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# Summary of the Métis Nation–Saskatchewan Dialogue Forum

*held November 21, 2025, at Prairieland Park, Saskatoon, Saskatchewan*

*Prepared by Peacock Ink Ltd. from summaries  
compiled by Diane Parsons and Carrie Peacock*

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# Summary of the Dialogue Forum

*Welcoming Remarks, Panel Discussions, and Breakout Discussion Sessions*

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## **OPENING PRAYERS**

Elder Debbie Reid offered an Opening Prayer.

John Lagimodiere, Facilitator, welcomed attendees to the Dialogue Forum at approximately 9:30 a.m. and confirmed that supports would be available throughout the day for participants who may require them during the discussions.

## **WELCOMING REMARKS**

Richard Quintal, Chief Executive Officer, welcomed participants and thanked them for attending the Forum as representatives of their communities. He emphasized that culture and land-based learning were interconnected and mutually reinforcing. For the Métis, land was foundational, as it served as a source of teaching through harvesting, storytelling, and the intergenerational transfer of knowledge, which supported the holistic well-being of present and future generations. He stressed that this work must remain grounded in the land and in Métis distinctiveness. Despite more than 200 years of oppression, Métis people were raising their children with pride in their identity. The focus must now shift from cultural survival to cultural strengthening, with culture and land-based learning being central to the future.

He noted that good governance extended beyond formal structures to include how decisions were made. Advancing self-determination requires governance that reflects Métis identity and is informed by community knowledge and land-based learning. Métis culture thrives in communities—around kitchen tables, at dances, and through locally developed programs—with Locals serving as bridges between the land, the people, and the government.

The Forum was designed as an opportunity to discuss priorities and identify solutions. Attendees were encouraged to share ideas grounded in community strengths. Their insights would help guide the MNLA and strengthen governance rooted in Métis culture and land-based learning.

## **PANEL DISCUSSIONS: Land-Based Learning and Education**

The Facilitator introduced the following panellists:

- Warren Boyer, Local 97 Chitek Lake
- Darcy Lepowick, Minister of Lands, Environment and Agriculture
- Dexter Mondor, Local 182 Moose Mountain
- Monroe Mondor, Local 182 Moose Mountain
- Lynn Regnier, Local 28 St. Louis
- Linda Sopp, Local 25 Estevan
- Keith Shewchuk, Local 39 La Loche

Panellists were invited to reflect on questions presented related to Métis land use, access, and environmental stewardship; the impacts of climate change and resource development; the role of cultural and land-based programs in maintaining connections to the land; governance and youth inclusion; legislative and funding tools; and indicators of progress over the next 1, 5, and 10 years.

Responses from the panellists are indicated below.

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**Darcy Lepowick, Minister of Lands, Environment and Agriculture**

Land-based learning effectively teaches students, especially those in Grades 5–8, by aligning experiential activities with curriculum outcomes. Incorporating Métis perspectives enhances cultural visibility, while hands-on learning, such as harvesting and traditional skills, was more engaging than classroom-based learning alone. Outdoor learning environments with accessible materials further supported student success.

Sharing Métis stories in schools builds pride and ensures accuracy in the teaching of Métis history and culture and affirms Métis distinctiveness. Programs such as *"Wellness Through Our Lands"*, supported by community grants, connected youth to the land and involved Elders in knowledge transmission, particularly benefiting students who struggled in traditional classroom settings.

Métis content should be embedded across all school curricula. Although environmental changes, including wildfire impacts, continue to affect harvesting, provincial commitments were often inconsistent. Strengthening cultural connections through improved land access, expansion of buffalo herds, youth engagement, and advocacy for formal recognition of Métis harvesting rights, was essential.

**Warren Boyer, Local 97 Chitek Lake**

Forestry and logging in the area disrupt trapping and hunting by displacing wildlife. Tourism, including snowmobile clubs, further reduced resources for local hunters and trappers. Unauthorized cabins, particularly around Chitek Lake, were often used for hunting; the provincial response has included burning them. Obtaining a cabin as a Métis person was challenging for both Métis and First Nations peoples. Wildfire impacts were minimal in the region in the past year.

Land-based learning initiatives such as the CEG program, supported hunting, fishing, trapping, and cultural practices. The Trappers Association's former trapping schools were a valuable model. The MN–S should consider financially supporting their expansion, province-wide due to strong youth interest.

Three years ago, a youth in the community harvested his first moose. This fall he successfully harvested two, demonstrating growth in his skills and independence. Although he initially only assisted with cleaning and processing, he was able to manage these tasks on his own this year. Other young people have joined, starting with learning moose calls and gradually developing traditional hunting skills. His progress from assisting to harvesting and processing affirms the effectiveness of mentorship and experiential learning.

**Linda Sopp, Local 25 Estevan**

Much of the land in the area is government-owned which, along with trespassing laws, makes hunting and gathering increasingly difficult. Some restricted lands, including SaskPower property, are inaccessible for traditional harvesting. Hunting has become more difficult, and some community members remain reluctant to openly identify as being Indigenous.

Schools were beginning to include Métis culture, although students' questions often reflected limited awareness of their community's history and developments. Looking ahead, increased pride, unity, resilience, and advocacy among youth and community members, would indicate key indicators of progress.

**Keith Shewchuk, Local 39 La Loche**

Regional collaboration was critical particularly where multiple industry proponents operated. While some companies engaged meaningfully, Duty to Consult processes were inconsistent and sometimes occurred only after permits were issued. Impact Benefit Agreements (IBAs) provided an effective and coordinated approach. The MN–S's support enabled the successful negotiation of the largest Métis IBA in Canada.

Locals were encouraged to work with other communities and the MN–S to coordinate responses to

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industry projects. Early engagement, inter-agency coordination, and regional gatherings—such as Dene culture celebrations in La Loche and Tom Baird Days—helped strengthen relationships and share costs. MN-S’s environmental monitoring program and independent monitoring specialists, helped protect the land and support leadership in safeguarding the well-being of communities.

Progress on land rights continued, including recent movement on a land claim initially filed in 1994 in the North West region. Looking ahead, priorities over the next decade should include establishing a land base, securing recognized rights through modern treaty processes, and improving comprehensive supports for Elders, including access to medications.

***Lynn Regnier, Local 28 St. Louis***

Land-based education is a key focus in St. Louis, with youth programs drawing on shared knowledge and successful practices from other Locals, including Pinehouse. MN-S heritage grant funding supported the purchase of canoes and kayaks, enabling students to learn on the river while engaging with Elders’ stories and traditional practices. Large-scale cultural activities, such as a bison harvest involving up to 350 students, also provided hands-on learning in berry picking, Michif games, and drum making. Grants—often administered through schools—supported these initiatives and enabled youth to share knowledge within and beyond the community.

