



# Strategic Plan 2021-2024

Prepared for  
BC Métis Federation

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## Acknowledgements

Sincere thanks to all 116 BC Métis Federation members who completed the survey. This plan would be meaningless without your input, and we hope you see yourselves reflected in this document.

Thanks also the BCMF leadership, board, staff, and volunteers who played distinct and important roles in sharing information, providing ideas and feedback, reaching out to membership, and helping to refine the Strategic Plan.

And finally, thank you to everyone who has been steadfastly working all this time – out front and behind the scenes – towards the vision and mission outlined here. It is the foundation you have built and your deep commitment that will lead to success in realizing this plan over the next three years.

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## Introduction and Methodology

The BC Métis Federation (BCMF) is a non-profit association established to support Métis people and communities with longstanding British Columbian roots in asserting their constitutional rights. The current document presents the BCMF 2021-2024 Strategic Plan, beginning with the process by which it was developed.

In the Fall of 2020, approximately 25 documents/sources were thoroughly reviewed (See complete list in **Appendix A**). Contents were organized into the following categories, as these were identified by BCMF leadership as central priorities for this strategic plan:

- Métis child and family (Bill C-92)
- Resource development policies
- Communications strategy
- Clarify the role of local Métis communities
- Support for Métis cultural center
- Michif language vision
- Steps for members to access all available Indigenous programs for Métis (housing, employment and training, health care, etc.
- Membership processing

A two- to four-page ‘snapshot’ of the current landscape within *each* of the above categories was written. Then these snapshots were analysed by identifying strengths, weaknesses, opportunities, and challenges (SWOC) in each area.

Based on this preliminary review, a community engagement plan and materials were developed including:

- Member survey (open from September 22 to October 7, 2020): 116 surveys completed. Results can be found in **Appendix B**. (Please note, Appendix B indicates 117 participants, but one was a test).
- A meeting with BCMF board, staff, and contractors (October 18, 2020): 17 participants.
- One-on-one conversations with/input from key informants (from September 22 to October 12, 2020): 6 participants.

By pulling together the findings from the document review, SWOC analysis, and community engagement, a draft of the current strategic plan was developed. All specific outputs in the plan came *directly* from the above listed sources. The draft was shared with BCMF board members and staff for feedback at the October 18, 2020 board meeting in Vancouver. The strategic plan was finalized based on their input. It is important to recognize this as a living document, which will necessarily evolve with ever-changing circumstances.

## SWOC analysis

### Strengths

At present, the BC Métis Federation (BCMF) has approximately 3,500 members and a board of directors that operates as a single entity. BCMF advocates for the inherent rights of its members. Additionally, membership provides a sense of community and belonging among Métis people living throughout the province, and access to some information, resources, cultural opportunities, and services. BCMF endeavours to assist Métis communities and Métis organizations in British Columbia who have signed a Statement of Cooperation with BCMF to gain fair benefits from and access for their members to Aboriginal programs in the Province of British Columbia and, where applicable, in Canada. The Elders Council is important to BCMF and through it the Elders' legacy is passed on to each generation that follows. Member engagement is a strength of this organization.

The BCMF's Department of Child Protection is tasked with the protection of children, and support of families who are members of the BC Métis Federation. Preservation of Métis culture the immersion of successive generations in that culture is the mandate under which the department operates. The new federal Bill C-92 recognizes the inherent jurisdiction of Indigenous peoples in child and family services, and clears a path that can assist communities in the exercise of that inherent jurisdiction. BCMF has provided supervised visitation, hospital visitation, participated in Family Case Conferences as advocates for BC Métis Federation families, appeared in court, accompanied families in court, wrote many letters to the BC Minister and the Director of The CFCSA, and provided 'on the ground' resources to our families in crisis to empower them and enable them to have their children returned.

The Michif Language strategic plan provides a long-term strategy for building up a next generation of language speakers and teachers. To support Michif revitalization, a multi-pronged, three-phase initiative has been proposed. Additionally, BC Métis Federation and the Michif Historical & Cultural Preservation Society have agreed to work together to prepare for the planning and implementation of a new Métis cultural center in Vancouver, British Columbia. This project will be named 'Project Coming Home' (MOU exists already). This three-phased plan is to partner and share Métis cultural assets and to have a facility located in a prime publicly

### SURVEY RESPONDENTS SAY AREAS OF STRENGTH ARE:

"The executive listens to membership and remains true to Métis values, culture and traditions."

"Updates on issues of Employment, Arts & Culture and issues which effect Métis across our country, Veterans issues, article in the news. Thank you!"

"My example is the recent court proceedings we went through to protect our grandchildren. BCMF was there beside us the whole way. MCFD lawyers were even trying to discredit the BCMF and they hung in there like a pitbull!"

"Being present and listening to issues at hand. Collaborating and problem solving."

"Going to various parts of the province and meeting people face to face."

"Supporting community events and cultural activities."

"Being transparent with funds is number one."

accessible location for all British Columbian's, Canadians and from all over the World to come and learn about the Métis people and our culture in BC.

BCMF has some formal agreements in place with industry, governments, and other partners. BCMF has a Duty to Consult policy which states that the Crown has a constitutional obligation to consult the Métis people of British Columbia. The federal government recognizes its obligation to consult with Aboriginal groups when their rights may be infringed by a project. Canada also recognizes that the Métis must be consulted along with First Nations and Inuit. BCMF has been continuing ongoing relationships with Major Proponents, TransCanada and Trans Mountain, their Prime Contractors and industry partner Site C, on the two major projects, LNG in Northern BC and the Twinning of the oil pipeline from the mountains through to the Lower Mainland. BCMF continually looks for new opportunities, including Métis businesses to collaborate. BC Métis Federation continues to be a strong partner as a Mutual Benefit Agreement (MBA) holder with Trans Mountain Corporation (TMC) since signing on 2014. BC Métis Federation has engaged and held numerous community sessions to support the project on a regular basis and continues to do so today. The BC Métis Federation has been granted funding for seven months to support project work until March 31st, 2021. Project Reconciliation (Trans Mountain Pipeline) is prepared to treat the Métis equitably. And finally, BCMF now has an MOU with Legal Aid BC to provide legal support for low income members.

### Weaknesses

The BCMF currently does not have an organizational communications strategy. In addition to communicating with existing members, BCMF needs a communications strategy that will enable it to reach the public (potential new members) as well. Advocacy is one of the ways BCMF can realize its mandate. Thus, clarity, transparency, and accountability when it comes to communications with partnering bodies are also vitally important. Social media numbers (Twitter and Facebook) are not consistently rising, though there has been an increase in new users. There are currently some significant discrepancies between what is stated on the website and what is stated in the Bylaws.

