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Strategic Plan for



First Nations Corrections

2000 - 2004

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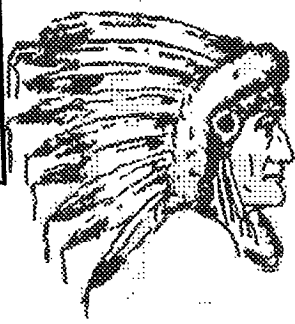


Federation of Saskatchewan Indian Nations

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FEDERATION OF SASKATCHEWAN INDIAN NATIONS

Justice Secretariat

**STRATEGIC PLAN
FOR
FIRST NATIONS CORRECTIONS
2000 – 2004**

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EXECUTIVE SUMMARY

The purpose of this project was to develop a five-year strategic plan, in consultation with selected First Nations and tribal councils, for community-based corrections. The strategic plan delineates current capacities, issues, information and capacity-building needs, and future corrections initiatives. This project is the successor to the process that resulted in the FSIN's *First Nations Corrections Framework Document* in 1997.

The consultations took place from September 1998 to February 1999, first, with the tribal councils, and then with seventeen First Nations. Due to time and funding constraints, not all communities could be contacted. The meetings resulted in groupings of the First Nation communities into three categories, or "waves": (a) communities with the capacity to develop new, or improve existing, community corrections services presently; (b) communities that are interested in developing community corrections strategies in the near future, but require additional capacity development; and (c) communities that are not prepared at this time to proceed with corrections processes, but may be, within five years.

Specific First Nation and tribal council strategies have been developed and are included in this report as community action plans. Additional strategies will be discussed and developed to assist other First Nations and tribal councils (notably, those of the second wave) to develop the capacity and infrastructure necessary to implement community correctional processes. For those communities that are currently unprepared or unwilling to develop community correctional approaches (those of the third wave), the FSIN and governments will develop processes to inform and educate communities about offenders and possible community correctional strategies that may lead them to look at corrections at some future date. The individual action plans will also serve as evaluative tools for the relevant parties to gauge progress in the specific needs and initiatives cited by each community.

Common themes emerged in the consultations over the course of the project, and the prominent ones have been gathered into a separate section, with descriptions illustrating the spectrum of each issue, which include funding, education, training, relationship with governments, Community Justice Committees, and youth. General follow-up strategies have been devised for several of the issues, and they are compiled in another section for quick reference. These strategies can also be used with communities that were not consulted, but are interested in pursuing community-based corrections at this time, or in the near future.

Similar to the themes, observations gleaned from the consultations as a whole have been compiled into a section that delineates perceptions such as indicators of readiness and success, communication gaps, multiple accountabilities, and victims.

The actual consultation notes have been included as appendices, since they contain more detail than the summaries of each meeting.

INTRODUCTION

Historical context: First Nations justice development in Saskatchewan

First Nations justice in Saskatchewan has developed steadily throughout the 1990s. In 1993, the FSIN and the federal and provincial governments signed a Tripartite Framework Agreement on policing. This agreement facilitated the negotiation of Community Tripartite Policing Agreements between individual First Nations and governments to implement this service. As of September 2000, twenty-nine Community Tripartite Policing Agreements were in effect, covering forty-three First Nations. Two additional agreements await signing by the federal and provincial parties. Continual negotiation of training for Police Management Boards and First Nations' leadership by the Aboriginal Policing Directorate, Solicitor General Canada, is underway. Police Management Boards (PMBs) provide direction to these policing services and in building capacity within the communities in all areas involving police matters. A side note: as of 1999, of the seventy-six RCMP officers who police reserves under the agreements, only twenty-five are of First Nations ancestry.

In 1995, the Community-Based Justice Initiative (CBJI) was established to assist in the development of First Nations' Community Justice Committees (CJCs) through support, training, and facilitation. During the 1998-1999 fiscal year, the CBJI developed a skills-based training model to address the needs of communities, community justice workers, and CJCs. As of February 2000, forty-one CJCs were in operation.

In 1996, the FSIN Justice Secretariat produced the *FSIN Corrections Consultation Document*, a compilation of information on the delivery of correctional programs in Saskatchewan in the federal, provincial, and young offenders systems. This document was printed, bound, and was distributed to all of the First Nations and tribal councils in the province.

Community-Based Aboriginal Justice Initiatives in Saskatchewan

Over the past few years, more and more First Nations have engaged in capacity building related to community corrections and justice, in general. The following are a few examples of corrections and justice-related services being delivered by First Nations.

BEARDY'S AND OKEMASIS FIRST NATION provides healing and releasing circles, as well as alternative measures and diversion programs. The community is developing intensive case management for offenders in the community, and will begin construction on a reintegration facility this year.

ONE ARROW FIRST NATION provides crime prevention programs, support services for victims of crime, and diversion programs.

ONION LAKE CREE NATION provides crime prevention programs, support services for victims of crime, and diversion programs.

PRINCE ALBERT GRAND COUNCIL's Community Justice program offers crime prevention programs, public education, methods of conflict resolution, alternative measures programs, and support programs for offenders in the community. The Grand Council also administers a healing lodge for federal and provincial Aboriginal offenders, and has a section 84 protocol agreement with the Correctional Service of Canada.

YORKTON TRIBAL COUNCIL's Community Justice Program provides crime prevention, public education, methods of resolving conflict, and alternative measures. The program is also developing support services for offenders in the community.

In recent months, several First Nation communities have also successfully accessed funds under the Community Mobilization Program, one of many programs of the National Crime Prevention Initiative.

History and purpose of the project

In 1996-97 the FSIN, with funding support from Solicitor General Canada, Correctional Service of Canada, Saskatchewan Justice and Saskatchewan Social Services, conducted a year-long study of corrections. The study was designed to: (a) assist First Nations in the development of a variety of responses to the field of corrections; (b) clarify the role Saskatchewan First Nations wish to play throughout the continuum of correctional services; (c) articulate the role First Nations wish to play in the delivery of correctional services off-reserve; (d) identify linkages with other FSIN portfolios; and (e) identify options for future relationships with government funders.

The original intent of this project was to have the FSIN develop a long-term strategic plan for implementing improvements to the youth and adult correctional systems, through increased and improved community and institutional programming and services at the First Nation and tribal council levels. After the project began, however, the FSIN recognized that First Nations and tribal councils were not, for the most part, at a stage of readiness to develop specific, strategic approaches to corrections. As a result, the project was amended and the FSIN produced a "conceptual document" that could act as a basis for future discussions and activities, including the development of the intended strategic plan.

The final report, the *First Nations Corrections Framework Document*, synopsized the results of consultation meetings with First Nations, tribal councils, justice and corrections officials, youth and adult offenders, law enforcement representatives and non-Aboriginal non-government organizations.

Although the FSIN conceptual document placed a priority on young offender and youth issues, it also touched upon a number of other themes. These themes included: the need for more funding for programs in institutions and communities and to prepare offenders for release; the need for community programs to be community-based and community-generated; the need to move towards traditional healing; and the need to emphasize preventative measures.

Pursuant to the original vision of the corrections project, the FSIN has now built upon the conceptual document and developed a five-year strategic plan for First Nations corrections.

The project began in August 1998, and undertook focused consultations in selected First Nations and tribal councils to delineate current capacities, information and capacity-building needs, and future corrections initiatives. These consultations resulted in groupings of First Nation communities into three categories: (a) communities with the capacity to develop new or improve existing community corrections processes presently; (b) communities that are interested in developing community strategies, but with additional capacity and infrastructure development, may be ready to implement services in the near future; and (c) communities that are not prepared at this time to proceed with corrections processes.

Specific First Nation and tribal council strategies have been developed and are included in this report. Additional consideration will be given to those communities in the first category, as they present the best opportunities to improve and enhance programs and services, with the potential, in the long-term, to reduce the number of Saskatchewan First Nations people entering the federal and provincial correctional systems.

At the same time, strategies will be discussed and developed with the FSIN to assist other First Nations and tribal councils (those in the second category) to develop the capacity and infrastructure necessary to implement community correctional processes. A few of the First Nations perceived themselves as being of the first category in vision, yet, their current capacities indicate they require more infrastructure development. Nonetheless, they have a clear idea of the developments they wish to make in community corrections and justice. These communities would become the "second wave" for negotiations and development.

For those communities that are unprepared or unwilling to develop community correctional approaches (those of the third wave), the FSIN and governments will develop processes to inform and educate communities about offenders and possible community correctional strategies that may lead them to look at corrections at some future date.

As part of the implementation of this strategic plan, efforts will be made to link First Nation and tribal council corrections strategies with other federal and provincial initiatives, such as Crime Prevention, Aboriginal Headstart, victim services, the federal residential school healing strategy, the First Nations policing policy and the Aboriginal Justice Strategy.

Methodology and its limitations

The consultative stage unfolded in two phases. First, consultations were held with the tribal councils individually, from September to mid-November, 1998. The second phase entailed consultations with approximately two First Nations from each tribal council, from October 1998 to January 1999. Due to numerous unsuccessful attempts to schedule a consultation with all of the independent First Nations, ultimately, only one consultation with an independent First Nation was completed. Thus, a caveat should be noted about the subjective and incomplete nature of this project: first, due to time and funding constraints, the FSIN was unable to consult with every member First Nation, and second, in a couple of instances, the tribal councils elected not to place their member First Nations in the categories.

This project has been guided by a tripartite corrections working group consisting of Ministry representatives from Canada (Solicitor General and CSC) and Saskatchewan (Justice and Social Services) and the FSIN Justice Secretariat. The working group approved the project's work plan, monitored the consultations regularly, and were involved in developing the

strategies contained in this report. The FSIN also kept the Indian Justice Tripartite Committee apprised regularly.

Participants: who they were

At the tribal council consultations, the majority of the participants was First Nation service delivery workers, Community Justice Committee (CJC) and Police Management Board (PMB) members, Elders, and tribal council workers from the justice and related sectors. Four of the consultations also featured one or two political leaders from individual First Nations.

At the First Nation consultations, again, the majority of the participants were service delivery workers, CJC and/or PMB members, Elders, volunteers, and the occasional youth representative. Four First Nations involved their councillors holding the justice portfolio; in most of these cases, the councillors themselves were the justice workers for the First Nation community they represented. In addition, a few First Nations invited outside workers, such as RCMP officers, correctional centre liaisons, and representatives from local health services to participate.

“Community-based corrections” and the elasticity of program terms

To the consultation participants, the phrase “community-based corrections” means much more than simply having correctional services based in, or administered by, a First Nation community. It entails community ownership of justice issues arising from undesirable behaviour of certain members of the community, and of finding solutions to the imbalances caused by such conduct. Communities are aware that an approach to justice needs to involve other sectors, since many members in conflict with the law have multi-layered issues with which to contend. Criminal behaviour tends to be merely a *symptom* of deeper wounds, illnesses, and imbalances. A holistic approach to justice is not merely desirable, but imperative, to restoring balance and healing within a community. For this reason, the word “corrections,” in its strict sense, is rarely employed by consultation participants. The crimes themselves are not so much the cause for concern or correction; instead, the issues and imbalances that led to the committing of the crime are the important foci. This encompassing vision is often reflected in the concerns and desired future initiatives raised by the participants, as many of both surpass the boundaries of “corrections.”

Similarly, readers of this strategic plan should apply broad interpretations to terms referring to programs, such as “diversion,” “mediation,” and “family group conferencing.” The reason is that, although governmental audiences may understand such terms as having strict, even official, definitions, some consultation participants have likely used some of them more freely—even applied them to programs not sponsored by government departments. Just as “community-based corrections” applies to much more than services pertaining to corrections, so, too, are the terms referring to specific programs stretched beyond original definitions.

First Nations and tribal councils that fall under the first time category have expressed an interest in a number of adult corrections-related programs and services, most notably, Section 84 CCRA protocol agreements and probation services. These communities have also expressed an interest in developing support programs for offenders and their families in the areas of sex offender treatment, anger management, and family healing.

First Nations and tribal councils that fall under the second time category likewise place an emphasis on developing section 84 protocol agreements and probation services, but recognize the need for additional information and capacity building. A number of communities in this group are also looking into establishing custody programs for their members, including section 81 custody agreements, a CRC for federally-sentenced women, and a healing lodge.

With respect to Young Offenders, some communities in the first category focused on the need for Young Offenders facilities, and one community expressed interest in introducing anger management programs specifically for youth. First Nations and tribal councils in the second category placed a priority on custody issues, desiring either Young Offenders facilities or open-custody placements.

Given the elasticity of the term "community corrections," the fact that many First Nations and tribal councils discussed programs and services that extend beyond the mandates of either federal or provincial correctional agencies is not surprising.

Youth programs and crime prevention initiatives were cited most frequently as being necessary for First Nations to address the needs in their communities effectively. Recreational, cultural, and program facilities were most commonly cited by communities in category one as needs for youth, with youth cultural camps also mentioned frequently. These programs were also considered necessary by communities in the second category. Further, the majority of communities in the second category noted the need for general youth activities. Similarly, First Nations in the third category deemed cultural camps and recreational facilities significant. Overall, crime prevention programs ranged from programs in schools, youth role model and mentoring programs, to family-oriented treatment to community watch programs and safe havens.

A number of proposed programs and services fall within the mandates of Justice Canada and Saskatchewan Justice to address. Communities in the first category saw the need for community-based processes that provide alternatives to the existing system, such as diversion, family conferencing, and sentencing circles. Communities in the second category likewise perceived the need for these programs, but emphasized the need to have more structural changes to the existing system, including situating courts on reserve, a court system using Elders, and a court worker program. The FSIN, with support from Saskatchewan Justice and Solicitor General Canada, should facilitate the implementation of First Nation crime prevention programs with the National Crime Prevention Council.

Communities in both categories also cited improvements or changes to policing as desired outcomes. Most often, communities wanted to establish Police Management Boards and, in one instance, a tribal police force.

First Nations and tribal councils in the second category also drew the link between effective corrections and substance abuse treatment.

FOLLOW-UP STRATEGIES:

- **The tripartite corrections working group should continue, on an ongoing basis, to facilitate and monitor the implementation of this strategic plan.**

- **To reduce confusion and possible conflict between the aspirations of First Nations and tribal councils and government capacities, the FSIN should co-ordinate a process of education about government roles, mandates, and responsibilities pertaining to corrections.**
- **The first order of business for the tripartite working group should be to look at federal and provincial strategies to support the development of community-based adult and youth correctional services and healing strategies.**
- **As part of the implementation of this strategic plan, federal and provincial representatives on the working group should work with other partners to support program and service development, including:**
 - **As part of ongoing discussions, the FSIN and Saskatchewan Social Services should use this report as a basis for consultation with other federal (DIAND, DOJ) and provincial departments to develop a coordinated strategic plan to address the need for youth services and programs in First Nations communities.**
 - **CSC, with the participation of Saskatchewan Corrections, should enter into contractual protocol agreements with First Nations and tribal councils for post-release services (Section 84). Agreements could be expanded to include provincial offenders on conditional release or on probation.**

1. GENERAL THEMES

1.1 Funding

The inadequacy of current funding was raised as an issue in every consultation. Expressed funding needs include programs, justice and corrections staff positions, operational dollars to perform duties associated with those positions (such as visits to communities by tribal council workers), travelling, and networking with other First Nations in the province. The last item was a major concern for the northern bands, who, in reality, find themselves often working in isolation, away from services they are theoretically entitled to access. Funding is also needed by First Nations for simple material resources, such as gas, tobacco, cloth, office equipment and supplies.

