Nation must be afforded the opportunity to participate in the healing process.

Many of the circumstances and conditions which led to the current situation began many decades ago and continue today. Healing the wounds from the past will not occur instantly. It will take time; in the case of some individuals, families and communities, the time required will be considerable.

Within our Metis Nation, the family and the community are the centre of holistic development. **It is through the family and the community that healing will take place and harmony and balance will be achieved.**

As Metis, we believe that assisting individuals and communities to become stronger within the context of Metis tradition and values will eventually result in a greatly reduced need for social and justice services. In order to bring hope and optimism to the next generation of Metis in Saskatchewan, we have taken the first step toward finding solutions to these problems.

Intent

Our goal over the next several years will be to establish a comprehensive array of social and justice programs, under a holistic agency, to serve the Metis of Saskatchewan. Our long term goal will be to focus on prevention and early intervention services designed to keep parents, children and youth out of the social and justice systems. In the short term however we need to develop programs and services that will address the immediate needs of our people.

Current Status of Development

Since the inception of Metis Family and Justice Services several years ago we have accomplished a number of different services and programs. These have included:

1. Consultation: Extensive consultation was held throughout Metis communities to determine their position with respect to the development and delivery of social and justice services to Metis. The information obtained through that process has served as the basis and foundation for Metis Family and Justice planning.

2. Child Welfare Conference: In conjunction with Social Services the Metis held a conference on family, children and youth services. This was a successful conference in bringing to light the issues facing our people and in providing options and opportunities for the creation and development of our own services. Numerous recommendations were made at this conference of which very few have been implemented to date. We are hopeful that these recommendations can be revisited through a joint consultation process.

3. Justice Conference - Getting It Together: In conjunction with Federal and Provincial Justice Ministries the Metis and First Nations held a conference to identify and propose strategies for the evolution of Aboriginal Justice services. The impact of this conference remains to be determined as we await the final report and ongoing consultations. We are concerned that unless specific follow-up actions are established the results will be minimal and the potential for change will be shelved as has been the case with previous conferences and reports.

4. Justice 2000 Conference: Participated in identifying alternatives for the future. Once again the conclusions were of great interest and we await the future results of the recommendations and conclusions. In Saskatoon one meeting has been held with those who attended the conference from this community. Continued follow up meetings are being planned.

5. Saskatchewan Indian and Metis Justice Review: Participated as a member of the Review. While the conclusions and recommendations were not fully acceptable to us we agreed to its release. We once again await the results of the findings.

6. Courtworker consultations: Continue to participate in developing a strategy and model for the provision of much awaited and needed services. Consultations are currently underway involving Metis. This has been a most frustrating process as we attempt to arrive at a consensus as to administrative responsibility and control of the services. While the services are intended for Metis and First Nations people the government seems most intent on wanting to retain control. We suspect the reason is that officials are not satisfied as to the capability of Metis and Indians to deliver an effective and accountable service. Obviously their perception stems from the experiences with the previous program. We strongly disagree with that perception and believe a change in attitude needs to occur.

7. Tripartite Discussions: We continue to be involved in the social and justice tripartite discussions. While some advancement has been made considerable work needs to be completed.

8. Developmental Plan: Developed a plan which outlines the direction and action plan for the development of justice and social services for Metis.

9. Regional Consultation and Development: MFCJS has undertaken considerable consultations with Metis regional offices and communities. Currently activities are underway in the communities of Pinehouse, Archerwill, Fort Qu'Appelle, Regina and Saskatoon. In Saskatoon a local Authority (Board of Directors) has been established to oversee the development and delivery of services to that community.

10. Brighter Futures: We are involved as a member of the provincial planning and approval committee. We have put forward proposals for the development of prevention programs within the province.

11. Committees: We sit on a number of committees including the Chief's Advisory Committee in Saskatoon and the National Chief's of police advisory Committee.

12. Family Connections and Family Services: Established a Saskatoon Family unit to provide family and children's services in Saskatoon. This program has been very successful.

We also made available the Family Connections program throughout Saskatchewan with one staff person. We have also had many success stories involving Metis through this program.

In addition as a result of the Family Connections program we became involved in providing services to families from a broader perspective. Having published several stories in Aboriginal journals about the program resulted in requests from across Canada and the United States for assistance in searching for and reuniting families with each other and their communities. Several families that had been separated for many years were successfully reunited. However there is a sad side to these stories. One search that was undertaken ended with the aunt being reunited at a grave in Prince Albert with her deceased niece. We have now become aware of the magnitude of this issue and believe that considerable efforts must be devoted to assisting these families to be reunited.

13. Training Program: We are currently in the process of setting up an on the job training program in partnership with Canada manpower. The program will provide experience to Metis who are interested in pursuing a career in the Human Services field. In addition we have provided opportunities for Aboriginal completing their Justice or Social Work degrees to complete their practicums at MFCJS.