A series of six community meetings and a survey completed by 124 BCMF members indicates that many people are still struggling to access services. The survey explored the same nine subject areas as appear in the Relationship Accord, with the addition of one more: Métis

### SURVEY RESPONDENTS SAY AREAS OF WEAKNESS ARE:

“Continuation of online information. Access to various programs utilizing the website.”

“If I knew what you already offer, I might be able to come up with a way to improve that...”

“Housing and spiritual teachings.”

“More cultural learning activities. How about online fiddle lessons?”

“Be able to view board meetings virtually like we are able to view school board meetings, city council meetings.”

“More involvement, retreats, employment opportunities. More hands-on programs and events.”

“More support from the local chapters in the way of meetings. Consider paying presidents of local chapters. More dialogue in regards to government paid benefits for Métis people.”

“Better and easier access to programs and services for members.”

Governance. Out of the 41 questions asked, 19 of the average responses came out as neutral or unsure, when it came to knowing about and accessing information or services. The BCMF website does not have an accessible directory of programs and resources available to Métis people in BC.

Because the current parental generation has lost Michif, this means that a new generation of language speakers needs to be supported, in order for intergenerational transmission to be able to take effect in the future. Many Métis people have no way of learning language, culture, stories, and history because they don't have direct contact with Elders. This requires teaching children now, and supporting their parents in this process.

While First Nations have legislation that recognizes them as either incorporated entities through the Indian Act or as self-governing Nations, BCMF is not recognized as such so it is forced to operate as a non-profit society. This means it does not have access to stable funding, so it often ends up doing project delivery simply because this is the most readily available funding. However, this can shift BCMF away from its mandate. There remains no funding commitment attached to Bill C-92. This Bill does not grant automatic legislative authority to the BCMF to make whatever laws it so chooses, and BCMF's Child Protection Declaration Act (amended June 2019) in its current form conflicts in some ways with both Bill C-92 and the *Child, Family and Community Service Act*, RSBC 1996, c. 46, according to BCMF's legal council.

The barrier to the ability to implement agreements with industry seems to be, at least in part, due to the lack of system-wide recognition that BCMF membership is a legitimate expression of Métis identity. This – in combination with the inconsistent messaging and limited accessible information as identified in BCMF's 2020 Environmental Scan – could significantly hinder the capacity of Métis people in BC who are not affiliated with MNBC to access meaningful supports. There are two key obstacles that must be overcome before the process of consultation can begin: 1) Provincial government's stance on Métis consultation, and 2) two separate Métis organizations in BC (A united front would present a clearer and more effective message to the government).

While there is a lot of momentum currently around future planning, increased human resource and funding capacity are needed for BCMF to operationalize in several areas.

### Opportunities

The opportunities are summarized in this chart, and elaborated in the Strategic Plan that appears in the following section of this report:

Priority area A: Capacity Building			Priority area A: Member and Community Support			Priority area C: Métis Resurgence		
Goal 1:	Goal 2:	Goal 3:	Goal 1:	Goal 2:	Goal 3:	Goal 1:	Goal 2:	Goal 3:
Collaborate effectively with a	Advocate with provincial and federal	Clear, timely, and effective communications with 1)	Increase access to existing programs,	Address gaps in programs, services,	Create opportunities for members to access	Language revitalization	Culture revitalization	Increase membership

range of partners	government and industry for Métis rights	members, 2) partners/ governments, and 3) public	services, and information	and information	information and provide input			
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## Challenges

There may need to be different approaches to engaging with members of different age groups, or living in different places (urban versus rural), so diverse approaches to member communications should be adopted.

Métis children lack resources in schools in relation to behaviour, culture, language, and learning. Métis people continue to experience discrimination in the workplace, such as on construction sites. Despite working full or part time, or being self employed, many respondents to a 2018 BCMF survey report not being able to meet what they consider to be their basic needs. Programs that support BC Métis Federation member education and training, employment, and wellbeing are critical for reducing inequities that exist.

In terms of Michif language learning, a difficult balance needs to be struck between cultural authenticity among distinct dialects and standardization for the purpose of teaching. It is important to keep Métis traditions alive for future generations, and cultivate a sense of community. There needs to be a way to pass these teachings along to those who are interested, and build interest among those of the younger generations. This is a challenging undertaking because there is so much diversity *among* Métis cultures as well.

Access to resources may not be equitable. Of the 90,000 Métis people living in BC, 69,900 are not affiliated with any political organization: 17,000 are affiliated with MNBC, and 3,100 are affiliated with BCMF. Unfortunately, while proof of Métis identity should entitle all Métis people in BC to access existing resources, there is not equitable access. Some service providers require MNBC registration, some require MNBC registration or a self-declaration form. BCMF’s 2020 Environmental Scan provides no indication that BCMF affiliation is recognized as evidence of Métis identity. Although both the Province of BC and MNBC indicate a commitment to serving all Métis people living in BC, the inconsistent messaging can be a barrier to accessing services. Some region-specific Métis Associations are unaware of their responsibility to serve people who are not MNBC members. Instead, they offered support in how to become registered with MNBC as a starting place. Given Métis Associations are a first stop for many people seeking support, this lack of consistent message throughout the province is a significant gap. There are resources for Métis people offered by the Province of BC that explicitly point to MNBC membership as a pathway to access, but are silent on the possibilities for people who self-declare Métis identity or who are members of BCMF.

British Columbia does not recognize a legal obligation to consult with Métis people as the Province is of the view that no Métis community is capable of successfully asserting site specific Section 35 rights in BC. The lawyer who reviewed the BC Métis Federation Child Protection Declaration Act (amended June 2019) noted that there remain many conflicts between it and Federal Bill C-92, as well as the Provincial *Child, Family and Community Service Act*.

There are concerns about protecting traplines and Métis ways of life. There are also (sometimes competing) interests in relation to involvement industry that could bring resources to the Métis community. There are also concerns about Métis not having access to the education system as educators and curriculum developers, in ways that many First Nations do. A lot of public education about Indigenous people is exclusive of Métis.

One of the biggest challenges is that the Métis community was so heavily racialized which forced assimilation. There was a large, diverse Métis community from Northern California to the Yukon Territory to Manitoba. Kinship was fluid and access to resources is reflected in the archives. The close and intimate ties is also evident in research. There is no doubt that there were diverse Métis communities prior to colonization. This is an important legal point to be made moving forward. Communities haven't had adequate knowledge about how this knowing their history can help to build communities from the ground up. Métis have been denied a voice, and have experienced racial targeting, as well as dispossession of lands. Trust and relationships need to be built through accurate knowledge.