Fewer people understand Métis culture, which makes it important to provide learning opportunities led by Knowledge Keepers in schools, meetings, and community events. Through partnerships, MN-S supports land-based learning, traditional hunting activities, and wellness programs that help youth stay connected to their culture, community, and the land. Focusing on youth engagement is key to protecting and passing on cultural knowledge.

In Local 28, MN-S works with the school board on language initiatives to support Michif revitalization. A Michif language app is being developed with Elders, using funding from a community enhancement grant. Land-based learning is also a priority through a partnership with Thomas Windrow to map historic Métis homesteads, helping youth learn about their history and cultural connections.

***Dexter Mondor and Monroe Mondor, Local 182 Moose Mountain***

Youth engagement has grown through school visits, which bring Métis culture directly into classrooms. Activities such as setting up teepees, sled dog demonstrations, storytelling, and sharing cultural items, including a buffalo skull, help students learn in hands-on ways. These experiences often lead to continued conversations in the community and increased awareness of cultural and environmental issues. Culture camps further support this learning, with youth responding well to peer and near-peer instructors who demonstrate how cultural skills can be learned and practiced at a young age.

Building strong relationships with Local leadership is important for successful cultural programming. Listening to Local presidents, sharing clear information, and taking action on their feedback helps ensure programs reflect community priorities and remain community-driven.

Looking ahead, continued MN-S support is needed to record and share Métis stories and programs over the next five to ten years. Expanding land-based education in schools, taught by trained instructors, will strengthen youth engagement. In addition to post-secondary education, education grants should support youth who choose other learning and career paths, so all youth have access to training and skills development.

***Closing Comments***

Panellists shared messages of hope for the future and emphasized the importance of involving youth and Elders. Youth were key to the future, as they often shared what they learned with others. Learning Michif

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was particularly important, as some children were becoming the first speakers in their families, and were being supported by tools such as the Michif language app.

They also recognized the importance of working together on shared issues and putting citizens first to achieve meaningful results. Moving forward requires respectful engagement with Elders, youth, and community members, while recognizing existing realities. Land-based learning was described as an important way for children to understand their identity, culture, and connection to the land.

### **Transition to Discussion Sessions**

At 10:45 a.m., the Forum transitioned from the plenary discussion to two separate group discussions focused on land-based programming and knowledge sharing.

### **DISCUSSION SESSIONS: Land-Based Programming and Knowledge Sharing<sup>1</sup>**

*Two separate concurrent discussion sessions were held:*

- *Session A: Facilitated by Brent Laroque, Director of Lands, Resources, Agriculture and Environment*
- *Session B: Facilitated by Garrick Schmidt, Program Manager, Wellness Through our Lands*

The sessions on “Land-Based Programming and Knowledge Sharing” focused on gathering input to identify priorities for MN–S work, provide guidance to staff, and understand barriers faced by Locals, with the intent to inform future initiatives.

During discussion, it was reported that Locals and Regions were delivering culturally-grounded, land-based, and youth-focused programming through collaboration with Elders, communities, schools, and MN-S, although they faced ongoing challenges related to funding, capacity, access to land, and timely communication.

Below are some of the comments offered by participants during these sessions:

- Youth engagement is strengthened when programs include hands-on, land-based learning and involve Elders in planning and delivery
- Collaboration across Locals and Regions helps maximize resources, reach more citizens, and support volunteer-led initiatives
- Access to funding, program infrastructure, and Knowledge Keepers remains a key challenge that affects program delivery and continuity.

### **Meal Break**

The Dialogue Forum recessed at 12:00 p.m. for a meal break. Attendees reconvened in the main plenary hall, at approximately 1:00 p.m. for the next presentation.

### **PRESENTATION: Our Laws, Our Voice - Métis Self-Government**

Brennan Merasty, Minister of Self-Government and Self-Determination, Hilary Peterson, Deputy Chief Legal/Senior General Counsel, Gerald Morin, Governance Specialist and John Christian, Cassels Brock & Blackwell LLP, reviewed presentations titled “Our Laws, Our Voice: Métis Self-Government” and “MN-S Governance Structure”<sup>2</sup>. During the presentations, comments were offered on:

- Historic milestones of the Métis Nation, including settlement, resistance movements, and the development and evolution of governance systems
- Legal foundations of Métis self-government, land and resource rights, including constitutional recognition and legislation

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<sup>1</sup> See the List of Attachments to locate the detailed notes of the Discussion Sessions

<sup>2</sup> See the List of Attachments to locate copies of the presentations provided during the Dialogue Forum

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- The structure of Métis governance, and the roles of legislative, executive, and administrative bodies
  - Roles of codes of conduct and conflict of interest policies to support accountability and governance
  - Implementation of a dual-branch system comprising political and public service components
  - Processes for local, regional, and national decision-making, including program delivery through Locals
  - The establishment and ongoing role of an independent judiciary
  - Strategies for treaty negotiations, asserting sovereignty, and advancing the collective interests of Métis communities.

During discussion, comments were offered on:

- The relationship between democratic principles and codes of conduct, in the absence of an independent judiciary
- The “Red River Métis Self-Government Recognition and Implementation Treaty” achieved by the Manitoba Metis Federation (MMF) in November 2024<sup>3</sup>
- Roles of governance structures within the Métis Nation, including the PMC, MNLA, and the Secretariat
- Adoption and implementation of the PMC Code of Conduct in 2025 and the importance of conflict of interest considerations in governance
- Establishing separate political and public service branches under the *Constitution of the Métis Nation – Saskatchewan* (the “*Constitution*”)
- The roles of Locals and Regions in legislative and decision-making processes
- Policies regarding citizen complaints and distinctions between individual citizens and regional councils.

### Transition to Discussion Sessions

At 2:45 p.m., the Forum transitioned from the plenary discussion to two separate group discussions focused on strengthening local governance.

### DISCUSSION SESSIONS: Strengthening Local Governance<sup>4</sup>

*Two separate concurrent discussion sessions were held:*

- *Session A: Facilitated by Jessica Big Eagle, Locals Unit Manager*
- *Session B: Facilitated by Billie Jo Natomagan, Director of Planning and Priorities*

The sessions on “Strengthening Local Governance” focused on gathering ideas to assist the MN-S in shaping policies, legislative actions, and planning future initiatives for Métis citizens.

During discussion, it was acknowledged that access to funding, resources, and information, as well as support for governance, volunteer capacity, and communication, were essential for strengthening Local operations and community engagement.

Below are some of the comments offered by participants during these sessions:

- Locals benefit from clear guidance, onboarding materials, and training to support governance and program management
- Access to funding, office space, and technology is critical for delivering programs and engaging members
- Effective communication and sharing of information, including citizen lists and regional updates, helps increase participation and collaboration.