As a footnote to the individual consultation summaries, the issue of funding is not mentioned therein because every group cited it, strongly. Its omission from the summaries is not to be interpreted as indicating that it is not an important factor in the communities' ability to progress in community corrections. To plan, implement, and evaluate the tribal council and First Nations corrections strategies successfully, governments must recognize the need to invest funds for community capacity building, infrastructure development, and implementation of programs and services. Unlike most Canadian communities, which have developed a range of justice and corrections services over several decades, First Nations have generally had justice and correctional services delivered from outside, non-Aboriginal agencies.

A related issue raised by several was the lack of office space for justice needs. Although not every community may warrant its own courthouse, many were running multiple programs out of tiny, cramped offices. Certainly, larger spaces are necessary to conduct programs such as healing or sentencing circles, or preventative programs for youth.

1.2 Need for education on justice issues for community and council

The first, and most obvious, need was for education in general justice issues. First Nations that fit under the second time frame of development would benefit most from such information, both for their communities and for their leadership, who tend to be cautious of change and of the implications of assuming ownership of justice and corrections services.

Of the First Nations that fall under the first time frame, their justice workers cited awareness sessions on specific justice and corrections developments as the knowledge their leadership needed in order to give support for new ideas. The consultations indicate that the key common factors to communities' success in corrections are a collective knowledge and understanding of justice issues. Such understanding needs to be reached first within the leadership, as an "inside-out" approach; leaders can be made aware of the ways in which political interference or apathy can hinder the process of healing and restoring community balance. Education tends to lead to advocacy, which translates into support for new community corrections initiatives.

Specific information needs fell into three general categories. The most often-cited needs were for information about the *Corrections and Conditional Release Act* (specifically sections 81 and

84), best practices and programs in other First Nation communities, community corrections options and opportunities (such as probation), and the justice system in general (including alternatives to the existing system). A smaller number of communities and tribal councils requested information on Young Offenders, victim services, government programs and funding sources, and proposal writing. Tribal councils and First Nations also requested information on other government programs, specifically the National Crime Prevention Initiative and the Aboriginal Healing Foundation, which they felt would support the development of healthy and safe communities. A number of communities looked to the Internet as a tool to disseminate information on best practices and opportunities.

FOLLOW-UP STRATEGIES:

- **Canada and Saskatchewan and the FSIN to develop an inventory of community correctional services and best practices and make it available to First Nations and tribal councils.**
- **FSIN to develop a plan with the Aboriginal Justice Learning Network for the provision of information/education sessions on the Canadian justice system, and alternatives, to interested communities and tribal councils.**
- **FSIN to circulate material on the National Crime Prevention Initiative and the Aboriginal Healing Foundation to First Nations and tribal councils.**

1.3 Training

The most commonly expressed need was for certified training, preferably that offered by government departments, and training of trainers to keep expertise in the community. Without certificates, justice workers are finding that the (healing) services offered on reserve by them or colleagues are not being recognized by the courts or government agencies. As a result, offenders are being referred elsewhere, often to mainstream programs in the closest municipality.

A number of communities cited the need for more specialized training, in areas such as sex offender treatment, victims support, sentencing circles and alternatives, anger management and building self-esteem. Continuous training was also cited, so that justice workers, who often assume more than one role, can keep apprised of the latest developments in justice and corrections.

Two other types of training needed are at the opposite ends of the spectrum. Some justice workers would like to have training within departments' systems, to gain a better understanding of them. Conversely, a few justice workers would like to have more education and training in traditional Aboriginal justice practices. This training need was mentioned by those who either had few Elders to draw upon for counsel, or those who were in the preliminary stages of community justice development.

A large percentage of communities recognized the need to train community leadership and volunteers to take on management responsibility for policing and justice services. Only a limited number of individuals in any community are interested or involved in community policing/justice initiatives, and these same individuals would likely become involved in

community correctional services. Given the expertise available in these committees, and the need to make the best use of volunteers' time, to have community correctional services managed through an existing Police Management Board or Community Justice Committee, rather than through newly-formed parallel committees, may be more feasible in some communities. The dangers of overload and burnout would need to be considered within each community, before expanding these groups. Strong Police Management Boards and Community Justice Committees are, therefore, essential if they are to be used to support the development and delivery of community corrections, crime prevention, or healing strategies.

FOLLOW-UP STRATEGIES:

- **The provision of up-to-date information on training opportunities, including training sponsored by the FSIN, to be undertaken by the FSIN.**
- **The establishment of links between the FSIN and other organizations that offer justice and corrections education and training sessions, to be undertaken by the FSIN.**
- **The expansion of training sessions to include non-governmental workers to be undertaken by federal and provincial departments working in justice and corrections.**

1.4 Need for human resources

Aside from funding, the need for human resources was the most often-cited issue. More personnel are essential not only to continue current correctional programs, but even to consider implementing any more in the near future. Any of corrections workers, liaison workers, probation workers, case workers, youth workers, and even justice coordinators are identified as a pressing need by each of the tribal councils and First Nations that were consulted. Presently, many justice workers are assuming too many roles—paid or voluntary—and consequently, are feeling overloaded. Participants from communities with good capacity cited more staff, especially specialized staff, as a potential asset to making community corrections programs more effective and consistent.

Another issue was that of the need for Elders, and their skills, to be recognized by government departments so that they can be paid for services they provide beyond those covered by honoraria.

FOLLOW-UP STRATEGIES:

- **The provision of secondments to First Nations and tribal councils by federal and provincial departments working in justice and related sectors.**

1.5 Relationship with governments: process, attitudes, and partnership

The various aspects of the relationship between government departments, individual workers, and First Nations evoked a wide range of sub-topics, which have been gathered under the titles above, but are actually intertwined.

Under the topic of process, communities felt that unnecessary bureaucracy and inflexibility in government processes and policies—notably in funding criteria—were hampering their progress in corrections. One example is that First Nations are prevented from having cases of repeat offenders diverted, despite their desire to work with such cases. Another example is the slow response time of the RCMP in some communities (in one case, due to the federal government's refusal to provide officers with on-reserve housing because a municipality is close by). The need to improve communication between correctional institutions and First Nations was raised by participants from communities interested in offender reintegration. They would like to be kept informed about inmates from their communities, programming in which their member inmates participate, and the full range of conditions imposed during sentencing. Some First Nations' members asserted that the cultural chasm in conceptions of justice, family, and corrections is the root cause of many of the misunderstandings and frustrations that First Nations face when working in corrections. Language differences by themselves also contribute significantly to miscommunication, as in the innocuous task of filling out government forms.

A related concern is the inaccessibility of government front-line workers. In some cases, workers of the Department of Social Services (DSS) are not serving First Nation communities, although the reserves are part of their responsibility; in others, probation officers are simply difficult to contact. On some reserves, the RCMP rarely communicate with the band administration, or are rarely visible, except to make arrests. Many members believe that in these situations, the workers simply do not care about providing service to the First Nation communities—they cannot be bothered to make the effort.

This pervasive perception of apathy and cultural insensitivity has led to the virtually unanimous recommendation for more participation in cross-cultural awareness sessions by justice sector workers such as: police, judges, court workers, prosecutors, Social Services workers, and SGEU members, as well as government representatives such as politicians. The hope is that such sessions and more public education could alleviate the general indifference to First Nations justice and corrections processes, and lead to greater participation in alternatives, such as sentencing circles and aftercare services. The nature of the relationship between a First Nation community and a government department literally hinges on the attitudes of a few representatives. Those First Nations with good working relationships with specific departmental representatives generally have done the greatest capacity building in justice.

Much of the First Nations' skepticism of governments' intentions lies in the history between governments and First Nations and in the present unequal relationship between them. The consultation participants felt that governments were still paternalistic, and lacked faith in the ability of First Nations to take control of community justice and corrections—or worse, were setting up communities to fail. A few First Nations would like to have more protocol agreements, which would spell out responsibilities and expectations of each party. Others simply wanted government representatives to invoke or honour current agreements; the police, the Crown, and judges should use alternative measures more, and RCMP detachments should honour Police Management Board agreements.

Regarding governmental policy development, several communities wanted more First Nations' input incorporated therein, more often, and from inception to the finished product. Unilateral decision making fosters distrust, and casts suspicion on the governments' sincerity about developing an equal partnership. A few communities stated that governments should recognize the authority of First Nations to develop our own laws and policies, which should then be recognized in the established courts. Many participants felt that governments need to honour the treaties and recognize the sovereignty of First Nations. In the meantime, the

governments need to resolve jurisdictional complexities in terms of service delivery. A couple of First Nations find themselves being served by no one due to their proximity to municipalities, and others are frustrated by the seemingly inconsistent, blurred boundaries of jurisdiction between different departments of the federal and provincial governments.

FOLLOW-UP STRATEGIES:

- **Cross-cultural and jurisdictional education to be undertaken by the Aboriginal Justice Learning Network.**
- **More proactive engagement in dialogue with First Nations to be undertaken by corrections and related workers (DSS, RCMP).**
- **More community visits to be undertaken by corrections and related workers.**
- **A stronger consultancy role regarding government policy development to be assumed by the FSIN, with support from First Nations.**

1.6 Geography

Geography was cited as an issue in two respects: accessibility to services and information, and cost. In the north, Justice workers and offenders often encounter difficulties in literally arriving at the courts, due to a lack of money for either gas or actual transportation. These factors also prevent access to much-needed human resources, such as youth workers, court workers, and others relevant to corrections. The high cost prevents community workers from attending information workshops, even those held at their tribal councils, let alone in the cities. Thus, in some cases, they do not receive information pertinent to their duties. Access to services needs to be factored more accurately into funding formulae.

Another aspect is that offenders from the north may endure further punishment when they are sent to correctional institutions in the south. They often experience culture shock, and lack the familial support available to other inmates, due to distance and travel costs. Consequently, they endure further alienation, a condition unlikely to be conducive to their rehabilitation and healing.

1.7 Community Justice Committees (CJCs)

The stability of, and non-partisan support for, CJCs are integral to the success of these groups in corrections. Several communities that lack the necessary support and interest tend to experience a high turnover rate. A high burnout rate, often caused by understaffing in justice and a community's unrealistic, high expectations, also contributes to instability within a CJC. To progress in community corrections development, a CJC requires its leadership's support, independence, and the community's informed support, all encompassed in a collective long-term vision of the direction in which the community wants to go in the area of restorative justice.

A major external stumbling block to a CJC's progress is lack of funding; some CJCs even operate on a voluntary basis. The fifty-dollar-per-month honoraria provided to CJC members is grossly disproportionate to the workload they assume. Not only do members assume many roles such as (addictions) counsellor, court worker, peacekeeper, mediator, and so forth, but

they often find themselves being "on call" twenty-four hours a day; such is the demand of their respective communities.

FOLLOW-UP STRATEGIES:

- Data on accredited and certificate training programs relevant to corrections, including information on scholarships, in the Prairie Region should be collected and made available to First Nations and tribal councils.
- FSIN to initiate discussions with Justice Canada and Saskatchewan Justice to re-examine the role of, and honoraria provided to, the CJs.

1.8 Correctional and Conditional Release Act (CCRA)

Knowledge and understanding of the CCRA's s.81 and s.84 ranges from nil to extensive. Most of the communities cited the need for an information session for their entire communities, particularly the leadership, especially since many of the justice workers have received requests from inmates, thereby propelling the communities into unfamiliar territory. Many participants believed that an organized, highly-promoted educational campaign on the CCRA by the Correctional Service of Canada is in order, particularly since some of the tribal council justice workers were unsure of their comprehension of the Act. A few justice workers asserted that they, and their leaders, need a clear understanding of the implications of the relevant sections, in order to prevent their possible abuse. Of particular concern are potential invocations by non-Aboriginal offenders who are married or common-law spouse to a band member (but are not members themselves), and offenders who would use s.84 as a shortcut to early release.

Several of the consulted First Nations simply wanted more information about s.84, but a number of other First Nations expressed interest in negotiating and implementing s.84 agreements in their communities.

FOLLOW-UP STRATEGIES:

- CSC and the FSIN to develop information on sections 81 and 84 for distribution to First Nations and tribal councils. CSC and FSIN to co-ordinate a process to inform community leadership and membership about the CCRA.
- CSC to negotiate s.84 framework agreements/protocols with interested First Nations and tribal councils. Consideration should be given to negotiating probation and provincial parole supervision under the same umbrella agreement.

1.9 Concern for Youth: lack of services, (prevention) activities

Concern for youth and young offenders was raised in a majority of the consultations. For young offenders, justice workers cited a lack of adequate supports for them in correctional facilities to deal with personal issues. The programs that do exist have a very rigid schedule and thus, are considered unaccommodating to the continuous intake of youth. More alternative

measures need to be used, especially since many First Nations youths are thought to be pleading guilty simply to end their interaction with the judicial process.

Consultation participants offered many solutions, or at least preventative strategies, to help youth. The most common is more programming: not only recreational and sports activities, but also programs such as coping strategies, anger management, and conflict resolution. The linkage between youth corrections and youth recreational services needs to be determined between communities and funding agencies. The need for youth facilities, a positive environment in which they can gather, was frequently mentioned. In addition, programs need to be culture based, otherwise they remain foreign in concept and thus, irrelevant to the youth participants. Not surprising, the establishment of a cultural camp was often cited as an important future project.

Another topic was access to youth workers and services, particularly for northern communities. A couple of justice workers mentioned that the youth workers who are supposed to be serving their community never visit, despite the high need for their services. Whether this absence is due to a heavy workload or an attitudinal barrier remains to be determined. Another justice worker cited the stigmatizing of young offenders by government workers as an obstacle to progress in youth corrections, because the workers do not demonstrate interest or a belief in helping youths rehabilitate.

FOLLOW-UP STRATEGIES:

- **Cross-cultural education of government workers who come into contact with First Nations youth, such as DSS workers, correctional facility workers, and RCMP officers; to be undertaken by the Learning Network.**
- **Increase collaboration between DSS and First Nations and tribal councils to produce more Aboriginal-specific services for Young Offenders and youth at risk, such as cultural camps.**

2. ROLES OF THE FSIN, GOVERNMENTS AND IJC

2.1 Governments

Some First Nations and tribal councils stated that, in recognition of their sovereignty, they would prefer to have minimal interaction with government departments, such as providing funds for programs, training, and support services.

The other groups are open to varying degrees of involvement, depending on their capacity in community corrections. Generally, they would like to see departments be more proactive, by establishing communication and networks with First Nations, by acting as a liaison for community programs, and by visiting communities more often to share information and convey expectations. A few groups foresee long-term partnerships, with equal input. The sharing of human resources as a means of in-depth engagement was also cited, both in terms of secondments with cultural training beforehand, as well as the "shadowing" of government workers within their departments. Greater First Nations input into program and policy changes was mentioned as a step to establishing faith in the partnership.

2.2 FSIN

The tribal councils and First Nations consulted envisioned the FSIN assuming three roles: trainer/educator, information disseminator, and political advocate. For the first role, groups would like the FSIN to provide training in general justice and corrections issues, as well as in specific areas such as probation, the Young Offenders Act, Community Justice Committees, Police Management Boards, and sentencing circles. Some groups would also like FSIN Justice personnel to make presentations to their leadership to convey the importance of community justice. Two other aspects of the educator role include training the trainers, so that community members can learn to address their own communities, and sharing the FSIN's human resources to develop programs.

The second role would involve the development of a Justice clearinghouse. Consultation participants frequently cited their desire to learn about the best practices and lessons learned by other First Nations, both provincially and nationally. A web site to present program and proposal models, statistics, funding sources and new developments in corrections is the preferred forum, so that northern communities can have easy access to such information.