Survey respondents repeatedly asserted the importance of recognition from both the provincial and federal governments of Indigeneity and related rights. Continuing to advocate at these levels is an ongoing challenge, exacerbated by the fact that there are two organizations in BC representing Métis people. Some members feel this creates unnecessary fragmentation and 'in-fighting', and also confusion at a community level (for instance when there are two members-serving organizations claiming to represent them). There is a desire by many for more collaboration between BCMF and MNBC, or a single united front to represent Métis interests in BC.

## SURVEY RESPONDENTS SAY CHALLENGES ARE:

"I would like to see our hunting rights returned. We live on Vancouver Island and its difficult to hunt here because of the timber rights that were given away by the government. So where do we go to hunt for our sustenance?"

"To be recognized as a person of Métis ancestry in the school system for bursaries awards etc. My daughter was denied due to the fact she was not with the "Métis Nation" for UBC Okanagan."

"Gain Métis rights recognition."

"BCMF keeps steady communication with members but is not yet listed as a government and we still have no ability to 'vote' for anything outside the MNBC Societies."

"Furthering our plight with the government."

"Métis culture is not one type of culture. Métis culture is a combination of cultures and they range across one of the world's largest nations. There is no such thing as 'Métis Culture'.

## Strategic Plan

### Vision

A strong and engaged BC Métis population that is grounded in Métis knowledge, language, and culture.

### Mission

BCMF works with integrity and collaboration towards the advancement of Métis knowledge, language, culture, wellness, and self-determination today and for future generations.

### Logistical notes about the Strategic Plan

It is useful to consider the entire plan as a whole, to be implemented immediately. That said, successful developments under Priority Area A will ease the way for Priority Areas B and C, so the capacity-building outputs identified under Priority Area A should get underway as soon as possible. Given most items will require some ongoing effort, there is no specific timeline other than the three-year period provided. This is a living document that will likely need revision and updating, as circumstances continue to change.

Under the heading 'Person or department responsible' some items appear in parentheses. These are recommended new positions (contracted, term, or permanent) that are new to BCMF's organizational chart, as it appears in **Appendix C**. Filling these positions will increase the potential of successful implementation of this plan without overburdening existing board and staff. New (but unfilled) permanent positions include: Communications Specialist, Research and Development, Public Relations and Advocacy, Community Coordinator, Social Worker. New (but unfilled) term positions include: Michif Language Curriculum Writer and Justice Strategy Coordinator.

Another important note is related to strategic planning in response to the COVID-19 pandemic. At the October 18, 2020 board meeting, it was affirmed that many BCMF members who are struggling (economically, or in terms of mental health or substance use, for instance) may see those struggles grow as the pandemic worsens. All of the capacity building work that strengthens members' ability to access resources and services or connect with culture and language are also going to buoy their resiliency in the face of the impacts of COVID-19. It is vital that direct links are made between Métis wellness and culture, language, and community connectedness in order to promote a holistic approach to responding to the global health crisis.

### Summary of priority areas and goals

**Vision:**

A strong and engaged BC Métis population that is grounded in Métis knowledge, language, and culture.

**Mission:**

BCMF works with integrity and collaboration towards the advancement of Métis knowledge, language, culture, wellness, and self-determination today and for future generations.

Priority area A: Capacity Building			Priority area B: Member and Community Support			Priority area C: Métis Resurgence		
Goal 1:	Goal 2:	Goal 3:	Goal 1:	Goal 2:	Goal 3:	Goal 1:	Goal 2:	Goal 3:
Collaborate effectively with a range of partners	Advocate with provincial and federal government and industry for Métis rights	Clear, timely, and effective communications with 1) members, 2) partners/governments, and 3) public	Increase access to existing programs, services, and information	Address gaps in programs, services, and information	Create opportunities for members to access information and provide input	Language revitalization	Culture revitalization	Increase membership

#### Priority area A: Capacity Building - Action plan

Goal	Strategies	Outputs	Person or department responsible	Status
Goal 1: Collaborate effectively with a range of partners	Develop and implement a series of collaboration agreements.	<ul style="list-style-type: none"> <li>Finalize collaboration agreement with Legal Aid BC.</li> <li>Explore possibilities for collaborating with MNBC in order to better serve and represent all Métis people in BC.</li> </ul>	President/board (with <b>Public Relations and Advocacy</b> position)	
		<ul style="list-style-type: none"> <li>Develop collaboration agreements for use with industry partners on a case by case basis</li> </ul>	Project Coordinator and Director for Project Engagement with President/board	
		<ul style="list-style-type: none"> <li>Develop collaboration agreements for use with governments (and specific ministries) on a case by case basis</li> </ul>	President/board and related person or department (ie.	

			Director of Child Protection)	
Work meaningfully with the education system	<ul style="list-style-type: none"> <li>• Re-evaluate the contract BCMF has with the School District(s) now.</li> </ul>	President/board		
	<ul style="list-style-type: none"> <li>• Put a think tank together to develop an education strategy that can be promoted provincially, in order to get information out into the school districts.</li> <li>• Look to the Okanagan, as many of their School District’s advisors are Métis. One step at a time, grow and expand the program.</li> </ul>	Project Coordinator with President/board (Potentially create new <b>Research and Development</b> position)		
Develop knowledge partnerships, based on and supporting BCMF’s research	<ul style="list-style-type: none"> <li>• Develop a knowledge partnership to strategically share out historical records and knowledge (such as historical records and oral testimonies).</li> <li>• Do a project update for the Métis Land and Life project: what the research has shown so far; data about numbers of Métis in the Lower Mainland hunting/gathering. Make this knowledge accessible to members.</li> </ul>	Project Coordinator with President/board		
	<ul style="list-style-type: none"> <li>• Sign MOU with Province of BC to implement a Métis justice strategy, based on the Framework developed by BCMF. Hire someone to oversee the implementation of this strategy.</li> </ul>	President/board with Legal Aid BC, and BCMF Legal Council (Create two-year term <b>contracted position</b> to implement justice strategy)		
Develop a clear strategy for working with industry partners	<ul style="list-style-type: none"> <li>• Ensure members are up-to-date on developments with Project Reconciliation, Canadian Coast Guard project, and all projects.</li> <li>• Make a decision about whether or not to write a Declaration of Support for Project Reconciliation.</li> </ul>	President/board with Project Coordinator and Legal Council (Potential for support from		