### Health Break

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<sup>3</sup> The MMF’s 2024 “Red River Métis Self-Government Recognition and Implementation Treaty”.

[www.mmf.mb.ca/wcm-docs/freetext/mmf\\_treaty\\_digitalcompressed\\_20250127152926.pdf](http://www.mmf.mb.ca/wcm-docs/freetext/mmf_treaty_digitalcompressed_20250127152926.pdf)

<sup>4</sup> See the List of Attachments to locate the detailed notes of the Discussion Sessions

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The Dialogue Forum recessed at 3:45 p.m. for a health break. Attendees reconvened in the main plenary hall at approximately 4:00 p.m. for the next presentation.

### **PRESENTATION: Treaty Update**

#### ***Brennan Merasty, Minister of Self-Government and Self-Determination***

Brennan Merasty reflected on the legacy of Métis leaders such as Louis Riel, Harry Daniels, noting that efforts initiated in the 1980s laid the foundation for a modern treaty that reflects Métis identity and values. He emphasized the importance of preserving the Métis story, respecting cultural and language diversity, and advancing initiatives such as an elections appeal court. He noted that courage, unity, and determination were required, and that community engagement would guide the treaty process and lead to a Special Assembly in 2026.

#### ***Tom Isaac, Cassels Brock & Blackwell LLP***

Tom Isaac reviewed the development of the self-government negotiation table and Canada's recognition of MN-S's position under Section 35 of the *Constitution of Canada*, and commented on:

- The MN-S's key agreements with the Government of Canada (Canada):
  - o In February 2018, Canada signed a "Memorandum of Understanding (MOU) on Advancing Reconciliation"<sup>5</sup> to establish a Section 35 rights negotiation table
  - o In July 2018, the "Framework Agreement for Advancing Reconciliation"<sup>6</sup> was signed leading to a formal negotiation table
  - o In June 2019, the "Métis Government Recognition and Self-Government Agreement"<sup>7</sup> (MGRSA I) was signed recognizing the MN-S as the representative government of the Métis in Saskatchewan
  - o In 2021, efforts moved towards developing MGRSA II, to secure Canada's commitments made prior to the federal election period
  - o In July 2021, a commitment letter was received from the Minister of Crown-Indigenous Relations
  - o In February 2023, the "Métis Nation within Saskatchewan Self-Government Recognition and Implementation Agreement"<sup>8</sup> (MGRSA II) was finalized, which:
    - Recognized the MN-S as the democratic government of the Métis Nation in Saskatchewan, with authority over matters including citizenship and Child, Youth, and Family Services
    - Provided a framework for addressing Métis claims, affirming Canada's commitments to treat Métis governments fairly and equally
    - Committed Canada to work toward a constitutionally-protected MN-S self-government treaty; these discussions began in November 2024
- Clarifying what the treaty will achieve:
  - o The treaty will recognize MN-S's inherent right to self-government and its exclusive mandate to represent the Métis Nation within Saskatchewan
  - o It will be constitutionally-protected, and acknowledged in the *Constitution of Canada*, which every public government of Canada must adhere to
  - o Functioning as a core governance treaty, it focuses on governance; while other treaties may follow, this treaty sets the framework for future negotiations

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<sup>5</sup> February 2018, "Memorandum of Understanding on Advancing Reconciliation". [metisnationsk.com/wp-content/uploads/2019/03/MOU-Government-of-Canada-Advancing-Reconciliation-2018.02.pdf](https://metisnationsk.com/wp-content/uploads/2019/03/MOU-Government-of-Canada-Advancing-Reconciliation-2018.02.pdf)

<sup>6</sup> July 2018, Framework Agreement for Advancing Reconciliation". [metisnationsk.com/wp-content/uploads/2019/03/Framework-Agreement-for-Advancing-Reconciliation-2018.07.pdf](https://metisnationsk.com/wp-content/uploads/2019/03/Framework-Agreement-for-Advancing-Reconciliation-2018.07.pdf)

<sup>7</sup> June 2019, "Métis Government Recognition and Self-Government Agreement". [metisnationsk.com/wp-content/uploads/2021/12/Metis-Government-Recognition-and-Self-Government-Agreement-.pdf](https://metisnationsk.com/wp-content/uploads/2021/12/Metis-Government-Recognition-and-Self-Government-Agreement-.pdf)

<sup>8</sup> February 2023, "Métis Nation within Saskatchewan Self-Government Recognition and Implementation Agreement". [metisnationsk.com/wp-content/uploads/2023/02/MNS\\_FED-SGRIA\\_02-24-2023.pdf](https://metisnationsk.com/wp-content/uploads/2023/02/MNS_FED-SGRIA_02-24-2023.pdf)

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- As a “living treaty” it will support an evolving relationship between the MN-S and Canada.

In response to questions raised, it was noted that:

- While treaty negotiations can take up to 20 years, the MN-S has been at the negotiation table for two years, and is close to finalizing a historic governance treaty
- Recent MN-S elections created some delays, in addition to further delays by Canada’s post-election review of negotiation mandates; the last official update was in November 2024
- Negotiation meetings were held on December 4, 2024, and in January 2025 and March 2025, followed by the election period and mandating process
- The first negotiation session with Canada since the election is scheduled November 28, 2025; Canada has committed to moving quickly to conclude the treaty; an update will follow after the session.

During discussion, additional comments were offered on:

- Recognizing the treaty as a “living document” that establishes core self-government foundations, creates a constitutionally-protected framework, and allows for future expansion into areas such as health and education
- The core government treaty structure, with separate branches for claims and the administration of justice; detailed designs are still under development
- Ongoing negotiations related to funding, resource allocation, and the development of unique MN-S funding and governance model, including support for Locals, legal services, financial services, staffing and housing initiatives
- The Fiscal Finance Agreement; a fiscal framework may be co-developed with other Métis governments
- Structuring the Métis distinct treaty and *Constitution* with Elder input, with clarification on how land and constitutional protections may be reflected in the treaty
- Ratification of the treaty, ensuring alignment with the *Constitution* and legislation; the MN-S ratification process was still being finalized
- The inclusion of land in negotiations, while the current focus remains on self-government recognition
- Future negotiation areas and options for asserting rights, as discussions with Canada continue
- ⊕ Reflecting the MN-S’s understanding and Elder’s contributions in the treaty preamble
- Utilizing research and evidence, including through an agreement reached with the University of Saskatchewan to guide government planning and support
- Reconciliation efforts and supports to address impacts of residential schools and the Sixties Scoop.

## CONCLUSION

The Dialogue Forum concluded at 4:45 p.m. Elder Don Case offered a Closing Prayer.