14. Child Care and Youth Consultations: We participated in the consultation process regarding Child care and the recent initiative for development of community based alternatives for youth in conflict with the law. The latter consultation is still in progress.

These items listed above represent just a small portion of the work being undertaken by MFCJS. We note that most of this has been accomplished primarily by two staff, the Executive Director and the secondment from Social services. From time to time to keep up with the workload we have had assistance from staff in the Saskatoon Metis Family program. However it is not feasible to continue this arrangement as carrying other duties detracts from their work with families.

Proposed Action Plan

During the remainder of this fiscal year and fiscal 1994/95 we will continue the activities already begun and undertake to complete the plans that have been identified in our earlier planning document. Specifically we intend to initiate or complete the following:

1. Central research, development and coordination: During the past year we have prepared documentation for the following:

- human resources manual
- revised MFCJS bylaws
- guidelines for the development of Regional Authorities
- model for a Family Services agency
- developed separate banking and accounting system
- various funding proposals
- planning and action plan document

Considerable work needs to be carried out in each of these areas toward finalization and implementation. In addition we will be undertaking to do further research and development in regard to:

- compiling justice and social services statistics
- training
- protocols
- administrative procedures and policies
- program policies and standards
- job descriptions
- evaluation models
- Board training and development
- courtworker program implementation
- Brighter Futures initiatives
- legislative development
- planning, training and developing local/regional Authorities
- others to be identified

2. Infrastructure development and implementation:

Central Office - The existing central core staff of MFCJS is limited as to what can be accomplished. Additional positions are required to undertake the immense workload. Funds for a position from Justice has been put on hold pending the completion of the Audit. In effect other than the Courtworker consultations very little has been achieved respecting justice development. Considerable efforts need to be directed toward this endeavour. With additional positions we will be able to begin to undertake the necessary planning and development. With current staffing this is not possible.

Regional/local - At this time we have had consultations with several regions and communities regarding the development of Authorities, administrative structures, and program development and planning. Three areas are active and include Saskatoon, Archerwill and Pinehouse. Saskatoon is the first area to have developed an Authority. Considerable work remains to be undertaken in order that appropriate structures can be developed throughout the province.

Appendix A contains a model for family and children's services throughout the province. An immediate area where implementation can begin is Saskatoon. In other areas the size of the Agency will vary depending on population size and services needed. The model will also require the addition of justice and corrections services to reflect our holistic approach. Those costs are not included.

3. Advisory Committee: We had intended during this past year to establish an Advisory committee to assist in developing our plans for social and justice services. Costs unfortunately prohibited the development of such a committee. While we nevertheless managed to accomplish a number of activities we do believe an Advisory group would have enhanced our planning and ensured that our ideas thoroughly reflected what the communities desire as a model. Our intent is to still develop such a committee to be made up of a representative from each of our regions comprised of elders, women and youth. Their input is essential to our success in creating a meaningful and effective social and justice system.

4. Human Resource Development and Training: Planning, developing and implementing a model for social and justice services will require considerable involvement from the Metis communities. It is not possible to simply wish that a major development such as we are proposing can be implemented without a process of training and educating. We will require the assistance of many Metis to achieve our vision and dream. In this regard we will need to develop appropriate training and development packages that will facilitate local people in carrying out our mandate and the means to provide the requirements.

1994 -1995 Budget Request

If we are to achieve what we have indicated core funding from the Provincial and Federal Governments is essential. We cannot continue to plan properly and operate on the basis of the current funding process whereby our energies must constantly be directed to meeting your criteria, demands and timelines. We require sufficient funding to enable us to plan and control our own direction and determine what are our requirements. To continue the existing process and retain control in the hands of government will not allow us to improve our situation. We encourage you to consider our request as an investment in Saskatchewan for as our people improve their lives all of the province becomes a winner. We are totally convinced that real change can only come about when we provide our services to our people.

Central Requirements:

Minister
Deputy Minister
Program Director
Policy and Research (3)
Family Finder
Accountant
Receptionist/clerk
Secretaries (2)

Other

Provincial Board Meetings (12 meetings per year)
Regional Authorities (12 meetings per year)
Board Training and development
Training and development for local communities
to undertake assessments, plan, develop, implement
services.

Fiscal Accountability

Due to the current audit being undertaken within of the Metis Nation of Saskatchewan, Metis Family and Community Justice Services is prepared to develop a comprehensive fiscal accountability plan. This will include the establishment of a interim financial committee consisting of members of the following; banking institutions, Provincial Government and MFCJS board members/staff. The objectives of the committee will be to review and recommend changes to our present financial practices, establish financial accountability guidelines and financial projections.