		<ul style="list-style-type: none"> <li>• Make decisions about distribution of proceeds from Project Reconciliation: Conversations have ranged from per capita distribution to reinvesting.</li> <li>• Revisit Northern Gateway distribution structure (based on settlement areas) to see if it might work for other projects.</li> <li>• Consultation screening process: Develop a screening process in order to determine which issues the Métis will be consulted on. Examples of decisions that would necessitate consultation with the Métis would be decisions affecting hunting, fishing, or trapping, or large projects such as pipelines and refineries.</li> <li>• Develop an emergency response plan for BCMF.</li> </ul>	<b>qualified contractors)</b>	
		<ul style="list-style-type: none"> <li>• Explore possibilities of a BCMF workers' union.</li> </ul>	President/board with Legal Council and Director of Project Engagement	
	Increase organizational capacity to support these creative partnerships and the mandate of BCMF.	<ul style="list-style-type: none"> <li>• Dedicate funding from each partnership agreement to support human resources that will enable effective implementation of all of all elements of this strategy.</li> </ul>	Project Coordinator and Director of Finance with President/board	
Goal 2: Advocate with provincial and federal government and industry for Métis rights	Continue pursuing self-determination for Métis people, communities, and organizations.	<ul style="list-style-type: none"> <li>• Advocate for a revisiting of the Relationship Accord and other related agreements and policies, to ensure inclusion of BCMF and related structural support for equitable resource distribution.</li> </ul>	President/board	
		<ul style="list-style-type: none"> <li>• Sign an information-sharing agreement with MCFD.</li> <li>• Sign an MOU with both the provincial and federal governments with a specific focus on child protection.</li> <li>• Draft Métis laws that reflect the six (6) minimum standards as outlined in Bill C-92.</li> </ul>	Director of Child Protection with President/board and Legal Council	

		<ul style="list-style-type: none"> <li>• Continue to amend BCMF Child Protection Declaration Act to bring it in line with other related (federal and provincial) legislation.</li> <li>• Consider and clarify whether BCMF would provide child protection services for members only, or for all Métis people living in BC (see mission and vision).</li> </ul>		
	Continue fostering a strong relationship with the federal government, and advocating on a provincial and federal level for recognition of BCMF members as Métis citizens, and for the rights to which they are entitled.	<ul style="list-style-type: none"> <li>• Develop a mechanism to track developments as they occur, which can strengthen messages.</li> </ul>	Program Coordinator and Director of Michif Language with Office Manager	
		<ul style="list-style-type: none"> <li>• Educate political institutions, educational institutions, and the public in general about who Métis are as a distinct cultural group.</li> <li>• The position of the B.C government must be brought in line with the position of the federal government. The provincial government’s position must be changed by negotiation or litigation. This will require advocacy.</li> <li>• Advocate for federal funding to support the implementation of Bill C-92.</li> </ul>	President/board with all staff and Legal Council (potentially create new <b>Public Relations and Advocacy</b> position)	
Goal 3: Clear, timely, and effective communications with 1) members, 2) partners/ governments, and 3) public	Develop a clear communications strategy for engaging with members, partners/governments, and the public.	<ul style="list-style-type: none"> <li>• Engage with three target audiences through the website and social media, and also through non-digital mechanisms in communities.</li> <li>• Get in front of misperceptions and negative responses by communicating our message widely and clearly.</li> <li>• Make board meetings available for membership to see/hear virtually.</li> </ul>	Technical support team, with all board and staff (potential to create new <b>Communications Specialist</b> position, who can also work with <b>Public Relations and Advocacy</b> )	

			position and all board and staff)	
	Re-vamp the BCMF website so that it is easy for each of the three user groups to navigate, find the information they most need, and engage with BCMF.	<ul style="list-style-type: none"> <li>• Re-design the website, with current dynamic designs and visuals integrated.</li> <li>• Make organizational documents, reports, and policies readily available on the website.</li> <li>• Follow best practices by adding an accessibility toolbar, and adding a search button to the website.</li> <li>• Make resources and information accessible to members by creating a web-based Guide to Programs and Services for Métis people in BC. Ensure it is linked by all service providers and/or websites where Métis people seek information. Add to it, and keep it up-to-date.</li> </ul>		

Priority area B: Member and Community Support - Action plan

Goal	Strategies	Outputs	Person or department responsible	Status
Goal 1: Increase access to existing programs, services, and information	Provide members with access to resources that can support them in terms of health, social services, education, hunting and fishing, economic stability, and other aspects of holistic wellness now and for future generations.	<ul style="list-style-type: none"> <li>• Provide central funding for BC Métis Federation education and training scholarships, grants, grant administration, and outcome measurement.</li> <li>• Provide central funding for BC Métis Federation for economic and community development grants, grant administration, and outcome measurement.</li> <li>• Provide central funding for emergency relief grants for members who face extreme situations.</li> <li>• Develop mechanisms for transparency and accountability regarding these funds</li> </ul>	President/board with Treasurer and Director of Finance	
		<ul style="list-style-type: none"> <li>• Establish a culturally-grounded (virtual) support group, with a particular focus on supporting success among Métis people in relation to employment and education.</li> </ul>	(Rather than creating a new position, deliver on this through <b>partnership with</b>	

			<b>an existing service provider,</b> such as Friendship Centers.)	
Goal 2: Address gaps in programs, services, and information	Ensure all communities and service providers have Statements of Cooperation with BCMF.	<ul style="list-style-type: none"> <li>Review which Métis communities and service providers already have Statements of Cooperation with BCMF.</li> <li>Address gaps by signing Statements of Cooperation with those that remain.</li> </ul>	President/board	
	Endorse systems for resource distribution that are accountable to all Métis people in the province (with or without affiliations).	<ul style="list-style-type: none"> <li>Advocate for the training of all service providers about the distinct ways Métis people may identify themselves: Self-declaration, BCMF affiliation, or MNBC affiliation.</li> <li>Advocate for all service providers to make explicit their commitment to serving all Métis people, regardless of affiliation. This commitment should be visible and up-front on both the BCMF and MNBC websites as well.</li> <li>Advocate to government for an increase in Métis-specific resources, particularly in areas in which significant gaps have been identified.</li> </ul>	President/board (with potential new <b>Public Relations and Advocacy</b> position)	
	Provide resources and information directly to members where possible when other programs fall short.	<ul style="list-style-type: none"> <li>Explore the possibility of a BCMF member-based medical/dental benefits package.</li> </ul>	Director of Finance with President/board	
		<ul style="list-style-type: none"> <li>Where appropriate, provide legal support if Legal Aid BC is not able.</li> </ul>	President/board with Legal Council	
		<ul style="list-style-type: none"> <li>Provide culturally-grounded proactive and preventative child protection services to support families</li> </ul>	(Create new BCMF <b>Social Worker</b> position)	
		<ul style="list-style-type: none"> <li>Develop community-based infrastructure so service provision can happen in a grassroots and sustainable way.</li> </ul>	Project Coordinator in partnership with existing community	