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## LIST OF ATTACHMENTS

*The following items are referenced in this summary:*

- Notes of the Discussion Sessions [A](#) and [B](#) on: Land-Based Programming Knowledge Sharing
- Notes of the Discussion Sessions [A](#) and [B](#) on: Strengthening Local Governance
- Dialogue Forum presentations (accessible with the online MNLA Agenda Binder)

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# Notes of the Sessions on “Land-Based Programming Knowledge Sharing”

*Detailed notes of discussions in Breakout Session A and B, held November 21, 2025 (at 10:45 a.m.)*

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## **BREAKOUT SESSION A: Land-Based Programming Knowledge Sharing**

*Facilitated by Brent Laroque, Director of Lands, Resources, Agriculture and Environment*

*Notes compiled by Diane Parsons, Recording Secretary*

Brent Laroque welcomed participants to the session on “Land-Based Programming Knowledge Sharing”, and outlined the purpose of the discussion, which included the following areas:

- Identifying priorities for MN–S land-based initiatives, including land-based education, and gathering input to inform future planning
- Providing guidance for staff and clarity regarding the areas of focus identified by Local presidents
- Acknowledging gaps between the current state and desired outcomes, establishing a clear vision, and identifying steps required to achieve that vision
- Understanding barriers faced by Locals and identifying potential solutions to support effective land-based programming.

### ***Identifying Local’s Barriers and Successes***

Participants worked in separate table groups, and identified the following barriers, successes, and priorities related to cultural revitalization, Elder and Knowledge Keeper engagement, funding and partnerships, land-based learning, and Local program delivery and capacity. Their feedback below is organized by key themes.

- Cultural revitalization and community well-being:
  - Access, share, listen to, and build knowledge within communities
  - Increase education in schools on Métis history, strengthen youth involvement, and connect Elders with youth
  - Strengthen community engagement, willingness to learn, communication, and mutual care
  - Connect to the land through cultural healing lodges, gatherings, and access to a land base
  - Involve Elders through interviews and documentation using written and video formats to preserve language and values
  - Develop lists of Elders willing to travel and teach; expand access to Métis cultural education materials
  - Address capacity challenges related to funding, meeting space, and lack of physical space for Locals
  - Support cultural camps and regional gatherings, including Batoche events, jigging, and Métis-distinct programming
  - Recognize mental health and addictions as important areas of concern
- Engaging Elders and Knowledge Keepers:
  - Address transportation and distance barriers and support Elders’ travel and time commitments
  - Define “Elders and Knowledge Keepers” and develop and maintain inclusive and accessible lists
  - Improve capacity and accessibility through unbiased approaches and appropriate materials
  - Address late disbursement of grant funding as it limits seasonal and summer programming
  - Share information directly with Elders and build trust through Local knowledge and values
  - Deliver province-wide workshops for Elders and youth facilitated by MN-S and establish partnerships with school boards
  - Support gatherings focused on hunting, harvesting, outdoor cooking, and Michif language

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- Support Elders' health, address loneliness, and encourage sharing of stories and lived experiences
  - Funding and partnerships:
    - Provide assistance with funding applications, including access to grant writers, proposal-writing expertise, administrative support, and funding information
    - Identify and develop partnerships with community organizations, Saskatchewan Wildlife, municipalities, and other partners
    - Ensure open and consistent communication regarding available funding opportunities and clear application rules
    - Increase participation by the Locals Unit at Regional Council meetings
    - Preserve Elders' stories for future generations, including through school-based teachings
    - Encourage Locals to work together on larger regional events and diversify funding and resource streams
  - Land-based learning:
    - Recognize land-based learning as central to Métis identity, culture, and healing
    - Address challenges for urban Locals in accessing land for programming and identify shared or alternative spaces (e.g., Dumont Lodge)
    - Address transportation, distance, access, and cultural protocol requirements
    - Center Elders in land-based learning and knowledge transmission; listen to Elders
    - Support Locals working with schools and communities; document learning with MN-S assistance
    - Build on successes in youth engagement, leadership development, and experiential learning
    - Address funding challenges related to compensating Elders and instructors, hunter safety training, and timing of funding
    - Address barriers such as racism, discrimination, unwilling partners, and difficulty identifying instructors
    - Clarify protocols, liability insurance, permits, and regulatory requirements
    - Address limited access to land bases and physical space
    - Recognize healing and wellness through connection to the land as a key success
  - Program delivery and local capacity:
    - Address challenges in securing program coordinators, as Local Presidents serve as volunteers with full-time employment
    - Increase administrative support and access to MN-S staff and resources
    - Improve communication by expanding access to Local information and providing printed copies of information materials
    - Provide regular updates to Locals through email or on social media
    - Improve funding application templates, reporting forms, and hands-on support during application processes
    - Address technology gaps by providing access to computers, software, and equipment
    - Address capacity limitations related to lack of land, office or storage space, food security programming, and event hosting
    - Improve coordination, volunteer sustainability, and follow-through on commitments

### **Additional Comments**

Participants offered the following additional comments and considerations:

- Support land-based learning for healing, addictions recovery, and spiritual well-being; reconnect citizens to traditional Métis ways of knowing and living
- Support Elders in passing knowledge, language, and rites of passage to youth to sustain Métis identity and culture

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- Develop programs that connect youth to the land, which enable them to build their resilience and respond to contemporary challenges
  - Address limited access to land, office space, and storage as it affects programming such as food security initiatives, greenhouses, and bison projects
  - Manage delayed and seasonal funding timelines that restrict programming and limit citizen access
  - Provide increased support for volunteer Presidents and Elders, including access to computers, program management assistance, grant application and reporting support, travel assistance, health supports, and diversified funding opportunities
  - Advance cultural revitalization through knowledge sharing, preservation of language and values, community engagement, and appropriate use of technology
  - Strengthen engagement with schools through assemblies, demonstrations, videos, and curriculum-based teaching of Métis history and skills
  - Encourage partnerships and funding approaches by identifying collaborators, providing engagement training, coordinating grant applications, designing inclusive programs, and ensuring Local input reflects community needs
  - Address land-based programming requirements, including liability coverage, hunter safety training, regulatory compliance, and collaboration with schools
  - Ensure clear definitions, respect, and inclusivity in Elder and Knowledge Keeper engagements, guided by dialogue and Local values
  - Address transportation and access barriers and increase information sharing and collaboration to strengthen Local capacity and engagement.
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#### **BREAKOUT SESSION B: Land-Based Programming Knowledge Sharing**

*Facilitated by Garrick Schmidt, Program Manager, "Wellness Through Our Lands"*

*Notes compiled by Carrie Peacock, Recording Secretary*

Garrick Schmidt welcomed participants to the session on "Land-Based Programming Knowledge Sharing", and outlined the purpose of the discussion, which included the following areas:

- Identifying barriers faced by Locals in delivering land-based programming and exploring potential solutions, including available funding streams
- Highlighting opportunities for community-based programming, including lessons learned from previous "Wellness Through Our Lands" initiatives and the Community Mental Health Grant
- Discussing options for engaging Elders and Knowledge Keepers to support communities, program delivery, and capacity building

Participants were invited to view the materials displayed including fox, moose, and beaver hides and other cultural objects.

