



Otipemisiwak Métis Government of the Métis Nation within Alberta

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Office of the President

February 15, 2024

Brooke Bramfield
Otipemisiwak Métis Government
Citizens' Council Representative
Provincial Secretary

RE: Mandate Letter for Children & Family Services

Dear Representative Bramfield:

Once again, congratulations on your election as the Representative for the Fort McMurray Métis District on the first elected Citizens' Council of the Otipemisiwak Métis Government (Citizens' Council). As set out in the mandate letters sent to all Citizens' Council Representatives, I look forward to working with you and your Citizens' Council colleagues in advancing the rights, interests, and claims of the Métis Nation within Alberta and improving the lives of our Citizens, families, and communities.

As President of the Otipemisiwak Métis Government, and pursuant to the authority set out in our Constitution, I am pleased to appoint you as the Provincial Secretary of Children & Family Services in our first Citizens' Council Cabinet (Cabinet). As we move forward on fully implementing our Constitution and making progress on achieving the Otipemisiwak Métis Government's purpose, Cabinet will play a key role in advancing the priorities and aspirations of our Citizens and communities.

This letter must be read together with my letter to all Citizens' Council Representatives. As a Provincial Secretary, you must continue to fulfill all of your roles, responsibilities, and obligations owing to the Citizens in your District as their Citizens' Council Representative, as well as work towards advancing your mandate as a Provincial Secretary. This letter sets out your portfolio and will be publicly released as required by our Constitution.

As our Constitution reflects, it is the obligation of the Otipemisiwak Métis Government—as the government of the Métis Nation within Alberta—to ensure the rights of all of our Citizens and communities are equally protected. As a province-wide Métis government, one of our goals is to ensure that none of our Citizens, families, or communities are left behind, no matter where they are located in Alberta. Our Citizens and communities have mandated their Métis government to make sure we do not replicate the *Indian Act* Band model of self-government, which was imposed on First Nations by Canada. We do not want to artificially divide our people or create “have” and “have nots” (i.e., on reserve/off reserve) dynamics across the Métis Nation within Alberta.

In your role as a Provincial Secretary, you must ensure that you consider and advance the rights and interests of all of our Citizens and communities, and the Métis Nation within Alberta as a whole (not just one District). Our Cabinet must also work to ensure that all of our Citizens and communities have meaningful ways to be consulted and participate in the initiatives we are undertaking. In doing so, we must ensure we work in collaboration with and respect the overall role of Citizens' Council.

Cabinet's Role in the Otipemisiwak Métis Government

I, as President, along with all Provincial Secretaries, collectively form Cabinet.

As set out in Chapter 16.17 of our Constitution, Cabinet "may exercise all executive authority required to oversee the operations of the Otipemisiwak Métis Government and to implement Otipemisiwak Métis Government laws."

As members of Cabinet, it is our Constitutional obligation to exercise our executive authority in a manner "consistent with [our] Constitution, any Otipemisiwak Métis Government laws, direction received from the Citizens' Council, and the proposals of the Citizens' Gathering."

Additionally, Cabinet has the collective authority to make regulations under various Otipemisiwak Métis Government laws. Our decision-making and work as a Cabinet, both collectively and as individual Provincial Secretaries, should strive to ensure the representation of diverse perspectives in order to make decisions and develop government policy and regulations that are fair, responsible, transparent, and accountable.

Respecting Administration's Distinct Role, Authorities, and Reporting Structures

While this means Cabinet plays a role in the overall political oversight of our government, it is important to emphasize that the day-to-day operations of our government are overseen by our Administration. As detailed in my letter to all Citizens' Council Representatives and as further detailed below, Cabinet, including individual Provincial Secretaries, cannot interfere with the distinct, impartial, and neutral role our Administration plays in the functioning of our government. Provincial Secretaries also cannot interfere with the reporting structures in place within our Administration, nor can we direct staff.

While we can provide political guidance and make decisions that fall within our political mandates, our Administration (i.e., our public service staff) report up to the Directors of their department, and ultimately to our Administration's Senior Executive Officer (SEO). Each Provincial Secretary must respect the distinct roles and responsibilities of our Administration, recognizing our Administration as our government's public service.

In order to ensure our government properly functions, Provincial Secretaries must engage through the SEO's office or through the Director of a given department (if your portfolio

engages the mandate of a given department). Provincial Secretaries should not be directly reaching out to or directing Otipemisiwak Métis Government staff.

Respecting the Distinct Roles of the Other Branches of our Government

As a Cabinet, we must be mindful of and respect the distinct authorities and responsibilities of our government's four branches: the Citizens' Gathering, District Councils, Citizens' Council, and Judicial Branch. Cabinet is not a distinct branch of our government. We operate as a part of the Citizens' Council branch of government, and consistent with our mandate set out in our Constitution.