			agencies and services (potential new <b>Community Coordinator</b> position)	
Goal 3: Create opportunities for members to access information and provide input	Inform the Métis population in general about their rights to programs and services, regardless of affiliation.	<ul style="list-style-type: none"> <li>Use the various research projects taking place to meaningfully educate Métis people and others about Métis history, identity, and community/ies.</li> </ul>	Project Coordinator (with <b>Communications Specialist</b> )	
		<ul style="list-style-type: none"> <li>Make public BCMF’s definition of ‘Best Interests of the Child’ so that advocacy and self-advocacy can be enhanced.</li> </ul>	Director of Child Protection with Legal Council	
	Advocate for consistent information and messaging across organizations and service providers to promote equitable access to services.	<ul style="list-style-type: none"> <li>Ensure information, resources, programs, and services are accessible to all Métis people in BC by creating a web-based (with downloadable PDF) Guide to Programs and Services for Métis people in BC comprised of the services listed in the Environmental Scan.</li> <li>Make this available on BCMF website and promote it widely.</li> <li>Ensure it is linked by all service providers and/or websites where Métis people seek information. Add to it, and keep it up-to-date.</li> </ul>	Technical support team (with <b>Public Relations and Advocacy</b> position)	
	Support community-level engagement	<ul style="list-style-type: none"> <li>Regularly post community-specific job postings and other relevant information in newsletters and online.</li> </ul>	All staff and board members, with Technical support team	
		<ul style="list-style-type: none"> <li>Facilitate creative conversations with each community about how to best spend the money allocated for community meetings (potentially including cultural activity).</li> <li>Invest in infrastructure and capacity-building at a community level for service delivery.</li> </ul>	All board and staff (and potential support from new <b>Community</b>	

			Coordinator position)	
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Priority area C: Métis Resurgence - Action plan

Goal	Strategies	Outputs	Person or department responsible	Status
Goal 1: Language revitalization	Work with the public education system to support the language learning of a next generation of Michif language speakers/teachers.	<ul style="list-style-type: none"> <li>Find out if there are Métis children in the schools and what cultural programming is being delivered to them.</li> <li>Each child is funded \$1200 for Aboriginal Education. Advocate for part of this money to go to Michif Language teachings.</li> </ul>	Director of Michif Language with President/board	
		<ul style="list-style-type: none"> <li>Create a basic language curriculum to give the Minister of Education and/or School Districts.</li> </ul>	(Create contracted <b>Michif language curriculum writer</b> position)	
	Deliberately integrate more Michif language into BCMF materials and activities	<ul style="list-style-type: none"> <li>Introduce language and culture at every meeting.</li> </ul>	All board/staff	
		<ul style="list-style-type: none"> <li>Assess what tools exist and if/how they are being used. Promote them and build new tools (colouring book, count to ten, an App, online game, etc).</li> </ul>	Director of Michif Language	
		<ul style="list-style-type: none"> <li>Actively use the BCMF website and social media to share existing and new language tools.</li> </ul>	Technical support team with Director of Michif Language	
	Implement Michif Language Strategic Plan	<ul style="list-style-type: none"> <li>Identify the distinct parts of the Michif Language strategy for which funding can be applied right away, and apply for it in order to begin. implementation as soon as possible.</li> <li>Apply for Canada Heritage funding, but do not rely on this alone: a more stable and sustainable funding source is needed. Advocate federally.</li> </ul>	Director of Michif Language with President/board and Director of Finance	

		<ul style="list-style-type: none"> <li>• Ensure funding applications include money allocated to additional human resources so there is dedicated time and expertise attributed to this.</li> </ul>		
		<ul style="list-style-type: none"> <li>• Establish creative partnerships to revitalize and promote the Michif language (UVic is a possibility)</li> </ul>	Director of Michif Language with President/board	
		<ul style="list-style-type: none"> <li>• Develop a clear understanding/definition of diverse Métis cultures.</li> </ul>	Project Coordinator and Director of Michif Language with board and staff. (with potential <b>Research and Development</b> position)	
Goal 2: Culture revitalization	Continue to unearth and share cultural teachings, practices, and concepts	<ul style="list-style-type: none"> <li>• Provide online and in-community opportunities for people to learn fiddle, dance, traditional medicines, cultural practices, history, and teachings.</li> </ul>	Project Coordinator, Director of Michif Language, and Technical support team (with potential <b>Community Coordinator</b> position)	
	Support culture revitalization at a community level.	<ul style="list-style-type: none"> <li>• There is money allocated for community meetings, and part of that finding could be applied towards in-community cultural activity.</li> <li>• Regular cultural events such as community dances can build a sense of belonging.</li> <li>• Culture camps and increased awareness of the historical connections between Métis people and the land.</li> </ul>	Project Coordinator and Director of Michif Language in partnership with community champions and	

			organizations (and potential <b>Community Coordinator</b> position)	
		<ul style="list-style-type: none"> <li>• Increase Child Protection services that build parents up and strengthen their capacity to raise their children in culturally grounded ways.</li> <li>• Become well-versed in all legislation that pertains to Indigenous child and family rights.</li> </ul>	Director of Child Protection with Legal Aid BC (and potential new BCMF <b>Social Worker</b> position)	
	Implement 'Project Coming Home' (cultural center). A cultural center can be a hub for this kind of learning.	<ul style="list-style-type: none"> <li>• Present concept to BC Métis Federation Members for feedback</li> <li>• Contract Brady Smith</li> <li>• Research viable storefront in the Vancouver Downtown centre and decide on location</li> <li>• Research additional communities for potential secondary locations for cultural centers.</li> <li>• Create a sustainable business model</li> <li>• Seek funding for start-up, infrastructure, and operations</li> </ul>	Project Coordinator (with support from potential <b>Research and Development</b> position)	
	Support cultural revitalization through the public education system.	<ul style="list-style-type: none"> <li>• Incorporate cultural activities into the education system, by drawing direct links with the cultural center.</li> <li>• Advocate for equitable funding from provincial and federal governments, based on recommendations from Environmental scan.</li> </ul>	President/Board with staff (and potential <b>Public Relations and Advocacy</b> position)	
Goal 3: Increase membership	Streamline process for becoming a member.	<ul style="list-style-type: none"> <li>• Revise and update the membership section of the website, so that it is reflective of BCMF bylaws (eliminate discrepancies).</li> <li>• Streamline membership application process so that it is less cumbersome (explore ways to reduce the number of steps and/or make it easier to navigate).</li> </ul>	Office Manager	