#### ***Identifying Local's Barriers and Successes***

Participants worked in separate table groups and identified the following barriers, successes, and priorities related to cultural revitalization, Elder and Knowledge Keeper engagement, community and youth engagement, funding and partnerships, land-based learning, and Local program delivery and capacity. Their feedback below is organized by key themes.

- Cultural revitalization:
  - Deliver Moose Camps, family campouts, and Locally-led children's camps
  - Support medicine walks, tea walks, and culturally-adapted land-based activities where access is limited

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- Offer bannock-making, regalia creation (including ribbon shirts and skirts), storytelling, language and cultural classes, jamborees, and “Wellness Through Our Lands” programs
  - Support harvesting activities such as blueberry and chokecherry picking and improve communication about available activities
  - Support ice fishing using gillnets and trapping activities
  - Preserve and activate historic trails and sites, including the Green Lake Fur Trade Freight Trail, Wagon Trails, and historic buildings
  - Expand partnerships with national parks and historic sites, including Fort Walsh
  - Address limited access to land and Knowledge Keepers in urban centres
  - Engaging with Elders and Knowledge Keepers:
    - Improve accessibility through barrier-free spaces, transportation support, and dedicated funding to encourage Elder participation
    - Address Elders’ needs through experienced facilitators, respectful engagement, and appropriate honoraria
    - Use multiple communication methods, including phone and print materials
    - Invite Elders to all activities, visit Elders in their homes, seek their guidance, and create space for knowledge sharing between Elders and youth
    - Create a data bank of Knowledge Keepers to preserve history, including documented Elder knowledge, and information on Métis family locations and ancestral burial sites
    - Ensure stories are recorded by those with lived experience using culturally appropriate methods such as tea-making and mapping
    - Recognize the impacts of logging and development on historical homes, trails, and waterways
    - Acknowledge Knowledge Keepers of all ages, based on lived experience and family teachings
    - Support Elders’ groups in sharing knowledge related to Section 35 rights
  - Engaging with community:
    - Use social media platforms such as Facebook to engage youth
    - Engage schools through in-school programming, language teachings, and Elder involvement
    - Use phone calls, newsletters, and technology support to engage older citizens
    - Increase engagement with Locals to encourage broader community participation
    - Create spaces for Elders to mentor, share knowledge, and participate in activities with food
    - Build partnerships through “Wellness Through Our Lands” and through collaboration with other Indigenous groups
    - Increase public engagement to strengthen Métis visibility and presence
    - Document activities using video and photography, including family, kinship, Section 35 teachings, music, dancing, food, and harvesting
    - Restore and recognize traditional trail and lake names
    - Address challenges related to mobility, citizen identification, and communication
    - Improve access to citizenship lists for Locals where appropriate
    - Use posters, Facebook posts, phone calls, and contact directories to improve communications
    - Strengthen engagement through websites, newsletters, pamphlets, displays at community events, interagency committees, and calendar invites and reminders
  - Engaging with youth:
    - Address challenges in engaging youth by offering hunter safety, trapping, chainsaw safety, and tree identification programs
    - Distribute materials in spaces where youth gather; build relationships through consistent engagement
    - Provide training for youth facilitators
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- Deliver Métis cultural programming through schools, including field trips such as visits to Batoche
  - Support hands-on learning by reconnecting youth to the land and reducing reliance on technology
  - Treat youth with respect and maturity; remove financial barriers by offering free programs for youth aged 18–29
  - Engage families in land-based activities to support intergenerational knowledge transfer
  - Support youth camps featuring arts, dancing, music, trail rides, and seasonal teachings
  - Host youth-led land-based programs and increase youth camps at Batoche
  - Create safe spaces for youth to connect with one another
  - Use door prizes and incentives to encourage participation
  - Begin youth engagement at early ages, including kindergarten
  - Funding and partnerships:
    - Address challenges related to urbanization, limited organizing capacity, proposal timelines, and awareness of funding opportunities
    - Develop and maintain directories of funding opportunities
    - Strengthen regional partnerships and networking opportunities
    - Support community responsibility beyond schools and expand Local capacity
    - Provide training in grant-writing and proposal development
    - Simplify MN–S funding processes and application requirements
    - Increase public education on MN–S governance structures to support partnerships
    - Identify and collaborate with community organizations
    - Encourage collaboration across Regions and Locals
  - Land-based learning:
    - Address challenges related to application timelines, transportation, winter travel, and urban access
    - Build on strengths such as partnerships, hide scraping, Red River Cart assembly, and year-round programming
    - Deliver programs on trapping, fishing, snaring, hunting, harvesting, berry picking, canning, and meat processing
    - Coordinate medicine walks, hide tanning, sweats, water teachings, and cultural arts programs
    - Design programming around seasonal cycles
    - Establish cultural learning centres and address gaps in Knowledge Keeper availability
  - Program delivery and local capacity:
    - Address challenges related to volunteer shortages, facilitator availability, land access, and road allowances
    - Improve communication and collaboration with other Locals and Regions
    - Increase access to funding and funding supports for program delivery
    - Simplify proposal and reporting processes and adjust application timelines to better align with programming seasons
    - Address over-centralization of application and support processes
    - Increase programming and capacity support for youth aged 13–30
    - Address storage limitations and associated costs
    - Develop and maintain lists of facilitators and Knowledge Keepers with regional expertise, testimonials, and reviews
    - Support continuity of Local membership when citizens relocate
    - Encourage Locals to build on existing programs delivered by other Locals or Regions
    - Consider land access and Section 35 impacts when developing infrastructure such as cabins
    - Collaborate with First Nation partners

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***Additional Comments***

Participants offered additional comments on:

- Teach youth hunting skills, animal processing, and land-based activities with Elders and youth engaged throughout the planning and implementation
- Encourage regional collaboration prior to MN-S grant opportunities to reach more citizens, share resources, and engage both urban and rural Locals
- Support annual events such as buffalo harvests with participation from neighbouring Regions, government partners, and First Nations; reciprocal engagement is important
- Deliver programs in partnership with schools and the public, including hide scraping, bannock-making, and blueberry soup activities, with financial support for Knowledge Keepers to attend
- Support volunteer-led programs that assist communities with limited capacity and strengthen community engagement through youth participation.

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# Notes of the Sessions on “Strengthening Local Governance”

*Detailed notes of discussions in Breakout Session A and B, held November 21, 2025 (2:45 p.m.)*

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## **BREAKOUT SESSION A: Strengthening Local Governance**

*Facilitated by Jessica Big Eagle, Locals Unit Manager*

*Notes compiled by Diane Parsons, Recording Secretary*

Jessica Big Eagle welcomed participants to the session on “Strengthening Local Governance”, and referenced the presentation titled “Locals Unit Dialogue Forum”. It was noted that the Locals Unit had engaged with Locals, collected compliance documentation, and developed governance tools and training.