Summary

The opportunity now exists for us to change the course of our destiny. Whether we can take advantage will depend partly on our ability, skills and readiness to take responsibility for our lives and partly on your readiness to trust and believe in us and to provide us with the means to make our dreams come true. Our people wish to give up the role of victim and become the cause in our lives. Continuation of the existing control over development and delivery of services to Metis through government departments and agencies is no longer acceptable to us. We have observed again and again the ineffectiveness of that process and insist that it must be changed.

In the last while as we have worked toward making changes we have heard numerous criticisms and complaints about our inefficiencies and lack of accountability. True, we have made some mistakes and we will continue to do so as happens everyday in your agencies and departments. We have had two individuals to carry the workload and given what has been accomplished we believe we have performed well. But given our limitations we may well be perceived as inefficient and lacking in accountability. That is far from the truth and we can only speculate as to what might happen in your organizations if you were faced with a similar situation.

The proposal we have put forward might well be viewed as extreme given today's fiscal situation. However compare that to the plight of our people and it is but a drop in the bucket. Everyday lives are being lost to alcohol, drugs, violence, abuse and despair. We can no longer turn a blind eye to this desperate situation. We must act now but we can do so only if you are prepared to make drastic changes in your organizations and facilitate our needs. We can no longer be the source of employment for Non-Aboriginal people who mean well but cannot in our opinion appreciate the uniqueness of our culture and situation.

We believe the development and administration of social and justice services by Metis for Metis will benefit all of Saskatchewan. As our people heal themselves they will be in a position to make more significant contributions to the province as a whole and become less dependent on the social and justice systems. The opportunity is here. Please do not turn away our people. Your future and ours depends on your support and assistance.

Metis Family and Community Justice Services
March 1, 1994

BRIGHTER FUTURES
Community Action Plan for Children

Community Action Plan for Children (CAPC) is a program being sponsored by the Federal Government Ministry of Health to promote healthy child development. The program is designed to help local community groups address the needs of at risk children (0-6) years and their families. Long term financial assistance is provided to support programs or services which address the needs of these children. Once approved, the programs will be monitored and evaluated to determine ongoing funding.

CAPC is intended to empower families and communities as they develop knowledge and skills through designing and implementing programs and services. It is not intended to duplicate or replace other government programs, but rather to work with existing federal, provincial and community programs. MFCJS has recently hired a Community Development Worker to assist Metis Regions access funding and develop such proposals for children. A description of his responsibilities and duties is as follows:

Responsibilities: Organize and coordinate community meetings to provide information on available resources and to access them. Provide training on identifying needs and develop proposals.

Duties:

1. Identify and contact communities to explain Community Action Plan for Children Program and your role.
2. Determine with communities their goals and needs.
3. Develop a workplan for contacting communities.
4. To ensure that our Metis communities are actively involved in planning and implementing programs and services for their children.
5. Establish and maintain good relationships with available human/fiscal resources at all levels.
6. Prepare all required reports to Federal Ministry of Health regarding the funding/contract for CAPC.
7. To liaise with Program Director of CAPC as to the requirements for administering this program.
8. Set up community workshops for the purpose of facilitating family involvement in areas of Justice, needs assessment and writing proposals.

For more information contact Lance LaRose at 219 Robin Crescent, Saskatoon, Sask., S7L 6M8 or telephone at 242-6886.

Metis Family and Justice Services
219 Robin Crescent
Saskatoon, Saskatchewan
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Telephone 242-6886

M E M O R A N D U M

To: Area Directors
Local Presidents
MFCJS Board of Directors
President of Metis Women
President of Metis Youth
Chairperson of Metis Senate

From: Martin Aubichon, Chairman of the Board

Date: April 19, 1994

Subject: Development of Metis Family and Community Justice
Regional/Local Authorities.

At the March 24, 1994 meeting of the Metis Family and Community Justice Services (MFCJS) Board of Directors there was agreement that we immediately proceed with the development of Local/Regional Metis Family and Community Justice Authorities. These Authorities, to be comprised of individuals selected by Regional Councils (Area Director and Local Presidents), will be responsible for planning, developing and administering social and justice services for Metis in the province.

The development of MFCJS Authorities is essential to our assuming responsibility for our own services. We have frequently been hindered in our attempts to secure funding because of the lack of an identifiable delivery structure that is seen as accountable and credible. In this regard the Department of Social Services recently advised that they will no longer negotiate with separate Locals for funding to develop programs and are only prepared to enter into discussions and arrangements that are sanctioned by the MFCJS Board of Directors.

The task before us is to put in place a structure that will be accountable, credible and effective in terms of the services we wish to develop and administer. During this past year two Authorities were developed as pilot projects, one in Eastern Region II and the other in Saskatoon. The operation of these Authorities has provided us with the opportunity to gain valuable experience in how to set them up, training required and how they would function.