	Formalize a 'Community Acceptance' process	<ul style="list-style-type: none"> <li>• Create a three-person Community Acceptance committee</li> <li>• Formalize eligibility criteria and process</li> </ul>	President/board (with <b>Community Coordinator</b> )	
	Promote benefits of BCMF membership.	<ul style="list-style-type: none"> <li>• Make clearly visible the benefits of membership, based on the developments related to other parts of this strategic plan.</li> <li>• Recognize that different demographics (age groups, for instance) have different priorities and recruitment strategies should reflect this.</li> <li>• Actively recruit new members both online and in communities.</li> </ul>	Technical Support team (with potential new <b>Communications Specialist</b> )	
	Improve policies and filing practices around membership, and related organizational growth.	<ul style="list-style-type: none"> <li>• Purchase a fire-proof locking filing cabinet to house all membership and financial files.</li> <li>• Purchase Accpac accounting software to be used for data entry.</li> <li>• Secure membership databases with a password.</li> <li>• Establish a Membership Committee and/or board member(s) whose responsibility it is to review files to ensure they are complete and ready for processing.</li> <li>• Develop a membership policy manual that clarifies who is responsible for and has access to membership files.</li> </ul>	Office Manager and President/board	
		<ul style="list-style-type: none"> <li>• Develop a financial policy manual that clarifies oversight processes (of invoice payments and so forth).</li> </ul>	Director of Finance and President/board	
		<ul style="list-style-type: none"> <li>• Develop a human resources policy manual to ensure stable and transparent processes are in place as the organization continues to grow, and employ more people.</li> </ul>	President/board	

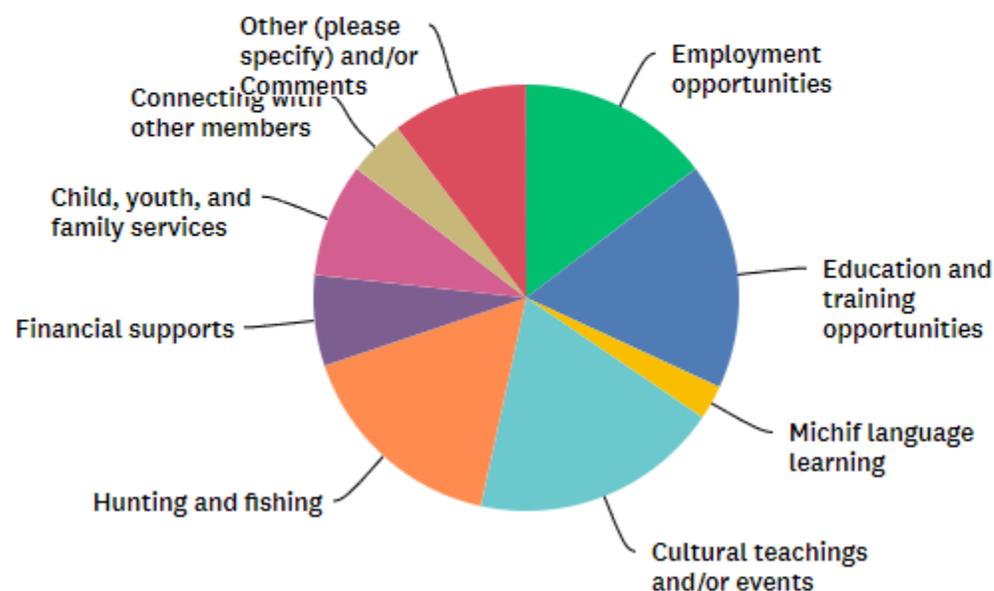
## Appendix A: Sources reviewed

- Visioning session minutes (Jan 24 and 25, 2020)
- Michif language strategic plan (2019-2020)
- Opinion letter re: Bill C-92
- Environmental scan (2020)
- Concept paper: Coming home
- Socio-economic survey summary report (2016)
- Annual report (2019)
- TMX MBA Capacity Proposal
- Application to Canada re child welfare (2020)
- BC Métis Federation child protection declaration act (2019)
- Duty to consult (policy)
- Memorandum of Understanding (Project Coming Home)
- Renewal Strategic Plan (2012)
- Board manual (2014)
- Bylaws (2011)
- Membership application form (2017)
- BCMF website
- BCMF reconciliation and Daniels survey (2018)
- BCMF team meeting notes and related email updates (September 2020)
- Letter to Attorney General (September 2020)
- Trans Mountain letter re: capacity funding agreement (September 2020)
- MOU with Legal Aid BC (September 2020)
- Correspondences with BCMF leadership, board, and staff

## Appendix B: Member survey results

# What kinds of information or services would you most like support in accessing?

Answered: 116 Skipped: 1



Overall, respondents are keen for 1) cultural teachings and/or events, 2) education and training opportunities, and 3) hunting and fishing rights. We learned from our key informant interviews that there is sometimes a generational difference in response to this question: Young people are eager for education and training opportunities, while older generations are interested in cultural opportunities.

Importantly, four respondents wrote “All of the above”, one wrote multiple responses from this list, and two pointed to housing needs in the comments section.

In which ways do you think BCMF already does a very effective job of supporting members? Please provide examples.

Answered: 98 Skipped: 19

information Facebook help listing opportunities know  
community employment opportunities jobs Keeping us informed  
members email support sure BCMF issues Metis  
social media people job opportunities provided schooling keeping  
education training



Most of the favourable comments in response to this question were around employment and education opportunities. There were also many favourable comments related to being kept up to date via social media and newsletters. Some respondents also expressed gratitude for COVID-19 support received. It should be noted that some comments were not favourable, including inconsistent messaging and a lack of information about what BCMF does.

In which ways do you think BCMF could improve its support of you as a member? Please include suggestions.