Participants were invited to share successes, challenges, and supports required to strengthen Local governance, which prompted comments on:

- Engagement with 70 of 91 Locals with the establishment of the Locals Unit
- Delivery of eight governance training and workshop sessions in collaboration with Locals or Regions, offered both online and in person, with MN-S covering staff travel costs
- Resolution-writing and governance workshops delivered at a regional retreat; the Region covered Local Presidents’ costs and MN-S covered staff costs
- The importance of Locals defining their own priorities; a proposal to advance this work was anticipated in the spring 2026.

### **Local Governance Strengths, Challenges, and Support Opportunities**

The following responses were provided to the questions below:

1. What are two things your Locals does well?
  - Locals maintain a strong governance foundation, including a constitution, elections, bylaws, a President’s Handbook, and the ongoing development of Local policies and procedures
  - Locals demonstrate effective executive collaboration with organized meetings, efficient record keeping and banking practices, and programming that responds to members’ needs.
2. What are the two biggest governance challenges for your Local?
  - The Local President and Executive have limited capacity, including constraints related to time, physical space, bookkeeping, and overall operational workload
  - Challenges are ongoing in engaging with new citizens and maintaining effective communication
  - Efforts are needed to update bylaws, ensure long-term record keeping, address restricted funding, and increase participation at meetings.
3. What are three to five supports Locals could provide to address these challenges?
  - Provide dedicated e-mail and Microsoft Teams accounts, along with access to relevant software (i.e., Word, Excel) to support communication, file storage, and collaborative work
  - Grant-writing training and financial management supports would strengthen Local administrative capacity
  - Governance and operational training programs, such as the Saskatchewan-Lotteries course, would support record keeping, proposal writing, and compliance with requirements
  - Support for physical infrastructure, including office or storage space, would support Local operations and community engagement
  - Develop tools and strategies to enhance citizen engagement, including communication templates; improve Local’s access to updated registry information.

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### ***Consultation and Communication Approaches***

The following responses were provided to the questions below:

1. How can we best consult with your Locals for the needs assessment?
  - Attend Local meetings to listen, document feedback, report back, and support communication through advertising and information sharing.
  - Contact Local leadership and Regional Directors through multiple channels, including email, phone, text, and MN-S contact lists, and share relevant updates such as internal grant tracking information.
2. What are the best methods for communicating with your Locals and gathering information?
  - Gather information directly from each Local through dedicated needs-assessment meetings, or alternatively, hold regional meetings as a more efficient alternative.

### ***Challenges and Proposed Solutions***

The following responses were provided to the questions below:

1. What are the three to five key challenges identified?
  - Limited funding and resources, including challenges accessing grants, restricted funding, and insufficient operational funds
  - Limited capacity and infrastructure, including an absence of office space, technology, and physical resources to support operations
  - Challenges with member engagement and participation, including difficulty reaching citizens, encouraging attendance at meetings, and sharing information effectively
  - Gaps in access to governance knowledge and training, including resolution writing, governance training, and onboarding for new members
  - Lack of centralized or easily accessible information, including citizen lists, Local boundaries, and relevant forms and contact information.
2. What solutions can be implemented to address the challenges identified?
  - Allocate sufficient funding and resources to support grants, technology, office space, and overall operational needs.
  - Provide comprehensive onboarding and training for new members, elected officials, and Local presidents on governance practices, resolution processes, and operational procedures.
  - Develop centralized information systems or toolkits, including updated citizen lists, Local boundary information, standardized forms, and contact directories.
  - Establish clear communication channels, including a primary point of contact for each Local, shared platforms for updates, and regular meetings or events to engage members.
  - Facilitate community engagement activities, such as workshops, events, or practical sessions, to encourage participation and involvement across youth, women, and all Local members.

### ***Needs Assessment – Strengths, Challenges, and Required Supports***

Participants worked in separate table groups to consider capacity, funding, governance, communication, technology, and citizen engagement, and identified the following strengths, challenges, and areas where additional supports were required. Their feedback below is organized by key themes:

- Strengths:
  - o Established governance foundations:
    - A long-standing constitution, elections, and bylaws are in place
    - Work is underway on Local policies and procedures and a President's Handbook

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- Effective executive functioning:
    - Strong collaboration exists among the Executive and members
    - Meetings, record keeping, and banking practices are efficient, including use of regional policies and procedures
  - Member engagement in programming:
    - Members participate in planning and delivering programming that meets Local needs
    - Operations are organized and meetings foster a positive environment
  - Improved collaboration and partnerships:
    - Effective collaboration is occurring with Regions, other Locals, and external organizations
  - Challenges:
    - Capacity and workload constraints:
      - Capacity to build and sustain a base of operations is limited
      - Time and workload demands on the Local President and Executive are significant
      - Administrative, accounting, and bookkeeping support is insufficient
    - Governance and operational gaps:
      - Bylaws are outdated or inactive and require updates
      - Proper meeting practices and governance processes need to be re-established
      - Long-term record keeping and continuity between Executive terms is inconsistent
    - Funding and resource limitations:
      - Funding is restricted and described as “understandable but frustrating”
      - Accessing funds for operations, office space, and storage is challenging
    - Engagement and communications supports are insufficient:
      - Engaging new citizens and encouraging meeting participation remains difficult
      - Access to Registry lists is unclear, including privacy considerations
      - Communication and access to information are limited or inconsistent
      - Follow-through on offers of support may be perceived as lacking
  - Supports required / potential solutions:
    - Technology, administrative and infrastructure supports:
      - Dedicated email and Microsoft Teams accounts should be provided to each Local
      - Access to shared file storage, virtual meetings, and software such as Word and Excel is required
      - Office, storage, or physical space support is needed to enable Local operations
    - Training and capacity-building initiatives:
      - Grant-writing and bookkeeping training should be delivered
      - Governance and operational training opportunities, such as the Saskatchewan Lotteries course, should be offered.