In the short time that they have been in operation they have demonstrated that this model can be effective in meeting the goals and objectives we have identified. It is our intent to develop one such Authority in each region for the purposes outlined above.

In order to develop these Authorities and implement our overall plan we require your assistance and involvement. Our initial plan is to have one representative from each region work with us in undertaking this task. Details of our request and the proposed process is described in detail in the attached memo from Alphonse Janvier. Detailed information regarding our overall proposed plan and concept of Authorities is also enclosed. Please review his memo, as well as the other documents, and provide your response to our request by May 13, 1994. If you require more information or have any questions please contact Alphonse at 242-6886 or write to him at the above address.

I cannot emphasize enough the importance of the task at hand. Healing our individuals, families and communities is a priority as we move toward self-government. Our ability to effectively manage our own affairs will be enhanced when we achieve a state of harmony and well-being. Metis Family and Community Justice is committed to that goal. Please give this issue your immediate and utmost priority.


Martin Aubichon
Chairman of the Board

cc Gerald Morin
Philip Chartier
Bernice Hammersmith
Alphonse Janvier

Metis Family and Justice Services
219 Robin Crescent
Saskatoon, Saskatchewan
S7L 6M8
Telephone 242-6886

M E M O R A N D U M

To: Area Directors
Local Presidents
MFCJS Board of Directors
President, Metis Women
President, Metis Youth
Chairperson, Metis Senate

From: Alphonse Janvier, Executive Director
Metis Family and Community Justice Services

Date: April 21, 1994

Subject: Development of Local/Regional Metis
Family and Community Justice Authorities

Metis Family and Community Justice Services (MFCJS) was incorporated in August 1992. Its function, consistent with our principles of self-government, is to oversee and coordinate the design, development and administration of all social and justice services for Metis in the province. Ownership and responsibility for our own services and programs is essential if the lives of Metis are going to change for the better.

Our goal over the next five years is to establish a comprehensive array of social and justice programs, under a holistic agency, to serve the Metis of Saskatchewan. Our primary focus will be on prevention and early intervention services designed to keep adults, children and youth out of the social and justice systems. However until we achieve that goal other programs and services will need to be developed to address the immediate needs of our people.

The programs available to our people are currently administered by provincial government departments and non-government agencies. We maintain that while these agencies are well meaning in their aspirations to assist, they cannot fully appreciate the issues and difficulties the Metis encounter and as such cannot be as effective. We in no way wish to discredit their efforts and work but do believe that such programs need to be administered by the Metis people if substantial and lasting changes are to be made.

As Metis, we believe assisting individuals and communities to become stronger within the context of Metis tradition and values will eventually result in a greatly reduced need for social and justice services. In order to bring hope and optimism to the next generation of Metis in Saskatchewan, we have taken the first step toward finding solutions to these problems. **The first step was the establishment of the Metis Family and Community Justice Affiliate. The next step is the development of an effective local/regional infrastructure to develop and deliver these services and programs. This is where we will require your full participation in the process.**

Action to Date

During the past year we have had discussions with a number of individuals regarding our proposed plan including government officials, Board members, elected Metis officials and members at large. A number of documents have been prepared on this issue including a Developmental Plan which was made available to Local presidents at Batoche Days last July. Overall there has been a general acceptance of the concept and a recognition of the need to begin taking action. We have also been involved in a number of other activities and projects during this past year. A more detailed description of these is contained in the enclosed documents.

We also recently entered into a contract with the Federal Ministry of Health regarding the development of prevention services for children. Community Action Plan For Children (CAPC) is a federal initiative designed to prevent children from abuse and neglect. The major focus of the initiative is on Aboriginal people. **MFCJS has hired Lance LaRose to assist Metis communities in undertaking to develop proposals for funding in connection with this program.** A detailed description of his job responsibilities is attached to this memo. Lance will also be involved in assisting your regions in the development and training of Authority members.

Action Required

We are requesting the twelve Metis Regional Councils (Area Director and Local Presidents) to **name one contact person and one alternative to represent your region in the planning and development of Local/Regional Metis Social and Community Justice Services Authorities.** Because of the importance of this program the individuals selected **must** have the following qualifications:

- adequate knowledge about or experience in social and justice services,
- highly motivated and an effective communicator

- commitment to self-government and the development of separate social and justice services for Metis,
- no current criminal charges or convictions or current involvement with child protection services,
- adequate knowledge of Metis history and culture,
- awareness of current issues facing Metis people,
- a member in good standing of their Local, and
- should not be an elected official within the Metis Nation. It is important that the Family and Justice Authorities be arms length from the political process. The operation of the Authority should not be affected by political issues, elections etc.

Please provide the name, address and telephone number of the persons selected along with a resume identifying their personal, educational and employment history by May 13, 1994. Final approval of the representatives will be made by the Provincial Office of MFCJS to ensure compliance with the criteria set out in this memo. Please submit the names of your representatives to me at the above-noted address or telephone me at 242-6886.