Answered: 88 Skipped: 29

good Finding etc go government BCMF members sure children  
Metis culture teaching support information able Metis  
access rights help meetings seniors hunt benefits online  
time communities need know jiggig learning

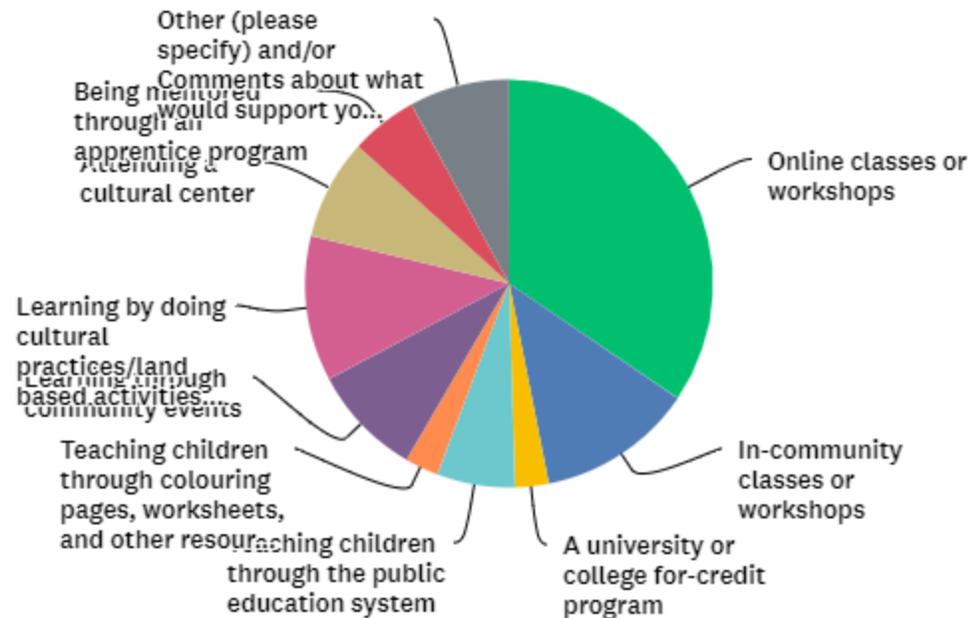


Five areas that were repeatedly raised in the comments section of this question were: support for seniors, support for people with disabilities, medical/dental coverage, more information shared with members, and more cultural learning opportunities. Sometimes these areas of concern overlapped. For instance, some of the comments pointed to ways seniors can be meaningfully engaged to pass down their cultural knowledge to younger generations as a way of giving back.

Another area of interest involved knowledge gathering. Here is one comment: “BCMF needs to create and establish a Métis Culture and Research Centre. A physical entity whose focus and mission is to conduct research and create publications, research and products, specifically focused on Métis in British Columbia and the Pacific Northwest. Perhaps modeled after GDI.” And finally, the challenges of not having a united front in BC ( with both a federation and an association) was cited as a hurdle to achieving recognition of Métis rights.

## In which ways might you be most likely to get involved (or more involved) with Michif language learning?

Answered: 113 Skipped: 4

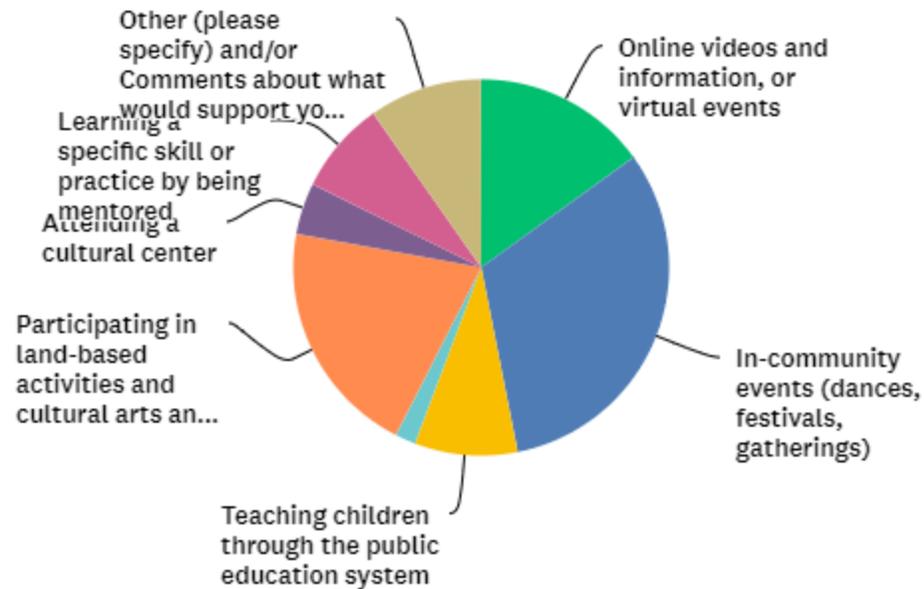


By far, the most common response to this question was online classes or workshops. However, key informant interviews revealed that not all members are active users of the internet, so having a variety of options is very important. Additionally, five commenters also stated “all of the above” and one highlighted a strong desire for mentorship opportunities. Several pointed to the need to actively reach younger people.

There were also some complexities raised in the comments section, illustrated by this comment: “What is michif language? Métis is nationwide. A single language is totally localized in one part. I don't understand the importance of 'michif language'.”

# In which ways might you be most likely to get (more) involved with revitalizing Metis culture?

Answered: 113 Skipped: 4

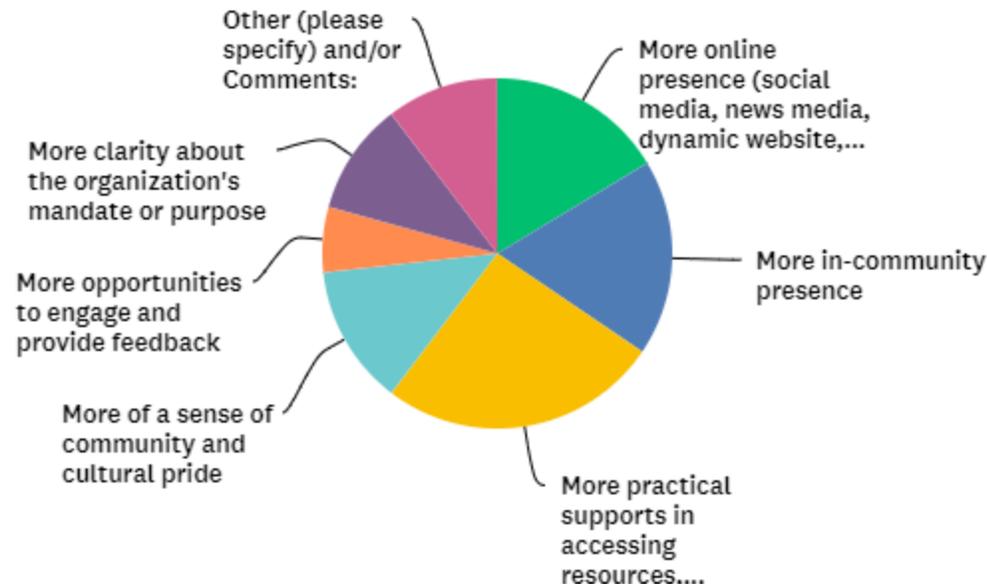


The strong response for in-community events is echoed in the comments section, where five people also answered “all of the above.” One commenter pointed to a desire to be financially compensated for their important cultural revitalization efforts. And the multiplicity of Métis cultures was highlighted by this comment: “Métis culture is not one type of culture. Métis culture is a combination of cultures and they range across one of the world's largest nations. There is no such thing as 'Métis Culture'.”