### ***Local Priorities, Capacity Needs, and Potential Supports***

Continuing in their separate table groups, participants identified the following issues and observations related to Local capacity, resources, communication, and engagement. Their feedback below is organized by key themes:

- Meeting space and physical capacity:
  - The lack of access to meeting facilities is due to insufficient funding
  - No accommodations are available for out-of-town participants
  - Members cannot be invited due to the absence of physical meeting space
  - Access to shared or supported meeting space is needed
- Governance resources and tools:

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- A handbook or guidebook for Métis Locals would be helpful
  - Good financial transparency and record-keeping practices are critical
  - Technology and technical challenges:
    - Improved access to technology is required
    - Technical challenges continue to affect Locals
  - Governance practices and communications:
    - Holding regular meetings (e.g., monthly), is important
    - Keeping members informed on an ongoing basis is critical
  - Mentorship and capacity building:
    - Mentorship from strong or established Locals would be beneficial
  - Consultation and communication:
    - The Locals Unit should attend Local meetings to listen, learn, record feedback, and report back
    - The Locals Unit should initiate contact with Locals
    - Assistance with advertising Locals' meetings and sharing information is needed
    - Multiple communication methods, including email, phone calls, and text messages, are needed
    - Internal MN-S contact lists should be used
    - Communications should include Local Presidents, Vice-Presidents, Secretaries, Regional Directors, and Local executives
    - Share information on internal grants with Locals with Regional Directors
  - Information-gathering methods:
    - Holding dedicated needs-assessment meetings at each Local, recognizing geographical challenges
    - Convening regional meetings, such as governance retreats, may be an efficient alternative.

### ***Proposed Supports and Priorities***

Continuing in their separate table groups, participants considered key issues, observations, and priorities related to Local citizen information, funding, capacity, communications, governance, training supports, community engagement, and infrastructure needs. Their feedback below is organized by key themes:

- Local citizen information and access:
  - Accessible information is needed on Local citizens, including population data and individuals within Local areas
  - Local boundary maps are particularly important for rural Locals
  - Information on Locals, including relevant forms and contact details, should be available on websites and in multiple locations
- Funding, capacity, and resource access:
  - Locals need support with funding and grant applications
  - Capacity funding is necessary to support communication, LFDM-related activities, and technology
  - No funds available are available in some Local accounts; there is a lack of clarity around the definition of capacity
- Community communication and information sharing:
  - Clear and consistent communication within communities is important
  - Constant communication with Local Executives is essential
  - Establish one primary point of contact per Local to support information sharing and idea exchange
- Training, onboarding, and governance supports:
  - Onboarding and MNLA training should be provided for new members
  - Explain the MN-S government structure through organizational charts
  - Local-level support tools, including templates and practice-based training sessions, are needed
- Events, engagement, and inclusive participation:

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- Hosting more events and schedule more meetings
  - Ensuring inclusive participation of youth and women
  - Travel funding is needed to support LFDM participation
  - Open discussion and decision-making through votes or formal decisions is important
  - Key additional challenges:
    - Funding challenges are ongoing, including funding restrictions, limited access to grant templates, short compliance timelines, and unclear communication related to funding opportunities
    - Despite strong internal governance practices, there are ongoing challenges in engaging members in planning and supporting meeting attendance
    - Locals are challenged in identifying citizens; many citizens are unaware of Local opportunities, and have raised questions regarding Registry access and privacy considerations
    - Additional training is needed on resolution-writing and governance
    - The lack of building or physical office space remains a significant challenge.
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### **BREAKOUT SESSION B: Strengthening Local Governance**

*Facilitated by Billie Jo Natomagan, Director of Planning and Priorities*

*Notes compiled by Carrie Peacock, Recording Secretary*

Billie Jo Natomagan referenced the presentation titled “Introduction to the Locals Unit,” noting that the Locals Unit had engaged with Locals, collected compliance documents, developed governance tools and training. Participants were encouraged to share successes, challenges, and supports required to strengthen Local governance.

It was noted that the Locals Unit would be engaging directly with communities in 2026 and requested that participants provide input by email on how they would like the Locals Unit to operate within their communities.

### ***Local Governance Strengths, Challenges, and Support Opportunities***

The following responses were provided to the questions below:

1. What are two things your Locals do well?
  - Locals excels at fostering participation through events, partnerships, newsletters, and interagency initiatives, successfully bringing members together
  - Locals provide culturally-relevant programming, including grant-supported activities, educational initiatives, and social services, while promoting Métis culture to members and the broader community.
2. What are the two biggest governance challenges for your Local?
  - Limited staffing and volunteer capacity, combined with challenges engaging adults and low youth awareness of governance processes, can impede operational effectiveness
  - Challenges in coordinating citizenship services, meeting capital governance requirements, and the absence of dedicated physical space hinder effective governance.
3. What are three to five supports Locals could provide to address these challenges?
  - Allocate sufficient funding and resources to build organizational capacity, including support for office rent, technology subscriptions, and operational needs
  - Provide comprehensive onboarding materials and training for new members, elected officials, and Local presidents to ensure familiarity with governance procedures and responsibilities
  - Develop toolkits and guidance for Local leaders covering governance, proposal writing, and

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- compliance with constitutional requirements
  - Ensure timely and prompt disbursement of funds to Locals to support program delivery and community engagement
  - Consider travel and logistical supports when allocating resources to enable participation across geographically dispersed regions.

### ***Challenges and Proposed Solutions***

The following responses were provided to the questions below:

1. What are the three to five key challenges identified?
  - Constraints related to office space, utilities, personnel, and funding, which limit the ability of Locals to effectively deliver programs and initiatives, including maintaining storage for historical governance information and hosting meetings or events
  - Limited connection with citizens, low adult participation, and gaps in understanding governance, programs, and services; there is a loss of cultural identity and gaps in sharing stories and local history
  - Inconsistent communication channels, lack of standardized tools and templates, and gaps in IT support and digital resources, including limited access to citizenship lists, outdated contact information, and unclear organizational structures
  - Delays in the disbursement of funds, insufficient guidance for grant applications and proposal development, and limited support for local research, business planning, and strategic planning
  - Challenges in supporting rural Locals, including transportation, event coordination across dispersed regions, and the absence of a land base for programming.
2. What solutions can be implemented to address the challenges identified?
  - Provide funding, resources, and partnerships to support office space, personnel, program development, and the creation of a Local guidebook and library of Knowledge Keepers
  - Offer welcome packages, information sessions, and clear guidance materials to improve understanding of governance, programs, and services, including tools for succession planning and preserving stories and local history
  - Implement multi-channel communication strategies, standardized templates, and IT support, including digitization of historical documents, updated contact lists, and improved access to citizenship information.
  - Ensure timely disbursement of funds and provide clear application guidance, budget templates, grant workshops, and support for strategic and business plan development
  - Support transportation and event coordination for rural Locals; decentralize programs and services; and provide regional contact information and mapping of Locals' traditional land use to improve planning and accessibility.