As a political advocate, the FSIN should act as a liaison between governments, tribal councils and First Nations, as desired, by the constituency. Greater political support should be given by the FSIN for First Nations' proposals, particularly to secure funding for them. In the broader realm of corrections, the FSIN should develop policies on First Nations corrections and lobby for legislative changes. More visits to communities, particularly those in the north, could assist community justice workers, in terms of local politics, by demonstrating the priority that needs to be placed on justice and corrections, by raising the profile of these sectors, and by encouraging leaderships to take ownership of justice issues.

2.3 Indian Justice Council

The Saskatchewan Indian Justice Council is the body that provides restorative justice services directly to First Nation communities. The members of the Council are affiliated with First Nations, Tribal Councils and FSIN justice projects. Accordingly, they are perfectly positioned to guide the FSIN in the implementation of the Strategic Plan for Indian Corrections. The Council meets on a bi-monthly basis and is funded independent of the FSIN; therefore, only a minimal expenditure would be incurred by FSIN Corrections to access this resource. We propose to employ the Justice Council as the body to assist in the policy development and implementation of First Nations corrections in the province.

3. OBSERVATIONS: A SYNTHESIS

The purpose of this project was to consult with the tribal councils and certain First Nations to outline their current capacities, capacity-building needs, and future corrections and justice-related initiatives they aspire to undertake. By evidence of the number of communities that administer stable justice and/or correctional services, First Nations in Saskatchewan are well underway to providing substantial community-based correctional services to their members, both in the community and in correctional institutions. Growing pains are well evinced; nonetheless, the progress of the communities of the first wave, and of several of the second wave, is encouraging because it proves that First Nations are capable of healing themselves enough to take collective responsibility for those members often the most out of balance, namely, offenders.

Indicators of readiness and success

From the communities of the first wave, common indicators of their readiness to assume more control of community-based corrections, and of their success at such existing services, have manifested themselves in an "inside-out" approach to corrections and justice.

- 1) The fundamental requirement for an effective justice program is strong support and political will from the community's leadership. This support tends to stem from the leadership's knowledge about justice and corrections issues. Another factor (implied or overtly stated, depending on the consultation) is the healthy state of being of the chief and council. If they are out of balance, living unhealthy lifestyles, they are unlikely to advocate health and healing for other members, particularly for a marginalized group such as offenders—or victims, for that matter. As the core of the community—with Elders as the center of that core—the chief and council need to set an example and lead the way towards healing and restorative justice for their community—tough as it may be to face sensitive issues collectively (e.g., residential school impacts). The community then takes its direction from its chosen leaders. In short, without the support of the leadership, a First Nation's justice program attempting to assume more responsibility for its member offenders and victims will go nowhere. For this reason, many communities that were consulted cited leadership education on justice and corrections as an important issue. Healthy leaders, guided by Elders, lead the way to developing healthy communities eventually.
- 2) A related imperative is the need for a First Nation's leadership to stay at arm's length from its justice program. A chief and council can provide support, advocacy, and even direction to its justice unit without lapsing into political interference. In fact, a good rapport and good communication with the CJC/PMB are important to progressing in community corrections. Non-partisanship and non-interference are essential to community-based correctional processes, such as sentencing circles, if they are to be accomplished successfully.

Although some offenders may be related to the leaders, the leadership needs to allow the community's processes for dealing with a crime to be carried out equally and fairly. This non-interference implies trust on the leadership's part in both the community's justice workers and the community itself.

- 3) With strong leadership support behind them, the first-wave communities shared the characteristic of having dedicated and stable justice and corrections staff. Not to say that any community of the other two waves has less dedicated staff, but rather, the leadership's support allow the first-wave justice workers to be more focused, proactive, and persistent in their work, since they do not have to worry about obstacles internal to the band's operations. The first-wave communities tend to have stable justice staff and CJs and/or PMBs, usually with members that have participated for years. By being unified, stable, and strong, these bodies progress more quickly by focusing on external hindrances, or better, external links and services that could be brought into the community.
- 4) Communities of the first wave are engaged in a multi-sectoral approach to justice and corrections, beyond having representatives of different sectors as part of the CJs or PMBs (though these groups are important starting points). The justice workers involve co-workers in other departments regularly in their case management and introduction of new services. This coordinated, holistic approach to corrections actualizes the prevalent notion of "community corrections" by dealing with not only the crime, but also the conditions that compelled the offenders to commit the crimes. The only improvement that might be made is greater involvement and representation of ICFS workers in community corrections.

Even as First Nations and tribal councils employ a co-ordinated, multi-sectoral approach to community-based corrections, they often find their progress stymied by government departments that are not engaged in similar efforts at synergy—or at least not to the same degree. The most significant evidence is in the inflexible funding of government agencies, which tend to operate as silos, and was cited by several communities as a major roadblock to effective community-based corrections. Greater flexibility for uses of funding needs to be introduced, with the common understanding that more flexibility does not translate into less accountability for those funds.

- 5) Strong and stable CJs/PMBs are crucial to acquiring and improving community-based correctional and justice-related services. They keep justice and corrections visible within the community as relevant issues; they are an entity that can inform members of options pertaining to justice and corrections matters. As such, they can also help the community gain trust and confidence in itself to deal progressively with crimes and healing.

Since youth were a concern for many communities, ICFS workers would do well to seek more representation in the membership of CJs and PMBs. Again, these bodies need to be allowed to operate without political interference.

- 6) The groups of the first wave have established good working relationships with government workers in a number of sectors, with outside organizations, or both. These relationships are positive and useful on many fronts: the parties share the same goals, they provide forums for mutual information exchange and education (especially cultural), they foster understanding, and where possible, a service can be added to the First Nation community's (justice) repertoire, hopefully at minimal or not cost to the First Nation. In general, they are win-win relationships.

- 7) Finally, the community at large needs to be involved in community-based corrections. Participation generally stems from a desire and commitment to collective healing, mutual trust, education on corrections, and then a concerted effort to work towards the goal of achieving successful community corrections. Similar to the leadership, the community needs to be informed about corrections and the implications of each development that is being proposed in order for their support to be sustained.

These indicators demonstrate the way in which receptiveness to and progress in community-based corrections is generated, from within the community, to all of the community, and then to outside workers and institutions. Many second-wave communities also have some of these indicators in place, but need to work on establishing others. In meeting all of these indicators, a community's vision of, and sense of direction leading to, community corrections—and ultimately, a restoration of balance—will likely be clarified.

Government departments would do well to undergo the same process, beginning with cultural sensitivity and awareness education, especially for their senior managers, bureaucrats, and front-line workers. This education should involve more visits to First Nation communities, to give government representatives a clearer idea of circumstances faced by First Nations—an important knowledge to have, as representatives of funding agencies. More education and interaction should also lessen fears based on ignorance of First Nations' cultures and aspirations, and hopefully, foster greater understanding and dialogue, particularly with unions. An enhanced understanding of the First Nations reality could also inspire government departments to support innovative community corrections initiatives in greater numbers and at a greater pace than is currently being done. For many participants, the long-term goal of the cultural education is to change not only mindsets about stereotypes of First Nations peoples, but also mindsets about justice, from prosecution and punishment to healing and reconciliation. Until these paradigm shifts occur, however, consultation participants will continue to mistrust the governments' intentions—perceived as off-loading or abdication of fiduciary responsibilities—in encouraging First Nation communities to assume more control of community-based corrections.

Communication gaps and miscommunication

The reverse to an indicator of readiness is an indicator of obstruction to progress—usually a method of operation that needs improvement. The overwhelming hindrance that emerged in the consultations was a lack of communication. First Nations justice workers, particularly those from second-wave communities, are experiencing communication gaps on various levels: internally (within the band administration and with the leadership), with their tribal council's justice units or workers, with government workers (RCMP and DSS), and with correctional institutions. Many consultation participants of the second wave were unaware or unsure of initiatives that other sectors within the band were doing, or of services being offered by their tribal council or government departments. Some of them simply had not been in contact with workers from these areas in quite a while.

The second aspect of this obstruction is miscommunication. In a few consultation summaries, services supplied by government departments are misrepresented (and misunderstood) by participants, which indicates that, little communication, if any, is occurring between the parties. If community-based corrections are going to be effective, successful, and current, the dialogue

between government agencies and First Nations and tribal councils needs to be strengthened and maintained diligently, particularly concerning expectations of services.

Multiple accountabilities

As the one pervasive issue, funding poses several complexities. Although government representatives concede that more money is needed and should be allocated to First Nations justice and corrections initiatives, they also concede that no amount will ever be sufficient. Similarly, they cannot provide for all of the requests and needs stated within this strategic plan; for some of the smaller communities, the economies of scale dictate that they simply will not receive all of the personnel for which they have asked.

In this era of strict spending and initiative guidelines established by both federal and provincial Treasury Boards, government departments cannot simply "hand over" funds to communities to spend as they like. First Nations and tribal councils likewise need to be more transparent and accountable for their expenditures to their members. Funding is stretched too thin for everyone for it to be spent unwisely or inefficiently. A middle ground needs to be outlined by governments and First Nations together that will allow sectors to work together more often in corrections and combine their resources (flexible funding) to allow for a wider range of expenses, while maintaining sufficient accountability.

Victims

As First Nations and tribal councils progress in community corrections to invoke the CCRA's sections 81 and 84 over the next five years, they should not lose sight of the victims of crimes. Just as more services are needed to assist offenders with reintegration back into the community, so, too, are more victim services needed within the communities to maintain a balance of focus and healing. Furthermore, victims should be consulted on, and prepared for, the release of offenders back into the community. To provide input into as much of the process, from sentencing to release, could give victims a greater sense of control and ownership of their negative experience.

4. SUMMARY OF FOLLOW-UP STRATEGIES

General:

- The tripartite corrections working group should continue, on an ongoing basis, to facilitate and monitor the implementation of this strategic plan.
- To reduce confusion and possible conflict between the aspirations of First Nations and tribal councils and government capacities, the FSIN should co-ordinate a process of education about government roles, mandates, and responsibilities pertaining to corrections.
- The first order of business for the tripartite working group should be to look at federal and provincial strategies to support the development of community-based adult and youth correctional services and healing strategies.
- As part of the implementation of this strategic plan, federal and provincial representatives on the working group should work with other partners to support program and service development, including:
 - As part of ongoing discussions, the FSIN and Saskatchewan Social Services should use this report as a basis for consultation with other federal (DIAND, DOJ) and provincial departments to develop a coordinated strategic plan to address the need for youth services and programs in First Nations communities.
 - CSC, with the participation of Saskatchewan Corrections, should enter into contractual protocol agreements with First Nations and tribal councils for post-release services (Section 84). Agreements could be expanded to include provincial offenders on conditional release or on probation.

Education on justice issues:

- Canada and Saskatchewan and the FSIN to develop an inventory of community correctional services and best practices and make it available to First Nations and tribal councils.
- FSIN to develop a plan with the Aboriginal Justice Learning Network for the provision of information/education sessions on the Canadian justice system, and alternatives, to interested communities and tribal councils.
- FSIN to circulate material on the National Crime Prevention Initiative and the Aboriginal Healing Foundation to First Nations and tribal councils.

Training:

- The provision of up-to-date information on training opportunities, including training sponsored by the FSIN, to be undertaken by the FSIN.
- The establishment of links between the FSIN and other organizations that offer justice and corrections education and training sessions, to be undertaken by the FSIN.

- The expansion of training sessions to include non-governmental workers to be undertaken by federal and provincial departments working in justice and corrections.

Need for human resources:

- The provision of secondments to First Nations and tribal councils by federal and provincial departments working in justice and related sectors.

Relationship with governments:

- Cross-cultural and jurisdictional education to be undertaken by the Aboriginal Justice Learning Network.
- More proactive engagement in dialogue with First Nations to be undertaken by corrections and related workers (DSS, RCMP).
- More community visits to be undertaken by correctional and related workers.
- A stronger consultancy role regarding government policy development to be assumed by the FSIN, with support from First Nations.

Community Justice Committees:

- Data on accredited and certificate training programs relevant to corrections, including information on scholarships, in the Prairie Region should be collected and made available to First Nations and tribal councils.
- FSIN to initiate discussions with Justice Canada and Saskatchewan Justice to re-examine the role of, and honoraria provided to, the CJsCs.

CCRA:

- CSC and the FSIN to develop information on sections 81 and 84 for distribution to First Nations and tribal councils. CSC and FSIN to co-ordinate a process to inform community leadership and membership about the CCRA.
- CSC to negotiate s.84 framework agreements/protocols with interested First Nations and tribal councils. Consideration should be given to negotiating probation and provincial parole supervision under the same umbrella agreement.

Youth:

- Cross-cultural education of government workers who come into contact with First Nations youth, such as DSS workers, correctional facility workers, and RCMP officers; to be undertaken by the Learning Network.
- Increase collaboration between DSS and First Nations and tribal councils to produce more Aboriginal-specific services for Young Offenders and youth at risk, such as cultural camps.

5. GROUPS READY TO EXPAND PRESENTLY

This section is presented in alphabetical order.

5.1 Beardy's & Okemasis First Nation (of Ft. Carlton Tribal Council)

Current Capacities

Presently, Beardy's and Okemasis First Nation promotes and delivers a restorative justice model that is expressed through a number of programs and which receives direction from a Traditional Justice Committee comprised of six Elders and justice staff. A full-time position is dedicated to coordinating sentencing circles, releasing circles, and mediation. The band has a PMB agreement, which allows the community to have input into how policing should be done in the community. Monthly meetings are held with the RCMP. The First Nation has two full-time officers, who reside in the community, and a sub-detachment office for the RCMP. Also, an auxiliary police officer has been assigned to work with the community to promote a crime prevention strategy.

The First Nation is currently negotiating with CSC a forty-bed healing lodge for male Aboriginal federal inmates, as a S. 81 venture. The facility has been named the Willow Cree Healing Lodge, and the target date for opening is the Spring, 2001. In the Fall 1999, fifteen seats were reserved at the SIAST campus in Prince Albert for band members to acquire Correctional Officer training.

Beardy's delivers an off-reserve wellness program to members residing in surrounding areas. Two people have been hired to address the needs of young families who have children up to six years old and who may be at risk. A community garden has been created and twelve families are involved in this project. The community attempts to provide support and to assist families struggling to access services.

The community has progressed in the areas of crime prevention and youth employment. This year, it offered eighty hours of employment to community youth who were between the ages of 15-30. A condition of employment was that each youth had to attend a twenty-hour life skills workshop.

The band provides some administrative support to a Saskatoon agency called Building a Nation, which provided clinical and cultural counselling to urban Aboriginal people.

A recent residential school needs assessment was completed, under the direction of the Justice department, which revealed that all services, including justice, need to be enhanced for members both on and off reserve.

Issues and Concerns

- ◆ Increasingly, programs should be moved to and delivered by the community, such as courts, education, and corrections.

- ◆ Government departments assisting with community programs need to be realistic about their expectations for such programs; the dividends are not proportionate to the amount of funding provided for programs. Communities cannot deliver the world.
- ◆ Stereotypical and racist attitudes of some white government representatives are barriers to progress in First Nations corrections and justice in general.
- ◆ The absence of partnerships, and the unwillingness of government departments to form partnerships, are major hindrances to assume control of community corrections.
- ◆ The province's policy on diversion limits who qualifies for diversion. The community would like to see the criteria reflect their aspirations.

Linkages

Externally, the band has made links to parole officers and management at Riverbend Institution for the purpose of conducting releasing circles, which have also involved the families of inmates and victims, where possible. The band also has links to CSC, RCMP, Young Offenders workers, government ministers, institutions, and so on.