Importantly, some survey respondents were unaware of the distinction between BCMF and MNBC, as evidenced by this comment: “More involvement from MNBC with their members, and more involvement with the board, have been extremely dissatisfied when trying to connect with my Métis heritage, most of you are just in it for the money it seems these days, hopefully that's not the case.”

## What are some ways other Metis people might be enticed to become members of BCMF?

Answered: 116 Skipped: 1

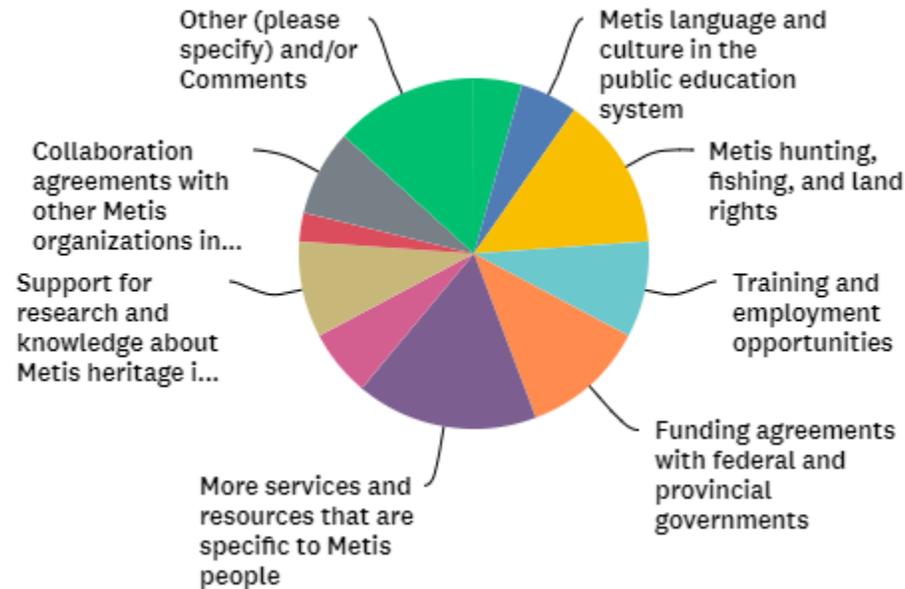


Five respondents stated “all of the above” in the comments section. As aptly stated by one commenter, the chart above indicates that “People want to know what’s in it for them. Once there are benefits that make a difference in every day life that is tied to being a member. Membership will go up.”

The confusion about two Métis organizations in the province was also highlighted in the comments section to this question, as illustrated by the following two comments: “Inform the public about why there is another Métis organization to belong to and why you would choose BCMF over MNBC” and “I am confused as to why there are 2 Métis nations in bc? why are we not one and unified?”

BCMF advocates for the rights of Metis people living in BC. What do you think should be the focus when advocating or partnering with governments, industry, or other organizations?

Answered: 113 Skipped: 4

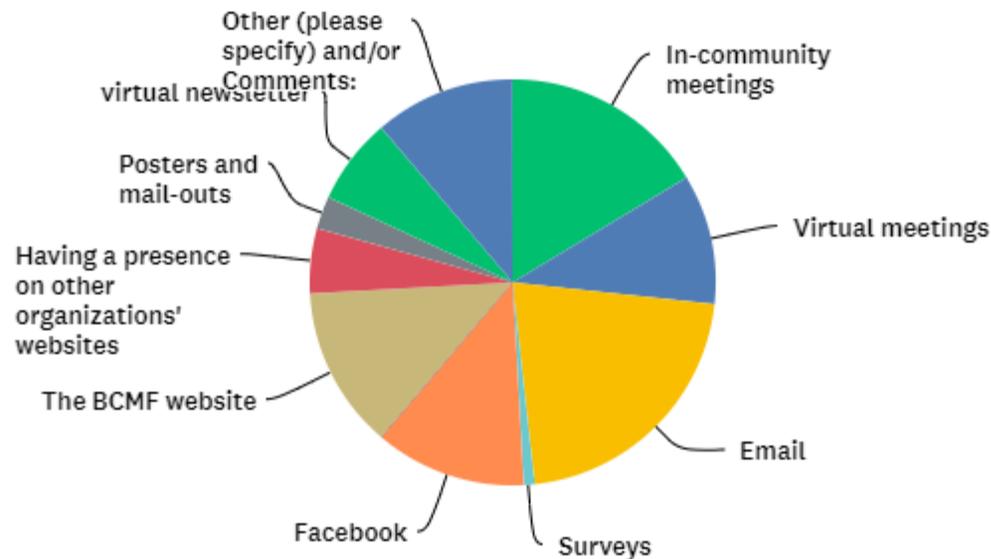


As is evidenced in this chart, all areas of advocacy are important: eleven responses in the comments section indicated “all of the above.”

Housing was highlighted by several respondents in the comments section as well. Of interest are two views as related to collaborating with governments: One commentator stated “Do not contract with governments” while another said “Funding agreements with Fed & Prov gov’t & more services, resources that are specific to Métis people.” These are not necessarily conflicting views, but point to important conversations that need to be had with members in order to ensure their priorities continue to be represented by the BC Métis Federation.

# In order to effectively reach and hear from members, partners, and the public, what are the best ways for BCMF to be communicating?

Answered: 116 Skipped: 1



Nine respondents indicated “all of the above” in the comments section. One suggested hiring a young social media specialist, several pointed to the value of one-on-one phone calls and having an in-community presence. Again, the range of ways people communicate depends sometimes on age, where people live, and other factors.

Communications need to come in many forms; travel in multiple directions; and be consistent, up-to-date, and clear across all platforms. As one commenter stated: “All of the above. communication needs to reach target audiences and we have Métis people across BC with differing technologies and/or tech access limitations.” It is worth noting, not many respondents at all favour surveys as a way to be in contact with BCMF.

## Appendix C: BCMF Organizational chart