Proposed Plan of Action

During the next several weeks we will be making submissions to various government departments to solicit funding to enable us to provide training and development for these twelve individuals. It is our intention to ensure they receive adequate training and information on a range of topics to enable them to return to their regions and in conjunction with the Regional Council begin the process of developing Family and Community Justice Authorities. The attached discussion document on Authorities describes in detail their development, responsibilities and function. We will have staff available to assist them in undertaking this task.

We anticipate the training will initially require two weeks in Saskatoon. To accommodate this requirement we will be seeking funds from the Federal and Provincial governments to enable us to carry out this plan. Funding will also be requested for the regions to enable them to develop and train the Regional Authorities. In the event that funding is not available to undertake the development of these Authorities we will have to consider other strategies to accomplish this task.

In the forthcoming weeks we will be developing an agenda for the training of these individuals which will include:

- Authority development and responsibilities,
- Review of the MFCJS plan of development,
- Explanation and description of Social Services Programs,
- Explanation and description of Justice programs,
- Explanation of Brighter Futures and funding availability,
- Self-Government in regard to Social and Justice Services,
- Community development strategies,
- Community Needs Assessments

Coordination of the above will take place from our office. We will begin the training and development once we have received the names of your representatives and obtained sufficient funding to cover the costs.

To assist you in obtaining a more thorough understanding of the process we are embarking on, we are enclosing the following documents for your consideration.

1. **Development of Regional Authorities- Discussion Document**
2. **Proposed development plan**
3. **Draft bylaws**
4. **Submission to government for development of a Social and Justice program**
5. **Overview of the Community Action Plan for Children - responsibilities and duties.**

Please review this information and feel free to provide us with your comments and concerns. Hopefully this information will assist you in selecting the most qualified representative for your region. You might wish to consider advertising for these representatives by having them submit resumes and an indication of their interest in this task. The most qualified would then be selected from the resumes submitted. You might also wish to conduct interviews in the process of selecting the appropriate candidate. Whatever method you choose we cannot emphasize enough how important this role will be and how important it is that the most qualified candidate is selected.

We are at the crossroads of building our Nation. Our present and future success will depend greatly on our healing process and how we treat our families and children. Metis family and Community Justice provides us with the opportunity to make a difference in the lives of our people. Your commitment and assistance in making this work is absolutely necessary. Please share this information with all your members and invite them to participate in the process.

We are prepared to meet with you to explain and discuss this agenda with you in greater detail. Please contact me to set up a time and date.

Yours sincerely,



Alphonse Janvier
Executive Director

cc: Gerald Morin
Philip Chartier
Bernice Hammersmith
Alphonse Janvier

DISCUSSION DOCUMENT
DEVELOPMENT OF REGIONAL AUTHORITIES



METIS FAMILY AND COMMUNITY JUSTICE SERVICES

April 1, 1994

REGIONAL AUTHORITIES

Introduction

As we Metis move toward taking control of our destiny we must ensure that our children have every opportunity to be reared in safe and nurturing environments. The advancement and survival of Metis will be assured through children who grow up confident, educated, healthy and culturally rich. When all Metis families have the means and opportunity to rear their children in conditions favourable to enhancing and teaching Metis tradition and values and a holistic way of life, this goal will be achieved.

These circumstances are not yet with us as is evidenced by the number of Metis children and youth in care of the Department of Social Services and in custody under the Young Offenders Act. This appalling situation is further evidenced by the number of fathers, mothers, brothers and sisters of these children that are involved in the criminal justice system. Unless significant and drastic changes are effected in the manner by which Metis are dealt with respecting family and criminal justice matters this situation will exacerbate in the future.

Creating conditions that will prevent children, youth and adults from becoming recipients of either of these services is our foremost goal. Services that teach parenting skills, enhance spirituality and culture, develop life and employment skills, and advance educational opportunities will be emphasized. Becoming self sufficient, competent and knowledgeable are the means to moving away from a self destructive situation to one of opportunity and harmony.

Appreciating that major advancements will also occur as we become economically self sufficient through the development and management of our own resources and increased meaningful employment within mainstream society, we must nevertheless begin the process of finding solutions to the immense justice and social issues facing our people.

CURRENT STATUS OF SERVICE DELIVERY AND DEVELOPMENT

Few provincial services currently exist in the family and justice area that are totally Metis. For the most part services are developed and delivered by Provincial Government departments and Non-Government Organizations. These services do not reflect the tradition and values of the Metis culture. While these agencies indicate a desire and willingness to involve Metis in their programming and service delivery, we are of the opinion that they cannot achieve the results that we as a Nation seek.