### ***Needs Assessment – Strengths, Challenges, and Required Supports***

Participants worked in separate table groups to consider capacity, funding, governance, communication, technology, and citizen engagement and identified the following strengths, challenges, and areas where additional supports were required. Their feedback below is organized by key themes:

- Strengths:
  - o Community engagement and participation:
    - Locals are effective at bringing people together through events, partnerships, newsletters, and interagency initiatives
    - Members demonstrate positivity, initiative, and persistence in engaging community members
  - o Program and service delivery:

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- Locals successfully deliver programs and services that meet community needs
  - Grant-funded programming, partnerships, partnerships, and MN-S services delivered through Locals are implemented effectively
  - Cultural leadership and identity:
    - Locals support language initiatives, land monitoring, and cultural and community events
    - Efforts to honour historical people and events, preserve stories, and share Métis culture with Métis citizens and the broader public, are evident
  - Governance and operations:
    - Strong executive collaboration and effective teamwork are in place
    - Meetings, record keeping, and banking practices are generally effective
    - Annual General Meeting and election rules are recognized as important practices
  - Challenges:
    - Capacity and workload constraints:
      - Limited staffing, volunteer recruitment and availability, and time capacity impact Local operations; working alone to complete grant applications creates further delays
      - Local Presidents and Executives experience significant workload pressures
    - Funding and infrastructure limitations:
      - Restricted funding limits access to office space, storage, utilities, and technology, and requires software subscriptions
      - Delays in the disbursement of funds affect program delivery and planning
    - Engagement and communication gaps:
      - Challenges exist in engaging adults aged 20–65 and increasing youth awareness of governance and Local opportunities
      - Inconsistent communication and limited access to information affect participation
      - There are difficulties in identifying and connecting with citizens, including uncertainties around connecting with the Registry
    - Governance and administrative challenges:
      - Outdated or inactive bylaws require updating
      - Gaps exist in onboarding, training, and long-term record keeping between Executive terms
      - Coordination of citizenship services and capital governance requirements remains challenging
    - Geographic and rural considerations:
      - Large geographic areas create challenges related to transportation and event coordination
      - Rural Locals face additional barriers due to the absence of a land base, building or physical space
  - Supports Required / Potential Solutions:
    - Funding and resource supports:
      - Increased and timely funding is needed to support staffing, office space, utilities, technology, and operations
      - Consider travel and geographic realities when allocating resources
    - Governance and capacity-building supports:
      - Comprehensive onboarding materials and training is needed for new members, executives, and Presidents
      - Governance, resolution writing, proposal-writing, and practical “learning-by-doing” training opportunities are needed
      - Local leaders need tools and guidance, including templates, best practices and plain-language materials
    - Technology and administrative supports:
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- Provision of dedicated email and Microsoft Teams accounts for each Local
  - Access to shared file storage, virtual meeting platforms, and software such as Word, Excel and Adobe tools
  - Locals need access to IT support and digitized historical and governance records
  - Communication and engagement supports:
    - Multi-channel communication strategies and standardized communication tools are required
    - Welcome packages, citizen lists (where appropriate) and information sessions to support citizen awareness of Regions and Locals would be helpful
    - Support is needed for preserving and sharing stories, local history, and cultural knowledge.

### ***Local Priorities, Capacity Needs, and Potential Supports***

Continuing in their separate table groups, participants identified the following issues and observations related to Local capacity, communication, funding, education, governance, citizen engagement, and infrastructure. Their feedback below is organized by key themes:

- Geographic considerations and rural accessibility:
  - Provide transportation support to address the needs of rural Locals
  - Support the organization and delivery of events across geographically dispersed areas
- Education and governance resources:
  - Provide sessions on self-government, board training, financial reporting, and grant-writing
  - Develop booklets and guidebooks for Local Presidents and Executives
  - Provide scholarship funding through Locals or Regions
  - Create plain-language and paper copies of the *Constitution*
  - Develop and distribute standardized templates and governance resources
- Capacity related to space, utilities, and personnel:
  - Provide dedicated Local capacity funding to support operations
  - Establish partnerships with First Nations, Friendship Centres, and community organizations
  - Support Locals in developing economic initiatives
  - Explore regional funding models to strengthen Local capacity
- Communication practices and relationship building:
  - Implement a multi-medium communication approach (e.g., social media, email, phone, and newsletters)
  - Establish clear communication guidelines, monitoring processes, and timelines
  - Provide paper materials, binders, and visual tools such as posters and letters
  - Ensure interpreter support to promote inclusive participation
  - Support governance participation, training opportunities, and question and answer sessions
  - Encourage one-on-one conversations and improve response times
  - Provide Local boundary maps and up-to-date Local contact information
- Citizen engagement and identification:
  - Develop welcome packages for new citizens
  - Expand services delivered through Locals
  - Strengthen connections with the Registry to support citizen engagement
  - Advocate for all Métis citizens to belong to and participate in a Local
- Scheduling, administration, and coordination:
  - Improve office administration and scheduling support
  - Use local radio and regional news outlets for communication
  - Deliver presentations by and for the Locals Unit
  - Establish clear contact pathways to the Locals Unit for support

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- Provide policy writing support to Locals
  - Employment procedures and equity considerations:
    - Establish clear job notification processes
    - Provide training and support for proposal writing and accessing funding opportunities
    - Assist Locals with employee selection processes
  - Information management and preparedness:
    - Use newsletters as a primary communication strategy
    - Schedule dedicated preparation time for planning and reporting
    - Support the organization of fundraising activities
    - Ensure consistent reporting practices, including minutes and record keeping
  - Technology and IT support:
    - Develop standardized MN-S forms with consistent questions
    - Digitize and provide access to historical documents
    - Provide access to IT support, including a help desk or hotline
  - Grant application supports:
    - Provide liability insurance for all Locals
    - Create a shared directory of grant proposals, for reference
    - Develop a directory of subject-matter experts
    - Deliver grant workshops tailored specifically to Locals
  - Funding and office capacity:
    - Ensure the prompt disbursement of funds to Locals
    - Improve communication regarding funding processes
    - Provide clear instructions for applying for capacity funding and budget templates
    - Ensure consistency across funding streams
  - Core governance and organizational issues:
    - Provide privacy training and information management guidance
    - Support strategic planning and business plan development
    - Strengthen leadership accountability
    - Support fundraising initiatives led by Locals
  - Actions to address core issues:
    - Map Locals' traditional land usage
    - Store and preserve historical governance information
    - Support Local-specific research and research capacity
    - Share citizenship lists with Locals, where appropriate
    - Clarify that citizenship service delivery is not a Local function
    - Implement succession planning and leadership continuity measures
    - Provide research and development supports
    - Develop a Local guidebook
    - Provide access to capacity funding
    - Decentralize programs and services where appropriate
    - Align Local governance with Article 10 requirements
    - Provide access to space for meetings and events
    - Create a library of Knowledge Keepers
    - Deliver resolution-writing workshops
    - Acknowledge and address the absence of a land base
    - Preserve and collect stories
    - Improve information sharing with Locals

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- Provide access to MN-S contact lists and organizational structures
  - Address concerns related to loss of cultural identity, including language
  - Ensure public access to MN-S Local contact information.