Information Needs

The band would like to be able to access a database that would contain the experiences and best practices of other First Nations, and allow them to share their own. An internet site, such as that set up by Waseskun House in Montreal has done, was a suggested project for the FSIN.

Training Needs

The consultation participants cited specialized and ongoing training as its mediation need.

Involvement of Governments

Beardy's would like to form partnerships between the community and government departments, primarily through training and contact. Government involvement should be provided as needed.

Furthermore, government departments should permit the First Nation to spearhead its own projects. Officials need to be open minded, and allow Beardy's the time to work through growing pains and develop. Beardy's began this capacity-building process with existing community resources, and would prefer to continue this way.

5.2 Meadow Lake Tribal Council (MLTC)

Current Capacities

MLTC and the Meadow Lake First Nations (MLFN) developed five-year Justice Plans respectively in January, 1997. Each plan includes new and enhanced justice structures, programs, and services sensitive to the cultural beliefs and practices of each Dene and Cree community. Justice structures include Police Management Boards (PMBs), CJsCs, and Human Resource Teams (HRT). Justice programs and services range from healing/talking circles; alternative measures programming; probation supervision; offender reintegration; healing and wellness initiatives; community justice awareness; on-reserve policing; and crime prevention.

Issues and Concerns

- ◆ Community corrections in-service training for justice coordinators is required.
- ◆ CJsCs are underfunded, resulting in the lack of continuous board training, including community corrections.
- ◆ More in-depth community awareness sessions and knowledge sharing on community corrections is needed.
- ◆ Provincial corrections needs to provide financial support to First Nation communities that are accepting early-release inmates for the provision of corrections personnel and continuum care for offenders.
- ◆ Justice Coordinators are suffering from excessive workloads and burnout. Justice units have no support staff.
- ◆ The collective mood is good amongst the communities regarding community corrections. A great deal of mutual support exists. The communities want change, but lack of resources and integration of government programs are hindering progress. Without adequate funding, community involvement, in the form of taking ownership of issues related to community corrections, cannot be met. More resources need to be committed to community justice, including corrections.
- ◆ Governments focus too much on the needs of the offender(s), and they forget about the needs of the victim(s).
- ◆ Liability is an issue for communities because they are afraid to face blame.
- ◆ Information sharing definitely needs to be improved between the FSIN, MLTC, and MLFNs. The grassroots people do not always receive justice and corrections information, and people are unaware of who sits on the justice and corrections committees at all levels representing their First Nations issues.

Linkages

Internally, MLTC has made links to health and social; education; economic development; and the self-government units.

Externally, links have been made with the RCMP; Crown Prosecutor, Legal Aid; Judges; CSC; Social Services; Sask Justice; the Aboriginal Justice Directorate; and Probation.

Information Needs

Understanding of the CCRA's s.81 & s.84 is required by the Justice Co-ordinators, CJs, HRTs, and PMBs.

Federal and provincial corrections personnel should be more culturally knowledgeable, and should participate in cultural awareness sessions delivered by First Nations people.

MLTC would like justice information workshops.

MLTC would also like to engage in more information sharing with other communities.

Training Needs

MLTC would like training and education on reintegration planning.

Involvement of Governments

MLTC asserts that the role of governments is to provide adequate funding, with the option to enter into partnership agreements with MLTC/MLFNs. The MLFN communities should be the focus.

5.3 Mistawasis First Nation (of Saskatoon Tribal Council)

Current Capacities

Presently, Mistawasis offers the following services to its members: community support services, which are working with probation and bail services; mediation, with four workers in mediation training with Sask Justice; diversion programs for youth and adults; family group conferencing (though a replacement facilitator is needed); case management; a CJC and healing circles. The community has had one sentencing circle.

The band also has an early release agreement with the P.A. Correctional Centre; they have agreed to take an active role with early-release offenders and oversee their release plan.

Chief and council are generally supportive, and the community itself is supportive and willing to help with healing offenders.

The justice workers have visited each house for their input on crime prevention.

Issues and Concerns

- ◆ The youth have nowhere to go; they need a recreation facility. Even in the cold of winter, they are still "hanging out" outdoors.

- ◆ The band lacks human and financial resources to do proper follow-up on offenders who have returned to the community. Currently, it is done on a volunteer basis.

Linkages

The Justice unit is networking with parole officers to acquire information on ways to support new parolees. Although the band has yet to have a member on parole, they are preparing for it.

Internally, the justice unit has been communicating with health, education, the CAPC worker, the youth worker, and the NNADAP worker (currently, the position is vacant). In turn, the youth worker has been working with the education worker and outside agencies. The band does not have an ICFS worker.

The justice unit maintains regular contact with the Justice Canada and Sask Justice. The band also has links to the Department of Social Services (DSS), MSB (therapists), provincial corrections, and treatment centres.

Information Needs

The justice unit would like to have more information about community corrections programs being run across the country.

The band needs more information about the *CCRA*, s.81 and s.84, as well as information on the Aboriginal Healing Foundation; they were unaware of its existence before the consultation.

Training Needs

More specialized training is needed, such as for anger management, building self-esteem, and continuous training programs.

Involvement of Governments

The band would like governments to work with them as a partner, with better communication—more dialogue and more information sharing.

Mistawasis would also like departments' assistance in establishing a youth recreational facility.

5.4 Ochapowace First Nation (of South-East Treaty 4 Tribal Council)

Current Capacities

Ochapowace presently offers the following corrections and related services to its members: mediation (a mediator for youth and adults); a CJC that has been active for two years; talking

circles and healing circles; an alternative measures program; monitoring and supervising of offenders; sentencing circles for youth and adults (have been doing them since 1993); men's family violence healing circles, for men who must participate under conditional sentencing for spousal abuse, and for others who attend voluntarily; on-reserve policing from RCMP (the band and police have a good working relationship). Almost all programs have a high success rate.

The justice unit has good support from the community, who wants to continue their holistic healing approach of dealing with the entire family, not just one member. The community's vision is one of restorative justice. They have even accepted back a sexual offender to help with his healing.

The chief and council are very supportive. The leadership has remained stable over the years. In 1985, they took personal development training to engage in personal growth and in dealing with issues.

Issues and Concerns

- ◆ The band is understaffed to provide effective services; many workers are carrying several loads on top of their official work.
- ◆ Follow-up could be improved, including monitoring and supervising.

Linkages

Internally, links exist between the justice worker, the band's social development worker (who works with families on health, education, abuse, and other issues), the alcohol and drug abuse worker, the youth worker, the recreation director, the mental health therapist, and the community health representative. These workers meet regularly.

Externally, Ochapowace has made links to CSC (approached by the department), the RCMP, MSB, Justice Canada, Sask Justice, DSS, and correctional centres.

Information Needs

The band would like information on funding sources and resources offered by government departments.

The band is interested in learning how to set up probationary services on reserve. Currently, the community is doing it voluntarily for a member on probation.

The band would like to network with tribal councils and other First Nations on best practices in corrections.

The band would like to be informed of any training and development courses offered, such as mediation, or regional coordination of training that could be offered to communities.

Training Needs

The justice unit needs information on establishing a PMB; currently they receive only monthly reports from the RCMP.

Involvement of Governments

The band would like more information sharing and communication, particularly as to government programs and services, and on ways to work together.

The band would be receptive to receiving secondments from departments.

5.5 *Onion Lake First Nation (an independent First Nation)*

Current Capacities

Onion Lake presently offers the following correctional and justice-related programs and services to its members: a diversion program for first-time and repeat offenders, including case hearing and reviews; a court worker program, with one half-time staff member; a probation officer, who visits twice a month; parole officers from P.A. and Meadow Lake; a day program (post-charge), including pre-deposition reporting done with the youth and parents (one worker is nearly finished training in Intensive Case Management); a contact system between the justice program and North Battleford Correctional Centre, Saskatoon Correctional Centre, the P.A. Penitentiary, and Pine Grove to be informed when members are going to be released; supervision (offenders report on a weekly basis); a fine option program, with the worker based in Alberta; mediation, with three people trained; a CJC and PMB; NNADAP and a rehabilitation centre, featuring Inner Child Therapy; telephone services for family members to contact relatives in correctional centres (many homes lack phones); co-ordination of travel money for families to visit correctional centres; a youth activity coordinator, whose primary function is to get youth at risk and young offenders involved in healthy activities (funded through casino profits); and one sentencing circle, to date. The justice program is introducing the Broken Wing program.

The band has decided to amalgamate some of their human service delivery staff to work better with the families that are having problems. This approach will ensure that the family does not get shuffled from worker to worker. The Human Resource Coordinator is doing a proposal for submission to the Aboriginal Healing Foundation for a healing lodge.

A security service that patrols the community after hours has recently been introduced.

A Youth Restorative Justice Initiative, comprised of the "Young Warriors" and "Spirit of Life" programs to teach traditional roles and conduct to youth, is getting underway.

The leadership and community are very supportive of correctional programs. Family members provide input into release plans and conditions.

Issues and Concerns

- ◆ Lack of human resources, especially to do follow-up. The corrections work undertaken by the Justice workers is on top of their designated workloads. Sask Justice is funding them to do only diversion work.
- ◆ Jurisdictional complexities pose several problems, due to the band's straddling of the border and proximity to Lloydminster. The court worker program is restricted to Saskatchewan, therefore, members in Lloydminster cannot receive assistance. Similarly, release plans are problematic, since inmates need a letter to go outside the province, which includes Lloydminster. More flexibility in parole and conditions are necessary. The band's mailbox is located in Alberta although the band office is in Saskatchewan, which CSC tends to forget, thereby delaying the band's receipt of their mail-outs. Jurisdictional confusion exists regarding the two RCMP detachments, one in Lloydminster and one at Onion Lake.
- ◆ Doing release plans for young offenders is problematic, due to the confidentiality restriction. Since DSS is very restricted in what information they can release, the band workers have to duplicate the interview process with the family and youth in question, to which DSS has already subjected them.
- ◆ The band has done release plans for offenders with special needs that the band is unequipped to meet, such as mental illness, physical disabilities, aggressive behavioural problems. Anger management classes are available only in Lloydminster, which can be problematic for offenders restricted to Saskatchewan. The band needs more treatment programs on reserve, such as to treat spousal abuse.
- ◆ The band needs a vehicle to meet the transportation needs of clients, some of whom need to travel to North Battleford for treatment. Many offenders lack vehicles or a driver's licence. Travel expenses are equally problematic; occasionally, an advance is available for offenders, but it must be paid back. The outcome is that, since many offenders are unemployed, they have few options for travel necessary to adhering to the conditions of their release or sentence.
- ◆ The justice program has insufficient office space. Currently, five workers share two offices, and the space becomes even more crowded when the probation or parole officers visit.
- ◆ Some sex offenders have stringent conditions that are difficult to uphold; e.g., no contact with children. Given the young population on reserve, this restriction makes housing the offender on reserve a veritable dilemma.
- ◆ Inmates have difficulty gaining permission to attend outside funerals.
- ◆ Female inmates who are pregnant should be given special consideration. One such member was forced to serve her sentence, and was not released until her eighth month of pregnancy.
- ◆ The judge in Lloydminster (Saskatchewan side) is extremely rigid, and seems unwilling to give up any authority. Very rarely does he utilize the diversion program.
- ◆ In ninety per cent of the cases, victims are not consulted on offenders being released; correctional institutions are not informing them. The band has asked institutions to consult with victims, but nothing in the correctional procedure has changed to date. Some members do not involve the band's justice unit in their release because they are too afraid of strict and numerous conditions.
- ◆ Governments are trying to pawn off onto reserves some of those offenders who land in the cracks of the correctional system (not criminally responsible for behaviour), and who are subsequently denied treatment by facilities.
- ◆ The same families are getting into trouble—intergenerational criminal behaviour. The band needs family-oriented treatment and activities.

- ◆ Many rehabilitation centres refuse to accept people coming from correctional institutions; they think the inmates are trying to find an easy way out.
- ◆ RCMP officers express negative, pessimistic attitudes towards members convicted of crimes—almost goading them into re-offending.
- ◆ Bylaws are slow to be approved by DIAND (sixty-day waiting period).

Linkages

Internally, the justice program has made links with ICFS, health (through the Community Wellness program), Brighter Futures (the program received some financial assistance), the schools, including the Learning Centre, the youth activity coordinator, and housing (they met on the need for a halfway house). In addition, the band has a referral system with the rehabilitation centre.

Externally, the justice program has links to parole officers, probation officers, Correctional workers from North Battleford and Saskatoon, RCMP, Sask Justice, DSS in North Battleford and Lloydminster. No link has been made with CSC. The program will be receiving a practicum student from Europe.

Information Needs

Community members need to be better educated about the programs and services available. The justice program would like to hold a justice and corrections workshop to find out what members would like or need.

The justice workers would like to network with workers in other First Nation communities. Other communities from outside the province are using Onion Lake as a model for their own pilot project.

Training Needs

The band would like to hold specialized courses on reserve, such as anger management and sex offender treatment; thus, they need the training to facilitate these courses.

The justice workers would like cross-cultural training for outside workers (those in institutions).

Involvement of Governments

The justice workers would like more community visits from correctional and justice workers—similar to the visits made by judges a couple of years ago—to see where inmates come from.

The justice workers would like more cooperation from judges regarding alternatives to imprisonment.

5.6 Prince Albert Grand Council (PAGC)

Current Capacities

PAGC offers the following corrections and justice-related services to its member First Nations: a Healing Lodge, in conjunction with the federal and provincial governments; an alternative measures program and a parallel urban program; probation services; diversion; mediation; healing circles; sentencing circles; family group conferencing; a pre- and post-sentencing program; and a Justice Committee, made up of representatives from the First Nations. PAGC's justice unit also coordinates community schools' mediation programs.

Issues and Concerns

- ◆ Political interference at the band level needs to be eliminated. Conversely, the political will to deal with corrections issues needs to be strengthened; First Nations' leaders need to become involved.
- ◆ Justice and corrections development in the north needs to occur; specifically, northern bands need correctional and healing services for youth. Due to geographical access difficulties pertaining to services, correctional and healing facilities are needed in the north. Until they are developed, access difficulties need to be factored into funding formulae.
- ◆ In the north, band members need greater understanding of and adherence to bylaws, especially those pertaining to banishment. They need to respect the laws their leadership has made.
- ◆ Justice workers encounter cultural insensitivity manifested by government workers, particularly, paternalism. They would like to be treated equally, as partners. The relationship with the RCMP needs improvement.
- ◆ Youth, as a whole, were a concern. Due to the high re-offending rate of youth, PAGC would like to develop crime prevention action and youth activities.
- ◆ More reintegration of offenders is warranted, through mediation for families, and between victims and offenders.
- ◆ Urban support people in corrections need to be established. A greater presence could be developed in gaining recognition of resources, establishing communication with elders, and creating awareness in the area of crime prevention.
- ◆ The CJsCs, in general, are a concern: they lack adequate funding; undergo high turnover rates; may be forced to shuffle their membership due to a change in leadership; and need a clarification of their roles.
- ◆ Regarding the Healing Lodge, PAGC is concerned about the ease with which the lodge can be manipulated financially; since the federal government pays for beds it uses, if institutions don't make referrals, the lodge can experience a vast shortfall of funding.

Linkages

Internally, PAGC justice unit has created links to Education and Social Development units, whose representatives sit on the CJC.

Externally, PAGC has made links with government departments, including CSC and DSS. PAGC believes that an integrated approach to justice should also include DIAND.

Linkages

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Externally, PAGC has made links with government departments, including CSC and DSS. PAGC believes that an integrated approach to justice should also include DIAND.

Information Needs

PAGC would like to have specialized education for social workers on dealing with sexual assaults, and on establishing victim services.