At present Metis are involved in delivering and managing several projects and programs within the province. These include the services provided by the Native Coordinating Council in Prince Albert and the Family Services project in Saskatoon. In the past several months various Metis Regions and Locals have submitted proposals for new projects while others have indicated a significant interest in developing and delivering family and justice services.

The issue at hand for the Metis Nation is to determine how these services can be developed and delivered in a consistent and coordinated manner while still respecting the need for local control. At present Locals basically determine their own direction often without sufficient coordination with other Locals in their geographic areas. This process sometimes results in discontent, unnecessary competition and a lack of a coordinated and consistent approach. The result is that Metis families, particularly children, often suffer as a result of these internal political disputes.

The task before us is to develop an infrastructure that will facilitate the development and delivery of services from a local perspective reflecting community needs, goals and aspirations and is in concert with the Metis Nation's overall direction and vision. The intent of the Metis Society is to develop our own culturally relevant services, delivered by our own people. We believe that only Metis can provide services to Metis in an effective and meaningful way.

In order to develop this consistent and coordinated provincial approach the Metis Nation of Saskatchewan established the Metis Family and Community Justice Institute (MFCJS) to oversee the planing, development, coordination and administration of Family and Justice services to Metis.

CURRENT ORGANIZATIONAL STRUCTURE

Metis Family and Community Justice Services is overseen by a Board of Directors comprised of Area Directors from the regions, and representation from Metis Women, the Senate and youth. The Board is responsible for directing the planning and development of provincial policies respecting social and justice services. The Board meets several times a year and is currently in the process of reviewing the organization's bylaws and establishing an overall development and strategic plan.

The Board has established a provincial policy and administrative unit to undertake in consultation with regions and locals development of provincial administrative and program policies, procedures and standards. The unit is currently comprised of an Executive Director, a consultant seconded from The provincial Department of Social Services, a coordinator for the Community action Plan for Children and from time to time students completing their social work training.

The unit is also responsible for assisting regions in their planning and development of services and programs and facilitating them in their request for funding. The unit is also currently managing a Metis Family Services project for Saskatoon area.

Proposed Regional/Provincial Structure

In order to achieve our objectives we need to develop an organizational structure that will enable Metis communities to plan, design, implement and manage their own services and programs, consistent with central directions and policies. The process in place for developing and managing these services should be coordinated regionally yet recognize local differences within the region eg. rural vs urban, north vs south.

To this end we are proposing the development of **REGIONAL AUTHORITIES** to be responsible for coordinating and managing the development of justice and social and programs within the region. Regional Authorities would come under the Jurisdiction of the Regional Council (Area Director and Local Presidents) and also be accountable to the Provincial MFCJS Board respecting adherence to policies, standards and fiscal management.

Because of the size of some communities it might be feasible to consider the development of sub Authorities that would be responsible to the Regional Authority. Examples of such communities LaLoche, Pinehouse, Saskatoon and Regina. However no decisions have been made on this issue and as such this will require further discussion by the members.

Representatives to the Authority would initially be selected by the Regional Council based on pre-established criteria. Selection would be based on competence, knowledge, interest, commitment, and ability to actively participate and contribute to the goals of the Metis Nation and Metis Family and Community Justice. Regional Councils could advertise in their region through the media or through Local offices for individuals to submit resumes for consideration of appointment to the Authority. A selection committee would be established by the Regional Council to choose the most appropriate candidates based on pre-established criteria.

Persons selected as Chairpersons of Regional Authorities would automatically become the region's representative on the Provincial Board of Directors. The Provincial Board would be comprised of the twelve Regional Authority Chairpersons. All regions would therefore have equal representation. Metis women, youth and Senators would apply to sit on Regional Authorities in the same manner as any other person and as such would have the same opportunity to sit on the Provincial Board as any other person. However we are recommending that Regional Authorities have at least one representative from Metis women, youth and elders.

The following sections indicate in greater detail the proposed process and requirements for Regional Authorities and Provincial Board.

REGIONAL AUTHORITIES

- The Provincial Board of Directors will develop policies and guidelines for the establishment of Regional Metis Family and Community Justice Services Authorities to be responsible to oversee the planning, development and administration of Regional family and justice programs.
- **No person who holds an elected position within the Metis Nation may be appointed to the Provincial Board or Regional Authority.** We believe it is absolutely necessary to separate the administrative component of MFCJS from the Political process. This will ensure that changes in personnel due to elections or other means does not affect the continuity of the Authority. This portfolio must be able to have continuity of operation outside the political process.

This is not intended to discount the Political process of the Nation but simply ensure that the Political structure is separate from the administrative process. The elected officials through the Legislative Assembly, Cabinet and Regional Councils will provide the direction for the organization through policies, regulations and legislation. The administrative branch will ensure this direction is carried out.