Respecting the Distinct Role of District Councils

In exercising our executive authority, Cabinet must respect that our authority does not extend to dealing with matters assigned to District Councils (unless a District Council is not yet established or a District Council has communicated that they do not want to undertake the express matters assigned to it).

The distinct and significant authorities and responsibilities of District Councils are clearly set in our Constitution (sections 15.7 to 15.9). As Cabinet, we must respect the distinct role of District Councils, which form a separate and equal branch of our government. We must not encroach on the constitutional authorities of Districts Councils.

As President, I am committed to ensuring the distinct role of District Councils are respected within the Otipemisiwak Métis Government. It must clearly be understood that in order to continue as a Provincial Secretary, you must ensure you are mindful and respectful of these distinct roles and responsibilities of District Councils.

As set out in section 71 of the *District Councils Act*, Cabinet does have the authority to make regulations it considers necessary or advisable for the purposes of the *District Councils Act*. However, adoption of any such regulations cannot be done without consultation with a District Council that would be affected by such a regulation.

Respecting the Distinct Role of Citizens' Council

It is important to remember that our functioning as Cabinet is distinct from our legislative role and decision-making as members of the Citizens' Council. As noted above, Cabinet must consider and advance the Métis Nation within Alberta as a whole, which includes all of our Citizens and communities. Our decision-making, as a Cabinet or as individual Provincial Secretaries, cannot be driven by our personal interests or those of any one Citizen, community, or District.

Your Roles and Responsibilities as a Provincial Secretary in Cabinet

As set out in our Constitution, the President has the authority to appoint Provincial Secretaries from among members of Citizens' Council and "[e]ach Provincial Secretary shall be responsible for a portfolio regarding specific matters, issues, departments, or Institutions based on a mandate letter from the President that must be made public and available to Citizens."

I have exercised this authority by entrusting you with a portfolio and the specific responsibilities contained in this mandate letter. As a Provincial Secretary, you are accountable to myself, as the President, and other members of the Citizens' Council in relation to your work as a Provincial Secretary.

In order to fulfill your role as a Provincial Secretary, you must become knowledgeable in relation to all matters identified in this mandate letter, as well as be knowledgeable with respect to the relevant parts of our Constitution, laws, priorities, decisions of Citizens' Council, etc. that will impact your work as a Provincial Secretary.

As a Provincial Secretary, the actions you take to fulfill your duties must be guided by and adhere to the responsibilities and requirements set out below.

Respecting and Engaging with Administration as a Provincial Secretary

As set out above and in my previous letter to all Citizens' Council Representatives, the distinct authority and role of Administration must be respected. This applies equally to Provincial Secretaries undertaking their roles as a part of Cabinet.

As a Provincial Secretary, you may engage on matters related to your portfolio through the office of the SEO or through the Director of the department that is relevant to your mandates set out in this letter.

Provincial Secretaries have no authority to direct any staff member within the departments of the Otipemisiwak Métis Government, within District Councils, or within an Institution of the Otipemisiwak Métis Government. As set out in section 8 of our *Code of Ethics Act*:

Unless authorized under Otipemisiwak Métis Government Law, a public official may not direct an employee in the performance of the employee's duties, without prior approval of the Senior Executive Officer.

As set out above, while we provide political direction and oversight, it is our Administration that is ultimately responsible for the day-to-day operations of our government's departments and Institutions, including providing direction to staff. We must always respect this.

In order to remain in Cabinet, Provincial Secretaries must not direct or be directly engaging with our staff to influence the impartial delivery of our programs and services.

Provincial Secretaries also must not assume a supervisory role with staff or make decisions that fall within the roles and responsibilities of our Administration.

As we move forward, we will provide additional training on these matters as well as develop policies and procedures to ensure our public service is able to continue to do the excellent work they do for our government on a day-to-day basis, without political interference.

Respecting and Engaging with our Citizens and Communities

Our ability to make meaningful change as a government is directly linked to our ability to engage with and be responsive to the needs and ambitions of our Citizens and communities, and in keeping with the Métis tradition of *kapikiskwanaw*, meaning “we will talk.”

With that in mind, it is our responsibility as the Otipemisiwak Métis Government to create an atmosphere that fosters community, collectivity, and shared responsibility. As a Provincial Secretary, you must find ways to action these principles and the intent of our Constitution.

Your Responsibility to be a Role Model and Ambassador for Our Government

As a Provincial Secretary, you are a role model for our youth, Citizens, and communities. We rely on you to be respectful and professional, as your actions reflect on Cabinet and the Métis Nation within Alberta as whole.

In fulfilling your roles within and external to our government, you must conduct yourself with respect and professionalism, and always remain aware that you are a public official that represents our government. Our Citizens and communities are counting on their leadership to represent them in a way that honours our ancestors, our Constitution, the and the hard work of our staff and Administration, in a manner that reflects the best of us.