They would also like to have general justice workshops.

Training Needs

PAGC would like to have CJC training for the justice workers in the north (from the FSIN).

Involvement of Governments

PAGC would like to see government representatives participate in the training of CJsCs.

In the future, the tribal council would like to have workshops done for them on CCRA s.81 and s.84 policies.

PAGC would like governments to establish flexible guidelines and criteria for programs and funding.

When the government tries to initiate development within individual first Nations, they should invite input from the FSIN justice unit in the process.

5.7 Yorkton Tribal Council (YTC)

Current Capacities

In terms of justice and correctional programming, YTC currently offers an alternative measures program, mediation, diversion, court worker services, and the assistance of community development workers. In addition, YTC has developed a generic plan for intensive community support providers, including probation officers, and judicial interim release for young offenders. The tribal council has a Justice Commission that promotes the First Nations to progress at the same pace; it has been in operation for over three years.

The YTC Justice unit has signed a service agreement with CSC regarding s.81 and 84 programs for the member First Nations.

The First Nations' Justice Committees have all received training in Resolving Conflict Constructively, as well as Introduction to Mediation, through Sask Justice.

The Justice Committees have attended Community Justice Forum Training, provided by the RCMP. The committees will now be providing the mediation services for on-reserve cases.

The member First Nations have been instrumental in the development of all policies at the Tribal Council Justice unit.

The Justice Committees have developed terms of reference and conflict of interest guidelines for their own use.

Issues and Concerns

- ◆ First Nations need to have more input into policy development, as well as the authority to develop their own policies. YTC believes First Nations need our own laws and policies and then gain recognition for them by the court systems.
- ◆ Similarly, existing First Nations' policies and procedures do not receive their due recognition. Political advocacy from the FSIN and AFN is needed to push for this recognition. Government departments act as the biggest roadblocks when First Nations' policies do not go in the same direction as theirs. Government agencies tend to dismiss First Nations' policies and ideas, particularly when they pertain to funding.
- ◆ Governments do not recognize the sovereignty of First Nations. YTC advocates the establishment of a First Nations court system, with our own laws.
- ◆ Criteria and guidelines for justice programs and sources of funding are too narrow. First Nations' definition of "justice" programs is a different interpretation that of government departments, such as the Solicitor General.
- ◆ YTC would like more cooperation from judges to invoke and use Aboriginal Restorative Justice initiatives and alternative measures.
- ◆ Similarly, YTC would like more cooperation from the RCMP, through their honouring of PMB agreements.
- ◆ The tribal council would like recognition of their human resources that lack accreditation, such as Elders, by government departments.
- ◆ YTC has concerned about the correctional and judicial policies to which it has to adhere; they tend to focus on punishment and deterrence, rather than on rehabilitation and healing, as the First Nations' approach to corrections does.

Linkages

YTC has taken a holistic approach to justice and corrections, which is cited in all its proposals and submissions. The envisioning of intensive community support personnel is consistent with this approach. YTC is also in the process of developing an integrated service delivery model.

Externally, YTC has made links to CSC, the Solicitor General, Sask Justice, RCMP, crown prosecutors, and DSS.

Information Needs

YTC's First Nations need more information about the CCRA's s.81 and s.84, particularly for Cote, who has had requests from inmates, and Cowessess. Furthermore, Cowessess and YTC's Assistant Justice Coordinator are waiting for a response to their question about a payment schedule under s.84.

YTC would benefit from sharing information and experiences with other First Nations on corrections, and would like the FSIN to co-ordinate this information sharing.

Finally, YTC would like more discussion-type meetings involving both FSIN workers and government representatives on justice and corrections issues.

Training Needs

The tribal council would like the FSIN to do more training of trainers, so that justice programs can become more independent and self-evaluative.

Involvement of Governments

YTC would prefer to have only minimal involvement of governments; they should only be involved in funding. Justice initiatives should be undertaken by chiefs and councils.

6. GROUPS WITH CAPACITY TO EXPAND IN THE NEAR FUTURE

This section is in alphabetical order, according to tribal council.

6.1 Agency Chiefs Tribal Council (ACTC)

Current Capacities

At the tribal council, corrections programs are yet to be established, since a Community Justice Co-ordinator was hired only in 1998. The Co-ordinator has since visited four correctional facilities. The tribal council does not have a youth worker. Little will be developed until the new fiscal year. ACTC is trying to acquire a corrections worker. ACTC currently does have NNADAP workers. The justice worker facilitates sentencing circles. The tribal council also has a survival and cultural camp for youth, run voluntarily by an elder.

Witchehan First Nation has three mediators for diversion, and two First Nations have family group conferencing. Big River First Nation has a court worker who provides service to other ACTC members, and also serves as a mediator. The First Nation also has two workers taking victim services training with the RCMP.

Issues and Concerns

- ◆ Trust is missing to be able to hold circles; community members have a hard time revealing insecurities.
- ◆ ACTC lacks the capacity to deal with urban cases.
- ◆ Community members are used to others running things for them; they are not taking ownership for their healing. If the justice worker didn't show up, it (the healing circle) would not take place. The communities have to take initiative for community-based programs.
- ◆ Treatment centres forget about the uniqueness of persons. The teaching of parenting (skills) is overlooked in their programming.
- ◆ Strengthening of culture, and respect for and recognition of Elders are needed. The current generation does not recognize the other; the youths do not visit their Elders.
- ◆ Elders are getting weary; they have been doing justice work for years. Yet, they still need to be the foundation of the justice program development.
- ◆ First Nations need to take programs formed by white people and convert them to each community's way.
- ◆ The tribal council needs facilities. Frustration sets in for solvent abusers who cannot do their healing at home, or even in province. The whole family needs treatment, not just the youth solvent abuser.
- ◆ More communication from government administrators is needed regarding the filling out of forms (e.g. assessment forms for treatment centres). Language differences act as a barrier.
- ◆ Offenders lose family contact. The institutional experience is a total shock for first-time offenders; they have no one with whom to identify inside. Correctional institutions are too foreign an environment, even physically. Inmates are treated like animals.

- ◆ ACTC and the First Nations are grossly understaffed in the area of justice.
- ◆ The community members need aftercare and follow-up, which cannot be provided at present.
- ◆ The treatment centre at Sandy Lake is supposed to serve the three bands of ACTC, but does not do so.

Linkages

ACTC has made links to Sask Justice; Aboriginal Justice Directorate reports from 1998-99 identify the need for correctional services. The tribal council has not made a link to CSC or DSS.

The justice workers have made links to ICFS programs, but this process is still developing.

Information Needs

The tribal council lacks knowledge of resources for victims, such as financial assistance for victims (for B&Es) and support services. The band needs more information on the CCRA.

The workers would like proposal models or guides.

The community needs to have justice awareness workshops, and the justice worker would like more information dissemination from the FSIN and governments.

Training Needs

Band workers needs more certified training, done at the community level, so that workers can be involved in their own healing.

The justice unit would like to have the FSIN train their trainers so that, community members can learn how to speak to their community, and how to evaluate their own workshops.

Involvement of Governments

As an aspect of increasing partnerships (which, in itself, is crucial), the recruitment of more Aboriginal persons to work within correctional institutions is necessary.

Governments should also act as liaison for community programs.

The First Nations believe that correctional partnership agreements should be signed with bands to assign them responsibility for programs.

ACTC is willing to accept secondments from government departments in the area of corrections, including CSC.

Finally, more cross-cultural workshops for government workers in the justice field are needed.

6.2 Big River First Nation (of Agency Chiefs Tribal Council)

Current Capacities

Presently, Big River has the following corrections and related programs to offer its members: a fine option program, a court worker, a NNADAP worker, a solvent abuse coordinator, victim services, an Elders program (as well as elders working in the correctional institutions in P.A.), diversion, access to mediation by DSS in P.A., ICFS through the tribal council, and drug awareness campaigns for youth.

In addition, the band is considering establishing on-reserve policing, and several people are currently training as justice and corrections workers. Aboriginal Head Start is in progress.

The band has also developed a justice plan.

The chief and council are supportive of justice and corrections initiatives.

Issues and Concerns

- ◆ Justice education within the community could be improved. Notices could be given to members periodically about services offered by the band and tribal council, as well as an awareness campaign undertaken.
- ◆ The justice unit needs more support from chief and council.
- ◆ More staffing is needed in the justice area, current workers and programs are overloaded and are assuming too many roles.
- ◆ The Social Services worker is located nearby in Spiritwood, but the First Nation's justice worker is assuming this role. Two Social Services workers are supposed to be serving this reserve, and be present every day, on the reserve.
- ◆ The band needs a trained youth worker, to work on site with high-risk youth, their families, and the community.
- ◆ A home operator is needed on reserve to run an open custody facility for youth. The band has foster homes, but they are not the same.
- ◆ A lack of communication exists internally and between the First Nation and the tribal council.
- ◆ Better communication needs to be established between band and inmates regarding programs taken by inmates while in institution. Interface between administrations should be created.
- ◆ The tribal council should start a justice committee, with representatives from each reserve it serves.
- ◆ The First Nation lacks programming (especially for youth). Those programs offered by Sask Justice involve having them control them; consequently, they remain foreign programs to the community.
- ◆ The community needs an alcohol and drug rehab treatment centre, as well as a court on reserve.

Linkages

The NNADAP workers have regular meetings between bands. The worker for Big River collaborates regularly with the justice worker on shared cases. The justice worker speaks regularly to chief and council; and gives a report to council once a month. The justice worker does not have regular contact with the ICFS worker.

The justice worker consults with nurses, teachers, and principals on certain special cases.

The band's health workers make referrals to elders for ceremonies.

Externally, the band has links to RCMP (daily contact), probation officers, correctional centres, DSS caseworkers, Sask Justice, prosecutors, justice clerks, youth services, legal aid lawyers (once a month), and mental health workers.

Information Needs

The justice worker would like information on the CCRA, s.81 and s.84, funding sources, the way to access the young offenders program to set up open-custody homes, the Aboriginal Healing Foundation, and the National Crime Prevention Initiative.

The First Nation would like the FSIN Vice-Chief to do a presentation on justice to the chief and council.

Training Needs

The band would like training in setting up a CJC and a PMB, as well as training in conducting sentencing circles and workshops that reflect restorative justice in our community.

Involvement of Governments

The justice worker would like RCMP visits to and education in the schools.

Big River would like to form partnerships between the community and government departments, primarily through training and contact. Government involvement should be provided as needed. Furthermore, government departments should permit the First Nation to spearhead its own projects. Government officials need to allow Big River to further the capacity-building process with existing community resources, and accept their differences.

6.3 Battlefords Tribal Council (BTC)

Current Capacities

BTC has a full-time Justice Co-ordinator. The tribal council has two court workers, one full-time and one part-time. The Justice Co-ordinator wants to set up a justice steering committee at the tribal council to keep communities involved and informed.

Poundmaker First Nation has a courthouse and a fine option program (which is dwindling out, for some unknown reason).

Mosquito First Nation has a Day program for youth, operated by one worker on contract. This worker does intensive supervision for youth. The band is also attempting to acquire a family conferencing facilitator.

Red Pheasant First Nation has a fine option worker. Sweetgrass First Nation has a Young Offenders open-custody unit associated with the province, and two community homes. Little Pine First Nation has a Day program for youth. Moosomin First Nation has a fine option worker, and might be doing sentencing circles.

Issues and Concerns

- ◆ More formal partnerships are needed. Without agreements in writing, communities and their members have nothing to rely on if an expectation is not met, or a role not fulfilled.
- ◆ Having a central building to do corrections and justice business is effective; all justice matters are in one place. It allows justice workers to be flexible with their schedules.
- ◆ The tribal council's court workers lack sufficient travel money to visit communities, with enough to go only to court.
- ◆ The availability and scheduling of BTC's justice worker is a concern; crime happens at all hours. The tribal council worker needs to be available more, perhaps on a regular schedule to visit communities.
- ◆ Poundmaker would like to have a court worker; some members don't know whom to call when they have questions.
- ◆ A community has to reap some benefit from programs, such as rent for buildings and facilities, which could be re-channeled into programs.
- ◆ Education of roles and responsibilities of a volunteer involved in justice is needed.
- ◆ The court system needs to recognize the legitimacy of a community's ability and authority to exact justice through circles and community programs.
- ◆ The communities lack legal services (lawyers) for members.
- ◆ The lack of involvement of parents in constructive family planning is an issue. Everybody who is a corrections worker ends up also acting as a social worker.
- ◆ Communication between the tribal council and First Nations needs improvement.
- ◆ Some of the probation officers working with community members are difficult to contact, and they don't do the paperwork. Also, they don't know the background, the culture, the issues; they don't note all the contributions of offenders in the community or with the family.
- ◆ The understanding by workers in the system needs to be improved: of the roles, culture, family backgrounds of offenders. Cultural contributions are overlooked when forms are filled out—a form needs to be developed so that these issues aren't missed (more holistic, encompassing). Probation forms currently are negative; they focus on drug and alcohol use. Judges need to understand the participation of particular community helpers/workers.
- ◆ More involvement by the community is needed, and more ownership.
- ◆ A lack of trust exists in the community with regard to dealing with sensitive issues.
- ◆ Government funding formulae pertaining to corrections should be based on First Nations' populations so that more adequate funding would be allocated.

Linkages

No internal linkages have been made so far; each sector works in isolation at the tribal council.

Externally, interagency meetings are held once a month, but receiving notification of these meetings has been a problem for BTC.

BTC is making links to RCMP and Sask Justice. Sask Justice should be initiating contact, instead of leaving communities to work alone. Currently, BTC has no links to DSS (although some First Nations are running DSS Day programs) or CSC, but would like to meet with DSS.

Information Needs

BTC and its First Nations need information on the CCRA and on probationary guidelines.

The BTC justice worker would like the FSIN's assistance with writing proposals.

Training Needs

The First Nations need training of CJs (by the FSIN).

Involvement of Governments

BTC would like more visits from government representatives to convey information and expectations for correctional programs.

BTC would like more partnership. They foresee the governments always being involved, to some degree. More communication is needed. DSS was not even aware that the Justice worker's position existed at BTC. BTC would like departments to communicate what they have to offer First Nations. The tribal council would like quarterly reviews between government departments and the First Nations.

BTC would like to be involved in better case planning, particularly with DSS and RCMP.

6.4 Little Pine First Nation (of Battlefords Tribal Council)

Current Capacities

Presently, Little Pine offers the following justice and corrections services to its members: a Day program for youth, funded by Social Services; a family services worker; access to a mediator, who comes from out of town; a fine option program; and a cadet program for youth. In addition, five community members were trained last year as group facilitators to work with victims and offenders—mostly youth, with some adults. The band's seven-member CJC operates from the office of the BTC justice project.

The band has conducted youth sentencing circles, sentencing hearings, and has helped ten other people in court. The workers are currently monitoring two people on parole, and have been contacted by three others to return to the community on early release.

The band also has a joint PMB with Poundmaker, which will soon be working in diversion.

The programs are working well, especially the Day program.

Issues and Concerns

- ◆ The band lacks financial resources for corrections, particularly the CJC; the CJC coordinator works on a voluntary basis, on top of a full-time job.
- ◆ The unequal distribution of work among the social workers on reserve is an issue.
- ◆ Elders and their skills need to be recognized so that they can be paid for providing services.
- ◆ The band's NNADAP worker is not recognized by the court, which forces offenders who need the service to be sent to North Battleford instead for treatment.
- ◆ Services are needed for children to help them deal with home situations; these would include coping strategies, conflict resolution, and suicide prevention.
- ◆ Elders need to be trained to talk to youth and counsel youth on healthy lifestyles.
- ◆ Jurisdictions are problematic for the band, with respect to Lloydminster and North Battleford, which result in Little Pine being stranded in a jurisdictional no-man's-land, particularly where access to services is concerned.
- ◆ The PMB chairperson believes that a stand-alone police force is the route to go, as the police need to respond more quickly to complaints on the reserve. The police that live nearby should take part in the youth and community events.
- ◆ The band is wary of governments offloading corrections onto First Nation communities without adequate funding.