- All representatives will be selected on the basis of their personal experience, knowledge, integrity, ability and commitment to the goals of the Metis Nation of Saskatchewan and Metis Family and Community Justice Services.
- Initial appointments to the Regional Authorities will be made by the Regional Council. Following the initial appointments the members of the Regional Authority will thereafter select all new appointments in accordance with established bylaws.
- The Authority should be comprised of up to eight members from the Region with experience and background in at least one of the following areas:
 - children, youth and family services
 - adult corrections and justice services
 - administrative and financial services
 - Metis history and culture
 - education and health
 - traditional healing
 - other criteria as indicated in this document. See qualifications for Chairpersons in following sections
- The AUTHORITY should have at least one representative from each of:
 - Metis Women
 - Metis Youth
 - Metis Elder or Senator
- Appointments and tenure on the Regional council will follow a rotational schedule developed and approved by the Regional Authority in consultation with the Regional Council. The idea is to ensure that sufficient changes occur so as to continuously have a mix of experienced and new members.

- Regional Authorities will be accountable to the Provincial Office of MFCJS respecting program and service delivery policies and standards.
- At the first meeting following their appointments as members of the Regional Authority, the members will elect a Chairperson, Vice-Chairperson, Secretary and Treasurer.
- As the Chairperson will automatically be the Regional representative on the Provincial Board of Directors, the members should ensure that the person selected is the most qualified representative from their region.

ELIGIBILITY for Selection as Chairperson

- Persons selected as Chairpersons of Regional Authorities will:
 - be a registered member of the Metis Society of Saskatchewan;
 - be a member in good standing of the Metis Nation;
 - possess some knowledge of Metis history and culture and an awareness of current issues facing Metis people;
 - possess some knowledge of social and/or justice issues through employment, education or personal experience; or
 - possess other specific knowledge or experience as may be determined by the Regional Authority from time to time;
 - be free from any current criminal sentences or pending criminal charges;
 - have no previous convictions or sentences for sexual abuse or other serious physical violence unless after a thorough review the Authority and Provincial board are satisfied that those issues have been satisfactorily resolved.
 - not currently be under investigation by Social Services or an equivalent agency for child protection matters. Or if having been investigated or received services must satisfy the Regional Council that the issue has been satisfactorily resolved.

PROPOSED PROVINCIAL BOARD

- The persons selected as Chairpersons will automatically sit on the Provincial Board representing his or her region.
- The members of the Provincial Board will be the Chairpersons of the twelve (12) Metis Family and Community Justice Regional Authorities.
- Existing Provincial Board appointments will terminate on October 1, 1994 and new members will then be appointed according to the amended structure and the following schedule which comes into effect October 1, 1994 or as soon as possible thereafter when all Regional Authorities have been established and their Chairperson has been identified:
 - These positions will expire on March 31, 1998:
 - Northern Region II
 - Western Region IIa
 - Eastern Region III
 - Eastern Region I
 - These positions will expire on March 31, 1997:
 - Northern Region IIa
 - Western Region III
 - Eastern Region II
 - Northern Region I
 - These positions will expire on March 31, 1996:
 - Western Region Ia
 - Eastern Region IIa
 - Western Region II
 - Western Region I
- The dates established for the above positions would need to be amended if the new Board is not in place by October 1, 1994.
- All future appointments will be for a three-year period from the date of appointment.

- Vacancies that arise during a term of appointment as a result of:

- death;
- resignation;
- suspension or termination

will be filled by a new Chairperson as determined by the Regional Authority where the vacancy occurred.

- When the Regional Authority can not immediately select a new Chairperson, the Regional Authority will appoint one of its Executive as interim chairperson. The interim Chairperson will have the same rights and responsibilities as any appointed member of the Board.

INCORPORATION

- MFCJS is currently incorporated within the meaning of the Corporations Act. In all likelihood all Regional Authorities will need to be similarly incorporated under the Provincial office in order to carry out their responsibilities. As we move to self-government we would anticipate that as we establish our own legislation incorporation will no longer be necessary.

CONFIDENTIALITY

- All client information held by the Members of the Provincial Board, Regional Authorities or its officials must not be discussed or released to any other person or Agency without the authorization of the recipient of service and the Chairperson of the Regional Authority or his designate.

CONFLICT of INTEREST

- All appointed and elected members of the Corporation must abstain from any activities that results in him or her being in a position of conflict.

- A position of conflict occurs when a member is involved in formulating, recommending or approving any policy or service that will directly benefit financially or otherwise, or any of the following persons:
 - any boardmember or staff of the Organization
 - an immediate family member or other relative
 - a personal friend or associate
 - a Director or Executive of the MNS
- In the event that a member or staff is believed to be in conflict with the approved guidelines the Board will require that individual to:
 - reveal his or her interest in or connection to the applicant,
 - refrain from participating in a substantive discussion of the application other than to provide, on request such information as requested by the Board,
 - absent him or herself from the decision making process.
- Where it has been determined that the member has deliberately violated the guidelines the Directors will after reviewing the matter and having been satisfied that a deliberate violation of the guidelines has occurred, cause the member to resign from his or her position.
- All Board members and staff will be bound by a Code of Ethics to be created and approved by the Provincial Board of Directors.