Code of Ethics and Compliance with Métis Laws

As the Provincial Secretary, you must also ensure that you are aware of and fully compliant with the *Self-Government Act*, the *Code of Ethics Act*, and the policies and procedures of the Otipemisiwak Métis Government and its Institutions.

Cabinet Confidentiality

It is your duty to ensure that Cabinet discussions and draft documents provided to Cabinet, including those under your portfolio, are kept confidential (unless otherwise agreed upon by Cabinet). This ensures that Cabinet members are empowered to speak freely through open discussions, that solidarity is maintained following final decisions being made and for the effectiveness of the decision-making process.

Regulations passed by Cabinet or specific types of formal decisions made by Cabinet will be made available to Citizens through the Public Registry.

Collaboration with other Provincial Secretaries and Citizens' Council

You are also responsible to proactively collaborate and coordinate with myself as the President and other Provincial Secretaries where there are areas of overlap or shared interests between your mandate and others.

As a Cabinet member, you are part of a team that will work together to make meaningful change that is in the best interest of Métis within Alberta and in a manner that ensures fair, accountable, and transparent governance.

Your Provincial Secretary Mandate

As set out in the mandate letter that each member of the Citizens' Council received, we have several key priorities that you should always keep in mind as you undertake your work as a Provincial Secretary, and as we come together as Cabinet. Over the next four years, it will be essential for us, as members of Cabinet, to make tangible progress on those overarching priorities and your specific portfolio priorities.

In addition to those overarching priorities, this mandate letter sets out your specific portfolio and priorities as the Provincial Secretary of Children & Family Services. The Otipemisiwak Métis Government is committed to advancing the well-being of Métis families, focusing specifically on early learning and childcare and the implementation of jurisdictional control of children and family services through Canada's Bill C-92, *An Act respecting First Nations, Inuit and Métis children, youth and families*. Bill C-92 aims to address the overrepresentation of Métis children in the child welfare system and our government recognizes the importance of leading and making the decisions that impact our children and families.

It is our Constitutional responsibility, as Representatives of the Otipemisiwak Métis Government, to ensure and advance the integrity of Métis families, by prioritizing Métis cultural values, the best interests of Métis children, cultural continuity, and self-determination. In your role as Provincial Secretary of Children & Family Services, you will meaningfully engage with Citizens and communities to further understand their diverse needs and experiences.

Within your portfolio, I hope the following priorities and results can be advanced:

- Support the work of Administration to secure sustainable long-term funding to continue to support and expand our Children and Family Services' programs and services.
- Collaborate across portfolios as well as with relevant agencies and stakeholders to implement *An Act respecting First Nations, Inuit and Métis children, youth and families*, SC 2019, c 24 in a way that contributes to the positive transformation of

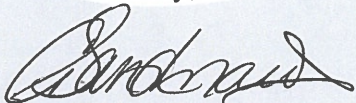
children and family services for the Métis Nation within Alberta in alignment with Otipemisiwak Métis Government's vision.

- Ensure that Métis children and family programming, policies, initiatives, and activities of the Otipemisiwak Métis Government work towards both the proactive and continued support of Métis children and families.
- Collaborate across portfolio areas to ensure that policies and services are inclusive, culturally informed, and have a family centered approach that reflects Métis traditions, values, and needs.
- Collaborate across Otipemisiwak Métis Government departments and institutions to support the delivery of children and family related programs and services.
- Work with the Provincial Secretary of Registry and Citizenship to establish an Otipemisiwak Adoption Policy.
- In collaboration with the Provincial Secretary of Housing and Infrastructure, support the continued implementation of the Family Reunification Program and ensure that those transitioning out of the program have a place that they can call home.
- Work to see that key Provincial and Federal Government initiatives, policies, and legislation related to children and family services are formulated and enacted in ways that fulfill the needs of Métis within Alberta.
- Pursue evidence-based decision-making, grounded in strong Métis children and family services research, to inform policy and program development.
- Work to ensure Citizens are informed and involved in the development of Children and Family Services, as well as early learning and childcare programming.
- Foster active and meaningful engagement with children and families accessing services by creating platforms for open dialogue and increased opportunities to provide feedback to understand and improve the effectiveness of services.
- Continue to build and maintain partnerships that move the Children and Family Services portfolio forward.
- Work to ensure that Citizens have accessible, effective, and culturally safe programs that help Métis families in their communities.

I am confident that I can count on you to fulfill the mandate and responsibilities that are entrusted to you, and I may need to draw upon your support on other Otipemisiwak Métis self-government matters. Likewise, please know that you can count on me to support you in your role as a Provincial Secretary.

I am deeply humbled to have this opportunity to serve and lead with you as we continue to build a strong Métis Nation within Alberta.

Yours sincerely,



Andrea Sandmaier
President
Otipemisiwak Métis Government