Linkages

The CJC has a good cross section of representatives from various sectors. In addition, the family counsellor works with the tribal council's (Battlefords Tribal Council) ICFS workers on "problem" children and children at risk.

The band has organized two interagency conferences on reserve, to identify roles and responsibilities.

The joint PMB with Poundmaker First Nation meets about every six weeks.

The band has a good relationship with the RCMP. The band will likely request that the RCMP participate in a two-week drug resistance training program called DARE: Drug Awareness Resistance Education, which then allows the RCMP to implement a drug resistance program in the school. (The RCMP sign up only at the request of a community.)

Information Needs

The band needs information on establishing community/group homes, probation services, mediation services, crime stoppers, and sentencing circles. They also need information on offender reintegration, notably on the CCRA, s.81 and s.84. Presently, the First Nation may be ready to accept members back on parole.

The CJC needs to be informed of the full range of conditions imposed upon members during sentences, such as alternatives to violence, counselling, and participation in a spouse abuser's program.

Training Needs

The CJC would like training in providing victims services and establishing support groups for victims.

The band needs specific training and information on expectations dealing with a returning offender, especially a sex offender.

Involvement of Governments

The band would like more time commitment from Social Services workers; they simply come in and come out. They do not seem to care at all—they convey the attitude that their work is merely a means to a pay cheque.

The band would like more volunteering done by the RCMP; perhaps they could coach a boys' hockey team, or start up a Boy Scouts group. The RCMP is willing to do so, upon receiving a request from the band.

6.5 Poundmaker Cree Nation (of Battlefords Tribal Council)

Current Capacities

Presently, Poundmaker offers the following correctional and justice-related services to its members: diversion (one member trained) with first-time offenders; sentencing circles; a healing circle, run similarly to the sentencing circles, but without lawyers and RCMP participation; a court worker and on-reserve courthouse; ICFS (out of BTC), in relation to the RCMP and DSS; a CJC and PMB; on-reserve policing, including the construction of a new police detachment building within the next few months; a six-week summer camp for young offenders; an interval house for abused spouses; NNADAP; and access to a probation officer and a legal aid worker.

Chief and council are very supportive of members, on and off reserve, and of initiatives. They try to solve matters at the community level before going off reserve for services.

Issues and Concerns

- ◆ Government-initiated changes to the fine option program, such as penalties for non-payment, have made the program difficult to work on reserve. The band used to have a fine option program, but, due to the changes, it is no longer operating.
- ◆ Governments make changes to laws and programs without First Nations' input, or without undertaking awareness campaigns about the changes.
- ◆ A jurisdictional issue pertaining to sentencing circles concerns the authority to follow and implement band customs. The band wants to be able to use the circles to deal with serious crimes, such as rape and murder, not just minor misdemeanors.
- ◆ Federal departments are unaware of just how much money the band is spending on justice, out of other allocations, due to inadequate justice funding from government departments: approximately one hundred thousand in recent years.
- ◆ The band lacks human resources; currently, there is no paid justice worker—two councillors share the justice workload. No one is getting paid to follow up on probation orders on reserve, yet this responsibility is paid for off reserve. Proper funding agreements need to be put in place.
- ◆ Neither the provincial government nor the federal government offers programs (and funding) for “social development.” (Or if either does, the First Nation has not been made aware of such programs.)

Linkages

Internally, the band has made links to social and health workers, especially to protect children when a parent might be incarcerated. The social development officer works also as the early-release supervisor.

Externally, the band has links with the RCMP, Saskatoon Correctional Centre, Battlefords CTR, prosecutors, probation workers, legal aid, the court worker, Sask Justice, and judges. The band has not made a link to CSC.

Information Needs

The band would like awareness and education sessions to be held for the community to inform them about the correctional systems. CSC should be producing pamphlets and posters explaining each of their programs, for distribution to homes on reserve. The workers would like to see CSC workers visiting communities to explain their system and programs.

The band needs information on the CCRA and s.81 and s.84.

The workers dealing with justice issues would like to gain internet access to correctional systems, specifically, correctional programs; e.g. the early-release program—its regulations and contact person. Currently, the band administration does not have access to the internet.

The band would like more effective education and prevention campaigns by the RCMP, beyond the standard lecture against drugs.

Training Needs

The participants recommended certified training, in areas such as conducting sentencing circles.

The band needs a full-time, trained justice worker to deal with all of the justice issues. This worker would be recognized by governments as having the mandate to use different healing approaches, such as sentencing circles.

Involvement of Governments

The band would like assistance in building a halfway house on the reserve. This house would complement well the band's direction in justice; they will have a new police building in the near future, with officers living on reserve.

The band would like the governments to hold a billing forum, and to establish a board to review singular, unique expenditures of First Nations. This board would have representatives from the FSIN, Sask Justice, and the federal government.

6.6 File Hills Qu'Appelle Tribal Council (FHQ)

Current Capacities

The FHQ Tribal Council represents and offers correctional and justice-related services to eleven First Nations, all located in southern Saskatchewan. These services include: FHQ as a carrier of the Aboriginal Court Worker Program; sentencing circles; mediation; and healing circles.

FHQ has a unique arrangement with Sask Justice, in delivering adult probation services to ten member First Nations. A probation officer of First Nations ancestry has been hired. The officer works closely with the courts to provide referrals to culturally-appropriate sentencing, knowledge of new programs available at reserves, and appropriate technology (electronic monitoring).

Several FHQ First Nations have fully-developed Wellness committees, active CJsCs, and three PMBs.

FHQ has established an urban service delivery known as the Regina Indian Treaty Services, Inc., to provide services to its urban First Nations members. This agency has a role in developing corrections-related services.

Piapot First Nation, in co-operation with other First Nations, has begun developing a healing lodge, a summer Cree Youth camp, and an urban partnership with Regina Police Service.

The sentencing circles have had good success in numbers and outcomes; good will exists between First Nations and the judiciary, RCMP, and prosecutors.

Issues and Concerns

- ◆ Primarily due to social problems and the lack of the right kind of motivation, First Nations youth are unable to cope in the education system; this difficulty often leads to conflict with the justice system.
- ◆ Participants expressed concern with the high level of representation of First Nations youth in secure and open-custody facilities, and the recidivism rates of these youth.
- ◆ First Nations people are having difficulty with the many responsibilities of parenting.
- ◆ The present social services and youth justice system provided to youth are notably ineffective and lack continuity. A system with First Nations people counselling First Nations youth with relevant programming is necessary to reduce recidivism.
- ◆ Major problems exist surrounding the lack of communication between organizations. This gap is found between groups such as the court system and Aboriginal Court Workers, bands and community members, and bands and correctional institutions. Information is unavailable to people on the reserve. Correctional facilities are not affiliated with resources available in the community.
- ◆ A lack of aftercare programs exists for people who return home from correctional facilities or treatment centres. The individual's family friends and community must reintegrate the individual into their community by themselves. The relationships must be reconnected to give that former inmate the support and building blocks to achieve their goals and objectives.
- ◆ First Nations need to develop First Nations justice models, based on traditional Indian values such as love, respect, honesty and trust.
- ◆ First Nations need to restore a reliance on traditional Indian laws for guiding acceptable behaviour by First Nations people.
- ◆ To reduce high incarceration rates, community-based prevention programs are needed for adults and youth. Such prevention can be achieved through recreational and youth cultural programs. Preventative programs could be linked to the education system, including schools in urban centres. We need to teach our youth to be peacekeepers with tools such as traditional teachings, language, mediation, alternatives to violence, and anger management.
- ◆ Community Elders and the First Nation Wellness committees should be funded to operate facilities and work towards restoring the family unit through family and youth counselling. Young people need to be trained by healthy Elders to develop trust and confidence so they can begin inner healing.
- ◆ Education and training is required for youth, parents, community members, the police, lawyers and the court system.
- ◆ The need exists to address the social issues of mental, physical and sexual abuse. First Nations people need to start taking collective responsibility for nurturing our youth.
- ◆ The governments are using correctional facilities in the same way as residential schools were used: to take away our freedom, language, and culture. Our youth will be the future leaders, but they are very unhealthy now.
- ◆ FHQ's member First Nations are committed to the sentencing circle process and, out of necessity, redirect other portfolio resources to cover the expenses of holding circles. The justice funding agencies need to recognize this demonstration of commitment and provide adequate resources to continue.

Linkages

Internally, the justice unit is making links with health, NNADAP, and education. Membership on justice committees is comprised of all of the related services in the community, including the aforementioned areas.

Externally, FHQ has links with ICFS, the RCMP, Crown prosecutors, local judge, DSS, Sask Justice, Justice Canada, CSC, parole services, the Nekaneet Women's Healing Lodge, Paul Dojack Centre, and Regina Police.

Information Needs

More formal networking needs to take place.

Within the tribal council, more sharing of information needs to occur between the communities, possibly through tribal council workshops.

Involvement of Governments

The FHQ bands would prefer to have minimal involvement; departments should recognize needs and then provide funding. The tribal council could develop a liaison with departments to identify sources of funding.

The FSIN ought to become responsible for developing legislation and protocols, and for lobbying for fiscal resources. The FSIN role is to provide developmental support to the tribal councils and First Nations, and to be more accessible for consultation and continual dialogue regarding justice issues.

Governments should focus more on youth, especially through recreation. More potential for success with helping youth exists because they are not set in their ways.

6.7 Okanese First Nation (of FHQ)

Current Capacities

Okanese presently offers the following corrections and related services to its members: their own court on reserve, probation services, a fine option program, a CJC, mediation (three CJC members acquired training, and more did in June 2000), and a drug and alcohol awareness program. The band has done four sentencing circles over past two years, which involved many members of the community. All of the above programs are working well.

The band finished building a gym in January 1999.

Okanese's justice workers have the complete support of the chief and council.

Issues and Concerns

- ◆ Governments are handing off responsibilities for corrections, but not the funding to undertake them properly.
- ◆ The court is being housed in a facility that is twenty years old; the community hopes to build a new one in future.
- ◆ No direct programs for youth or activities exist on reserve.
- ◆ Co-ordination amongst the on-reserve sectors needs to be established, such as health, education, and so forth.
- ◆ The band does not have a specialist to explain the mainstream court and justice systems. Some of the CJC members work in other sectors, or have outside, unrelated jobs.
- ◆ Gangs in schools are a concern; gang members are skipping school, and exert a lot of peer pressure. They come from the cities and recruit at-risk students. Other students are afraid of them, and do not want to associate with them.
- ◆ CJC members have experienced delays in getting clearance to enter (provincial) correctional facilities; they have been forced to stay outside the centres while others visited with member inmates. Centre staff have called them liars regarding their clearance.
- ◆ The CJC has had difficulty in bringing in their own Elders into facilities to visit with their members. The Centre staff say that they already have an Elder on staff.

Linkages

Internally, no co-ordination exists between sectors.

The band has little contact with government departments, aside from contact regarding the fine option program. The band mostly has contact with the tribal council. One CJC member is on a steering committee that planned a justice conference for March, sponsored by FHQ.

Externally, the band has contact with CSC, but none with DSS.

Information Needs

The band would like more public awareness of justice issues in general. They may contact the FSIN about doing an awareness workshop soon.

The justice worker is trying to bring in Bob Allen to do education workshop, as well as Gerry Cowie. The CJC would like information on the CCRA, s. 84; they hope to have Bob Allen explain it.

Training Needs

The CJC would like more mediation training.

Involvement of Governments

The community would like more involvement from the RCMP.

6.8 Ahtakakoop First Nation (of Ft. Carlton Tribal Council)

Current Capacities

Presently, Ahtakakoop offers the following corrections and related services to its members: a Police Management Board, a fine option program, a psychologist who serves as a family worker to assist families of offenders, and liaison workers for youth recently out of jail, who ensure they meet probation orders.

In addition, the band sponsors a survival trip for youth once a year, as a preventative strategy.

Issues and Concerns

- ◆ The fine option program needs to be complemented by more services such as mediation, to get the victim and offender together.
- ◆ The community needs assistance with sentencing circles; they tried to do a sentencing circle, and it worked for a while, but the offender re-offended. More offenders, however, have been asking for circles.
- ◆ The band needs a liaison officer to visit youth in jail and to keep track of him, and maintain contact.
- ◆ A shortage of housing exists for returning offenders.
- ◆ The community is hesitant to do circles, primarily because elders are nervous about the burden of the responsibility.
- ◆ Correctional facilities lack services to get at the root cause of a crime, or even to determine the reason why a crime was committed.
- ◆ The community is experiencing lots of youth crime, and has many repeat offenders.
- ◆ Offenders lack community support.
- ◆ Youth have nothing to do; recreation programs are needed.
- ◆ The non-Aboriginal principal of the community school exerts prejudiced directives regarding enrolment.
- ◆ Community members need to build trust, learn to forgive.
- ◆ Victims need services, to gain a sense of justice done, as well as compensation, especially for B&Es and theft.
- ◆ The community is nervous about the idea of offender reintegration. Plans for reintegration centres at the reserve and Sturgeon Lake fell through. They are worried about offenders attracting more offenders who are released. They are also concerned about recidivism. Yet, several offenders would like to try to come back, but support services are lacking.
- ◆ Some youth are unaware even that they broke the law, and because they do not seem to understand it, they do not challenge charges; they simply plead guilty.
- ◆ Too many drugs are present on the reserve (including serious ones). The police have a hard time investigating cases or finding the sources.

- ◆ More pressure is needed for accountability by persons managing program dollars. The participants would like to find some way for the PMB to control its funds in order to increase accountability, rather than having it in the hands of one individual.
- ◆ The band council is not supportive; they have a lack of will, and are skeptical of justice areas and boards. Some councillors do not like the program, and thus, dismiss it.
- ◆ Education of the band council on justice issues is imperative; they need to understand how important the issue is. They will not listen to their own members.

Linkages

Internally, the justice unit has made links with the NNADAP centre and workers, ICFS, and the crisis worker (family, suicide, and substance abuse).

Externally, the band has links with Wayne Moss and Don Bird, but has little contact with either.

Information Needs

The community needs to learn about alternatives to jail. Prison is perceived as the only means of paying restitution.

The band needs to hold a community meeting on basic principles of community justice; the elders are afraid of losing treaty rights by accepting government programs. The community needs information on the importance of community participation and volunteering in the field of justice.

The First Nation needs information on the CCRA, and on how to do sentencing circles. In general, the workers need more how-to workshops on everything.

The workers would like assistance on writing proper proposals.

The band is interested in learning about other First Nations' correctional programs.

Training Needs

The First Nation needs training on establishing a CJC.

Involvement of Governments

The band would like more understanding from governments, and recommends more cultural awareness sessions for their workers.

6.9 Buffalo River First Nation (of Meadow Lake Tribal Council)

Current Capacities

Presently, Buffalo River offers the following justice-related services to its members: a Police Management Board (PMB), a CJC, on-reserve policing by the RCMP, a five-year justice plan, a Human Resource Team, two counsellors and one therapist, all of whom are band members.

The band is exploring the possibility of signing an M.O.U. with the Prince Albert Correctional Centre (but not in the immediate future).