Development of Authorities

Once the members have been selected for the Authority the Regional Council will need to provide appropriate management training for the members. The provincial MFCJS will assist the Councils in developing a training package for this purpose. Training provided will ensure that the members are sufficiently aware of how Boards conduct business, management practices and familiarity with the policies and bylaws of the Corporation as well as the expectations the Council has of the members to perform their duties.

Functions of Regional Authorities

Assessment and Needs Analysis:

Regional Authorities will need to undertake an assessment of the requirements for their region. This assessment should include an analysis of the types of services Metis are receiving in their community from Social Services and Justice and the costs associated with these services. They should also determine whether the services are delivered by Government or non-government organizations. The assessment and needs analysis should include an identification of the following:

Number of Metis receiving social services:

- income security (welfare)
- wards of the Government
- child protection cases
- young offenders
- etc.

Number of Metis receiving justice services:

- charged with criminal offence
- incarcerated
- on probation
- etc.

Number of Metis Services or Service Providers

- foster homes
- parent aides
- other specific programs
- etc.

Number of Metis working in Justice or Social Services

- type of positions
- salaries

Number of Metis Receiving services from NGO's

- alcohol/drug abuse treatment
- emotional treatment
- family counselling
- individual counselling
- etc.

This assessment and analysis can be undertaken by obtaining funding for this purpose and contracting with GDI, DTI or other organizations or individuals. Sources of funding to undertake assessments will need to be explored. The outcome of the assessment and needs analysis will be to determine the number of Metis who will require services and the type of services that will be required.

Plan and Design

Once the analysis has been completed the Authority will need to develop a Plan of Action. This plan will set out the goals and objectives for the region regarding the development of services and programs. Development should proceed according to most urgent need. A strategy will then need to be developed that identifies how the region will proceed to begin development and delivery of services. Strategies will need to include:

- developing goals and objectives
- determination and prioritization of types of services to be delivered
- creating a budget
- negotiations and agreements with Provincial/Federal Departments regarding development and delivery of services

Development

Once the assessment and need analysis have been completed the regional Authority can develop proposals to the appropriate government department or other appropriate organization for funding for the specific service they wish to provide. **All funding requests for program development must be made in conjunction with the Provincial Office of MFCJS.** While there may be more than one priority, Regional Authorities would be well advised to proceed slowly to ensure that a good foundation is developed for future services.

Requirements

- identifying sources of funding
- development of proposals based on identified priority
Funding should always be requested to undertake program evaluations to ensure that the programs are meeting their stated objectives.

- development of an administrative structure to oversee delivery and control of the services
- locating necessary resources and hiring of staff

Delivery of Services

Once funding approval has been obtained and the necessary resources are in place the Regional Authority is ready to proceed with service delivery. Appropriate training and policies and procedures will need to be developed for the operation of the program. Some of the areas to be considered:

- training for the specific program being provided
- policies and procedures for staff regarding conduct, pay, hours of work, discipline etc. A draft document has been prepared and is available for regional use.
- confidentiality policies
- protocols with other agencies
- ongoing development of resources
- administrative requirements including maintenance of files, data collection etc.
- other as identified

Accountability

With services in place the Regional Authority will want to ensure that the services are delivered effectively and efficiently. There should be a constant awareness of whether the actual outcome is consistent with the established goals and objectives. Modifications or changes to the program should be made as required from time to time relative to outcome.

Overall the program will need to conform to the goals and expectations of MFCJS and established provincial policies and standards. These provincial policies and standards will in effect be developed and approved by the regions through their representative on the Board. The need to be accountable in all areas of administration and performance is essential to ensure continuous funding and to be satisfied that Metis are receiving excellent services.

Summary

This document represents an overview of the direction in which the organization wishes to proceed. It is a proposal that requires the continuous input from the Metis throughout the province. It's purpose is to generate discussion to enable us to move toward developing, managing and controlling our own services.

The twelve individuals selected by Regional Councils will be involved in reviewing this document and making whatever changes are deemed necessary as indicated by your input. This document also needs to be read in conjunction with the July 1/93 Development Plan and the draft bylaws.

Your input is essential in order that we can agree on the structure required and proceed as soon as possible in developing our own system. Whether you are in agreement or have any concerns please convey your opinions to us at MFCJS.

**METIS FAMILY AND
COMMUNITY JUSTICE
SERVICES PROVINCIAL/
REGIONAL STRUCTURE**