Issues and Concerns

- ◆ The chief and council regarding a possible M.O.U. with the provincial correctional centre as a means for the province to offload responsibility to the First Nation.
- ◆ Members returning to the community are re-offending, due to a lack of supervision and lack of financial resources for this task.
- ◆ More funds need to be allocated to supervise early-release inmates and to establish some sort of structure for them within the community; e.g. Life Skills program, anger management, and Smarter Choices program.
- ◆ The community is not given a sense of ownership in sentencing troubled members. Offenders simply answer to the judge on behalf of the Queen (no community involvement).
- ◆ More Elders need to be (involved) in the judicial system, based on consensus of the people they represent. Currently, they are under-utilized.
- ◆ More involvement is needed by the RCMP officers and the leaders, and to have them accountable.
- ◆ Greater support is needed from the Elders and leaders in the community in community policing as well as in passing of sanctions (in sentencing).
- ◆ There is no communication from the RCMP management with the community.
- ◆ The RCMP need to treat the youth like human beings instead of as a correctional commodity. They need education in crime prevention programs.
- ◆ More recognition is needed of Elders as law-makers and ambassadors of the Dene culture.
- ◆ The Elders should also be recognized as the community's therapists and psychologists.
- ◆ More leaders (including FSIN) should be involved in the RCMP station and in justice initiatives and endeavours of the CJC and PMB.

Linkages

The Human Resource Team is strong. The band also has links to the RCMP and the tribal council.

Information Needs

More information on the CCRA's s. 81 and s.94 is needed, as well as information on provincial corrections.

The RCMP needs further education in cultural differences and sensitive issues.

Involvement of Governments

Provide more financial resources for justice and corrections programs in the community.

Governments should recognize Elders as the community's therapists and psychologists.

6.10 Canoe Lake First Nation (of Meadow Lake Tribal Council)

Current Capacities

Presently, Canoe Lake offers the following correctional and justice-related services to its members: healing circles, mediation circles, RCMP policing, a fine option program, a police management board, life skills coaching, an anger management program, a victim services worker, and a Corrections Service Provider, under contract with Parole Services, Community Corrections (Sask Justice). The band also offers a personal development course, occasionally. All of these programs are working well.

The band has set up a youth crime prevention camp, with camping lodges holding thirty-two youths. It is for all youth, especially those at risk. The purpose of the camp is to teach them traditional life skills.

In addition, the community is supportive of justice initiatives, as are the chief and council. The justice worker keeps the leadership informed on a regular basis.

Issues and Concerns

- ◆ The band has a serious shortage of human resources in the areas of justice and corrections. The community needs a court worker, an administrative assistant for the justice unit, and a probation worker.
- ◆ First Nations are saving the government money by assuming responsibility for corrections services in the community, since they are receiving less for community corrections than CSC spends to incarcerate offenders. The band would like to know where the extra money is going, because they are receiving inadequate funding for corrections.
- ◆ The justice worker asserts that prosecution and the court system are too slow; too much time is allowed to pass before a person goes before the courts—the justice process takes too long.
- ◆ Due to a high turnover within the detachment, the community has to train new RCMP officers to help them become familiar with the community and the culture.
- ◆ Regarding the RCMP, the community is building their houses, and the federal government is paying the rent for officers on the reserve. Most of the patrolling is done in Beauval.
- ◆ The band lacks physical space for its justice activities and programs; the community could use a courthouse (they may use the youth centre, one day).
- ◆ The band has had one visit from the youth workers based in Meadow Lake (working for the tribal council), even though they have several youths in need of their services.
- ◆ Young offenders from the north are sent to the south; consequently, they are alienated and out of their normal environment.

Linkages

Internally, the First Nation has made links between justice, NNADAP, the health director, and the ICFS worker primarily through the Human Resource Team. They communicate daily about clients.

The band has made links to the RCMP, CSC, parole officers, DSS, young offenders workers, and Sask Justice. They communicate as needed.

Information Needs

The band would like more connection with other First Nations to find out what they are doing in corrections—their experiences and best practices. They could be linked through the internet. Justice and corrections-related information workshops are often held too far away for band workers to attend—they lack sufficient funds to attend, therefore, they miss some opportunities to learn about justice developments and to network.

The First Nation would like information on the Aboriginal Healing Foundation.

Involvement of Governments

The band would like to see government workers participate in more cross-cultural awareness sessions to learn First Nations' cultural values, particularly those of the northern First Nations.

The justice worker would like to have more training in government systems to gain an understanding of governmental processes.

6.11 Flying Dust First Nation (of Meadow Lake Tribal Council)

Current Capacities

Presently, Flying Dust offers the following services to its members: a fine option program, on-reserve policing, and a PMB. In addition, the First Nation has a MOU with the local police detachment to divert eligible cases to Flying Dust. The MOU targets young offenders currently, but will eventually include adults. The band has dealt with a couple of cases dealing with minor offences. Currently, two members are doing their parole on the reserve, out from the Saskatchewan Penitentiary. The band has "healing contracts" with these men, and they are doing well.

Other capacities include an early release program agreement close to implementation, developed with the provincial correctional centres. Also, the band has held two family group conferencing sessions for youth too young to be charged. An innovative initiative was a "welcome home" feast, held by the community to reintegrate a member returning from Saskatchewan Penitentiary.

Consultation participants believe the community would be very receptive towards setting up a reintegration program in the community.

Issues and Concerns

- ◆ The MOU is not working as well as expected. The band is getting cases of only first-time offenders, but would like to work with repeat offenders, as well.
- ◆ The band's relationship with the RCMP needs improvement. Some officers at the detachment are too focused on prosecuting, too stereotypical in their thinking.
- ◆ More cross-cultural training is needed for police, judges, court workers, and prosecutors to improve attitudes.
- ◆ A cultural gap exists between the mainstream community and Flying Dust in their respective conceptions of justice and corrections.
- ◆ The band lacks facilities to accommodate offenders, or to house jobs or skills and crafts development.
- ◆ A major disparity exists between the amount of funding First Nations receive for corrections and the amount spent by the system on one prisoner.
- ◆ The band needs a victim services worker, but due to the band's proximity to Meadow Lake, which has a victim services worker, the band is unlikely to get its own First Nation worker; the government would likely recommend referrals to Meadow Lake instead.

Linkages

Internally, the band has made links between justice workers, a wellness/NNADAP worker, and an education worker, notably when the band devised its justice plan. The health director is now linked to the CJC. The band is taking a community approach to solving problems.

Externally, Flying Dust has links to the Saskatchewan Penitentiary and the P.A. Correctional Centre, parole officers from North Battleford and Meadow Lake, DSS, the prosecutor's office, two judges, the RCMP, and addictions services. The PMB meets with the RCMP once a month. The band also participates in interagency meetings once a month, on youth issues.

Information Needs

Flying Dust needs more information on best practices and experiences of other First Nations in corrections.

The Justice Coordinator is aware of the CCRA and the two sections, but the CJC is not, therefore, they need information.

The band would like more communication and information sharing from government departments relevant to corrections.

Training Needs

Flying Dust would like to have training from the FSIN for new CJC members on justice issues.

The band would like more certified training, since governments and its judicial systems do not seem to recognize workers without certificates.

Involvement of Governments

Since the band lacks human resources, it would be interested in a couple of secondments from governments.

6.12 Black Lake First Nation (of Prince Albert Grand Council)

Current Capacities

Presently, Black Lake offers the following correctional and justice-related programs and services to its members: on-reserve policing by the RCMP; a CAPS supervisor (provided by CSC); a young offenders supervisor; a CJC and a PMB; talking circles; men's group; women's group; teenagers' group; and a Court Worker program. The following services are being provided unofficially, without government funding: an alternative measures program; diversion; mediation; family group conferencing; bail and probation supervision; and a community healing program. The justice unit also does sentencing recommendations, and is trying to set up sentencing circles.

The justice unit has developed a five-year plan.

All of the programs are working well. With alternative measures, the RCMP does several pre-charge referrals and the judge does several post-charge referrals.

The justice worker did not know if the band's health sector has applied to the Aboriginal Healing Foundation, and was unaware of the NCPI until this consultation.

Issues and Concerns

- ◆ The band lacks funding for justice and correctional programs; except for the PMB, no funding is being provided for the band's justice program.
- ◆ Communication between the justice systems and the community needs to be improved. The absence of communication is a problem because, since Black Lake's justice and correctional programs are working well on a voluntary basis, government departments conclude that they do not need to fund these programs.
- ◆ Community workers lack the freedom to do what they want or need to do, with regards to their justice and correctional programs.
- ◆ The band needs a mental health worker.
- ◆ The justice program is encountering political interference from the band council and PAGC. From the latter, it causes delays in implementing programs, especially when Black Lake must wait for the other PAGC bands to get on side. The new band council is unaware of the protocol agreement giving the CJC/PMB autonomy from the council.

- ◆ Due to the recent changeover in leadership, the justice unit has received little ostensible support and communication from the council. Support exists, but it needs to be stronger. The justice unit has yet to receive feedback from the council on its five-year justice plan.

Linkages

Internally, the justice unit has links to the health sector and to NNADAP.

Externally, the justice unit has made links to CSC parole, DSS, youth services, RCMP, probation services, Northern Correctional, P.A. Correctional Centre, and the Aboriginal Court Workers Program.

The band has recently developed a networking system with other band agencies. They are still in the midst of developing the groundwork for this system.

Information Needs

Correctional system workers, PAGC, and the FSIN need to meet with the community to discuss the desires and needs of each group, and what each can provide. They need to find some mutual understanding.

The CJC is aware of the CCRA's s.81 and s.84, but the community is not; therefore, at some point in the future, an awareness session on the CCRA might be in order.

The band requires education on understanding the justice and correctional systems.

Training Needs

The justice unit would like training in report writing and how to acquire the authority to apprehend and to indicate that someone has breached his/her probation (rather than going through excessively lengthy official reporting channels).

Involvement of Governments

The justice unit would like departments to assist in development and training for community programs, but then to leave the band to work independently.

6.13 Saskatoon Tribal Council (STC)

Current Capacities

STC offers resources to its communities in correctional services. All communities offer alternative dispute programs and sentencing circles.

Muskoday, One Arrow and Kinistin First Nations offer probation services, fine option programs, diversion, and mediation services for youth and adults.

Muskoday is negotiating the reintegration of an offender, under s.84.

At Kinistin, an offender that was on early-release is doing well. The band has a CAPC and Community Wellness worker and another counsellor. The band has held a child apprehension circle. Its CJC has just undergone a major turnover in membership.

Mistawasis offers probation services, bail supervision, healing circles, a fine option program, an alternative measures program, and a CJC that makes recommendations for conditional sentencing and early release.

Yellowquill First Nation has a fine option program that works with approximately thirty cases per month.

All programs are working well; circles have a good success rate, and probation is effective on reserve.

Issues and Concerns

- ◆ A high burnout rate amongst CJC members is a problem. The CJC workers work for fifty dollars per month. The positions are supposed to be part-time, but are, in reality, full-time.
- ◆ Justice and Corrections need to be prioritized with all other programs within all First Nations.
- ◆ Education on and awareness of corrections within a community needs improvement. The community is hesitant to jump into the field. Some communities, such as Kinistin, are leery of change.
- ◆ Attitudes of government workers, judges, lawyers, and prosecutors towards Aboriginal peoples are barriers to progress. Such workers are unwilling to make an effort to help First Nations. Government workers are too quick to stereotype and categorize people. A judge refuses to revisit Kinistin due to past venting about the justice system by members.
- ◆ Government funders are unaware of the reality of social circumstances faced at the community level; they need to visit communities.
- ◆ Education of kids before they hit the young offender's age is crucial, and it should not be delivered by DSS, but by First Nations people. Children and youth need to be reached before they become entrenched in the correctional system.
- ◆ DSS social workers who visit reserves have little understanding of the reserve culture; for example, the First Nations' concept of family: one's kids are also one's siblings' kids. STC would prefer less involvement by DSS, because their participation has not worked up to this point.
- ◆ Government workers need to be less willing to dismiss kids as life offenders, and be open to trying to help kids who want to change.
- ◆ Too many and too big gaps exist in the justice system. No supports exist in the Young Offenders' system to help kids deal with their issues. Anger management programs in community homes are inflexible in their entrance schedule (kids cannot join programs once they are underway). Revamping of programs' timing and scheduling needs to occur.
- ◆ DSS workers need to become more aware of resources on reserves.

Linkages

STC has a contract with DSS for an urban program. Other links include the Saskatchewan Penitentiary, Riverbend, CSC, NPB, and Larry Henry, a community co-ordinator at the P.A. Correctional Centre (on provincial matters).

The STC justice worker meets with other tribal council sector workers every second Monday.

The justice worker tries to visit each community once/month, and holds justice meetings in the city every five to six months.

Information Needs

STC would like to share best practices experiences with First Nations.

STC would like the FSIN to give workshops on community-based corrections.

STC would like workshops from CSC and other people that are developing policies on the CCRA, and a workshop on the CCRA itself. Other workshops would include early release and agreements with the institutions.

The tribal council would like statistical information, as well as the location of members of First Nations at various institutions, including those outside the province.

Involvement of Governments

STC considers Larry Henry an excellent resource person and feels that First Nations need someone like him in each of the institutions.

STC views government departments as the gatekeepers. We need to work in partnership; we have the same ideas in mind. First Nations and governments need to work together while they still have the keys.

Departments need to have respect for each of the communities, and be aware of the history of First Nations-government relations.

More hands-on approach with certain communities is desired—more visits and interaction.

6.14 Muskoday First Nation (of Saskatoon Tribal Council)

Current Capacities

Muskoday currently offers the following corrections and related services to its members: mediation; family group conferencing, which targets youth; pre-charge mediation; sentencing circles; NNADAP; NA and AA programs; a PMB; and healing/talking circles. In addition, the

band is in the process of acquiring a mental health therapist. The community has also invoked the CCRA's s.84 for a member who has been serving a life sentence.

The justice unit will be restarting the CJC in the near future.

The justice unit has the total support of chief and council.

Issues and Concerns

- ◆ The band lacks the human resources to do follow-up. A full-time youth worker is also needed.
- ◆ The justice unit is not receiving complete co-operation from government representatives regarding sentencing circles, in that, frequently, they are unwilling to participate.
- ◆ The band is concerned about corrections work being offloaded onto band workers, without financial resources.

Linkages

Internally, the justice program is linked to NNADAP and the social development program. It will also link with the ICFS program when it is in place.

Externally, the justice unit has links to CSC, NPB, parole officers, Sask Justice, and DSS. The justice worker has weekly contact with most of these departments.

Information Needs

The community needs more information on all aspects of justice; this information could be related in the form of community awareness sessions.

The band would like updates on developments relating to correctional policies.

Training Needs

The band needs training in traditional justice, and in the roles of Elders, as there are very few left at Muskoday.

The CJC will need training by the FSIN in the new fiscal year.

Involvement of Governments

The Justice worker would like more assistance in working out the release plan for the s.84 inmate. The worker is going to need help with monitoring him and transporting him to various offices he will be required to visit.

The justice unit would like human resources, including Elders and other justice workers, to share their experience and expertise.

6.15 Day Star First Nation (of Touchwood Agency Tribal Council)

Current Capacities

Presently, through the tribal council, the Day Star community receives the services of a court worker and a probation officer, but only sees him on court days, when he has a client. The community also has had fine option worker for a long time, as well as a NNADAP worker. CSC promised a long time ago to get a service provider for the band. The band has access to a youth worker.

Mediation services are provided, but they have not been used to date—they have not been needed.

Participants felt that the community would most likely respond favourably to offender reintegration.

The Tribal Council is planning to submit proposals to the NCPI. One proposal will be geared towards youth. Other proposals will be for a mental health therapist, healing workshops, and support groups.

Issues and Concerns

- ◆ Each First Nation should have its own workers.
- ◆ Jurisdictions between Corrections, Social Services, and so forth, are not clearly defined, and none of them match with each other.
- ◆ Governments expect First Nations to provide services without funding.
- ◆ The band does not have enough staff for the justice program. The Chief and council often offer support, but not enough dollars.
- ◆ Follow-up services for inmates are needed for when they return to the community. Reintegration and cleansing ceremonies upon return would also be good for them.
- ◆ The community has too few specialized staff—current workers are pushed to their limits of knowledge and expertise.
- ◆ The band has a very big concern with youth; they're continuously in trouble with the law. No programs exist within the community to keep them occupied.
- ◆ An October 15th 1998 meeting on youth with Sask Justice and the MLA turned into an ugly, First Nations-bashing session, with a lot of stereotyping.
- ◆ The alternative measures program is having difficulty getting restitution because of a lack of financial resources. The program is not creative enough to seek other avenues of restitution.

Linkages

The band has links to ICFS, NNADAP worker, CHR, and a home care worker.

Externally, it has links to Sask Justice, the Solicitor General (occasional), RCMP, DSS (family services worker), Legal Aid, the Saskatchewan Penitentiary, and the P.A. Correctional Centre.

Visits with out-of-province cases (social cases) can be difficult sometimes because the social services in Alberta are different from Saskatchewan. Alberta is changing its policy pertaining to child welfare.

Information Needs

The band would like to know procedures for inquiries into members' deaths that occur in institutions—who to contact, and so on.

The band would like information on early release programs and alternative community corrections programs.

The community would like education workshops by departments.

More networking is needed between the FSIN, Sask Justice, and the tribal council.

Training Needs

The band needs ongoing training and upgrading workers' skills by departments to keep up with ongoing changes.

Involvement of Governments

Day Star would prefer that departments provide only funding and training.

The FSIN could increase support for justice and corrections through resolutions at the Legislative Assembly, and through governance.

6.16 Cote First Nation (of Yorkton Tribal Council)

Current Capacities

Presently, Cote offers the following corrections and justice-related programs and services to its members: a fine option program; a corrections service provider, who does parole and bail supervision, and supervises electronic monitoring cases; a youth worker, who works with youth in conflict with the law; on-reserve policing by the RCMP; a CJC and PMB; access to an alternative measures program, through the tribal council; access to a court worker, through the tribal council; and sentencing circles (one has been held to date).

Other related programs and services include: a recreation coordinator; cultural camps and youth survival camps; access to a mental health therapist, who visits twice a week; a Broken Wing program, which involves inmates visiting schools to give their testimony about life in prison; Brighter Futures, through the tribal council; ICFS, based at Keeseekoose First Nation; on-reserve addictions out-patient program at the Saulteaux Healing and Wellness Centre,

which works in conjunction with NNADAP on reserve, and with the three First Nations (Cote, Keeseekoose, and Key); a drop-in centre for youth; and an Elders-in-Council at the school.

The Saulteaux Healing and Wellness Centre submitted a proposal to the AHF for an in-patient residential program.

The chief and council offer political support for all justice and corrections initiatives, but no financial support. The band has a BCR to provide support and to keep politics at arm's length from the justice area.

Issues and Concerns

- ◆ The band lacks qualified personnel, and human resources, in general. Currently, Cote has no justice worker (work is being done by the councillor with the justice portfolio); everything is done voluntarily, without an office.
- ◆ A lack of community involvement exists; more community vigilance against crimes is needed.
- ◆ The Community lacks facilities, specifically, for youth justice.
- ◆ The band lacks victim services, including a counselor.
- ◆ The community's justice and correctional services need to be promoted better within the community.
- ◆ The court system is too rigid—its representatives refuse to give up any authority. The jurisdiction Cote falls under refuses to utilize sentencing circles; Cote receives no co-operation from the judges, police, or prosecutors. The one sentencing circle the band has held was granted from another jurisdiction, in Manitoba.
- ◆ The judicial system needs to be more supportive of Aboriginal issues and initiatives.
- ◆ A discrepancy exists between the way Aboriginal and non-Aboriginal people are treated by the local police. The "taxpayers" are protected more, and policed more leniently, (e.g., they are allowed to drink at bars and drive home, in view of officers) whereas Aboriginal people are policed more rigidly.
- ◆ Too many restrictions exist in government policies and acts, such as the CCRA. More flexibility, especially in funding guidelines, is needed.
- ◆ The band has been trying to get the CJC recognized by the Attorney General; they have sent letters, but have yet to receive a reply. The view of the participants is that many departments do not recognize CJsCs.
- ◆ The band submitted a proposal to the NCPI, and was ordered to partner with Kamsack or else have their proposal rejected, even though they had already partnered with Keeseekoose and Key First Nations. The band refused to do so.
- ◆ Offender restitution and violence (spousal, youth) are issues within the community.

Linkages

Internally, the band has made links to the youth worker and the recreation co-ordinator, NNADAP and the Saulteaux program, the mental health therapist, Brighter Futures and health. The welfare worker is not involved—simply distributes cheques.

Externally, the band has links to the DSS, the RCMP, probation services (they fund the corrections services provider). They have not made links to Sask Justice or CSC.

The National Aboriginal Justice Learning Network is willing to do a workshop at Cote on setting up a justice office on reserve, but they want the band to fund this workshop.

Information Needs

The band, particularly the leadership, needs more information on the CCRA and s.81 and s.84, as they are getting requests from inmates who wish to apply under the latter section. The band would like a stronger dialogue between CSC and the community.

The band would like the youth to be educated on the Young Offenders Act. Robert Stevenson used to do information sessions, but he has since returned to the provincial government.

The band would like to have workshops on general justice issues.

A participant recommended re-establishing an interagency, especially to deal with child welfare. A group for the area used to exist, and used to meet regularly. Confidentiality was an issue.

Training Needs

The band cited training for youth justice workers, court workers, probation workers, and counselling.

The band would like training of a qualified social worker to work with youth.

The band needs training for the CJC.

Involvement of Governments

The band would like government departments to provide funding, with flexible guidelines and criteria, so that holistic healing and restorative justice can take place.

The band would also like the legal authority to control programs.

The band would like acknowledgment of their treaty and the right to self-government, as well as general acknowledgment for their efforts in justice and corrections.

6.17 Cowessess First Nation (of Yorkton Tribal Council)

Current Capacities

Cowessess currently offers the following justice services to its members, organized through the tribal council: court worker services, counsellors, and access to mediators, a diversion program, and sentencing circles. These services are being used mostly with young offenders, but are also available to adults.

The First Nation also has a justice board, comprised of seven community members who make up a cross-section of the reserve's population. All of the above services, including the board, are working well.

A Cowessess community survey and a related meeting resulted in the Justice worker and the Justice Board's being directed to work towards building a stand-alone police force for the community, and to work towards healing offenders, as opposed to incarcerating them.

Chief and council are supportive of community justice initiatives. In fact, they signed a BCR for the Peacekeepers Program and for the pursuit of funding for it. The band has many dedicated resource people to deliver more programs.

Issues and Concerns

- ◆ Slowness of response times to crime is a two-fold issue: in the immediate response to a crime, and in dealing with the problem or crime, once discovered. The current system works against the victim, with its long delays.
- ◆ Cowessess needs to have more community involvement and ownership of community corrections.
- ◆ Drug and alcohol abuse by the youth is a challenge. Most of the crimes committed within the community, such as vandalism, car theft, sexual assaults, are related to substance abuse.
- ◆ Jurisdictions are a major concern; the First Nation views governments as paternalistic, and lacking faith in First Nations' ability to take responsibility for corrections.

Linkages

Internally, the Health and Education sectors are working closely together, and Lands and Justice will be working more closely, due to a land claim. The band is strengthening links between Health, Housing, Justice, and Counselling, and these links will become even stronger through the Peacekeepers Program. In addition, the Justice worker communicates with the band councillors, particularly with the councillor holding the justice portfolio, regularly.

Externally, Cowessess has links with the RCMP and their Aboriginal Policing unit, to Sask Justice and its Aboriginal Policing unit, to the National Crime Prevention Centre, and to the Department of Social Services.

Information Needs

The First Nation needs reference materials on various crimes, as Cowessess wants to develop educational pamphlets to draw attention to helping both offenders and especially victims. Specifically, it needs materials on sexual abuse for victims, to help them realize they are not to blame.

The band also needs information on the CCRA, s.84, especially about funding and responsibilities, and on the Aboriginal Healing Foundation, as the justice worker is receiving calls from inmates about the uses of the fund.

Training Needs

Finally, Cowessess needs information on training available through governments, such as the process for setting up bylaws.

Involvement of Governments

The Justice worker would like First Nations justice to be considered sovereign. The worker would like to collaborate with governments in an equal partnership, where they maintain good relations and share programs. The band realizes that it does not have the capacity to deal with major crimes, since it lacks technology, such as forensic crime labs.

7. GROUPS DEVELOPING CAPACITY

7.1 *White Bear First Nation*

Current Capacities

Presently, the band has an interim non-Aboriginal court worker, a new full-time mental therapist, counsellors for the drug and alcohol programs, and access to parole officers based off reserve.

Issues and Concerns

- ◆ The band needs a clearly defined justice program and a facility from which to direct the programs.
- ◆ The band needs a Director of Justice (the justice worker for the band) to administer the band's future justice and correctional programs.
- ◆ More community members need to take ownership of the issue, particularly elders and those who want to help the youth.

Linkages

The friendship centre offers a fine option program and related services to reserve members.

The band has links to Social Services located at the friendship centre and the Social Services youth worker.

Information Needs

The band needs an adult court worker, and an office to house this position.

The First Nation needs information on, and resources for, follow-up services, the *CCRA*, and justice issues in general, particularly for the leadership.

The band needs assistance starting up programs in parenting, substance abuse, gambling, cultural camps, and mentoring.

The band would like to learn of the experiences and best practices of other First Nations.

Training Needs

The band would like training in conducting sentencing circles.

The First Nation needs CJC and PMB training.

Involvement of Governments

Departments should provide operational assistance to set up programs.

The First Nation would like to sign a working agreement with departments on the ongoing development of programs. This partnership could be set up as a board, with equal representation to brainstorm and solve problems, as necessary.

7.2 Whitecap First Nation

Whitecap Dakota Sioux Nation is interested in First Nations Justice and Corrections. Appropriate and sufficient funding of Justice and Corrections programs, however, becomes the main concern. Without adequate funding, the Whitecap Dakota Sioux Nation is not prepared to set their people up to fail from under-funded programs of the federal and provincial governments.

8. CORRECTIONS DEVELOPMENT OPTIONS, BY CATEGORY

GROUPS WITH READINESS TO EXPAND PRESENTLY:

8.1 *Beardy's & Okemasis First Nation*

- Beardy's Circle Project involves developing a constitution for the youth.
- Development of the band's reintegration facility is ongoing.
- A First Nations Corrections Act needs to be developed and ratified by the First Nations to give long-term focus and stability to the band's process. The FSIN should take the coordinating role in developing the model conceived by Beardy's.

8.2 *Meadow Lake Tribal Council (MLTC)*

- The Justice sectors of MLTC and the MLFNs have developed a proposal to establish two facilities (Dene and Cree) for troubled youth, including those youth who have been processed through the alternative measures programming.

8.3 *Mistawasis First Nation*

- The band would like to implement family conferencing in the schools, as well as education on property crime and consequences.
- The school is interested in continual programming, such as mock sentencing circles, mock mediation, and a role models program. Another program would have elders visiting schools to teach appropriate behaviour.
- The band would like to introduce an anger management program for youth. The youth worker is in training with DSS in P.A. The youth would voluntarily participate in the program once a week for nine weeks.
- The band is interested in starting youth cultural camps.
- The band would like to establish more correctional programming through early release agreements with more correctional facilities.
- The band would like to set up an early release program for federal inmates (s.84).
- The band is considering submitting a proposal to the National Crime Prevention Initiative (NCPI), for possibly a safe haven or a community crime watch program.

8.4 *Ochapowace First Nation*

- The band is interested in establishing a community residential facility under s.84. They will need assistance from governments in securing capital funds.

- The band plans to renew its family healing program, "Wicheaso," and will customize it for the facility. Will submit a proposal for it to the Aboriginal Healing Foundation.
- The band is interested in implementing probation services.
- The band would like to continue its summer day program for youth, which offers personal development, counselling, community service/hours, and life skills.
- Would like to have a funded alternative measures program.

8.5 Onion Lake First Nation

- The justice workers would like to establish family-oriented treatment (and activities) on reserve, since the same families are committing crimes.
- The band would like to have preventative programs introduced in the elementary school system to address appropriate behaviour (e.g. Second Step program).
- The band would like to set up more culturally-based programs. They would like to expand the cultural camps they have begun recently for young men and women with behavioural problems in the school.
- The band would like to implement more specialized programming, such as anger management and sex offender treatment—something more long term and in depth than what is offered in institutions.
- The justice unit needs to expand its office space.

8.6 Prince Albert Grand Council (PAGC)

- PAGC would like to see the take-over of the probation services by First Nations through protocol agreements.
- Black Lake would like to have a 4-week program as opposed to the five-month justice training program. They have devised a proposal for a healing lodge, which is being revised.
- The tribal council would be receptive to having secondments from government departments to First Nation communities, with cultural training beforehand.
- Community justice workers would like to engage in "shadowing" of government workers.

8.7 Yorkton Tribal Council (YTC)

- YTC plans to do an evaluation of the CBJI programs in operation, based on community evaluations.
- Diversion programs are needed for children and youth at risk, as opposed to after the fact, when they have to plead guilty.
- Cowessess is trying to establish a youth recreation centre, with youth to be involved in its establishment and operation.

GROUPS WITH CAPACITY TO EXPAND IN THE NEAR FUTURE:

8.8 Agency Chiefs Tribal Council (ACTC)

- The tribal council needs a correctional worker, liaison worker, and caseworker, to work with communities on reintegration, alternative dispute resolution, aftercare and support, conditional sentence supervision, and early release agreements.
- ACTC plans to have a healing lodge within two years, and are already inquiring about funding. The lodge would be in an isolated place. This facility might alleviate some of the challenges pertaining to the existing treatment centre at Sandy Lake. The size of the lodge would depend on how many workers the tribal council could get, and funding sources, pending agreements.

8.9 Big River First Nation

- The band would like to implement more extensive parenting skills programs.
- The band would like to start sexual education and self-esteem classes.
- The band is interested in introducing First Nations policing.
- The band would like to hold court on reserve because too many members do not have transportation into town to attend court.
- The band would like to conduct sentencing circles and workshops on restorative justice.

8.10 Battlefords Tribal Council (BTC)

- BTC is interested in establishing probation services on reserve, perhaps as an interagency.

8.11 Little Pine First Nation

- The CJC would like to see community members visit the school to talk about their life experiences, especially if they have been through the correctional system.
- The band wants to set up a role model/mentoring program.
- The participants would like to have all the spiritual leaders of the community get together to discuss the community's issues and problems.
- The band would like to set up a program where elders would visit the school to talk to the kids.

8.12 Poundmaker Cree Nation

- The band is interested in implementing sports and recreation programs, especially for youth: golf, hockey, curling, football, softball, and so on. They have a lot of sports-minded

people in the community. They would like to receive block funding from the governments, with annual audits, for training in the field of recreation.

- The band is interested in doing a pilot project on working justice into the curriculum of the education system.
- Another pilot project would involve disseminating justice information, such as the Family Violence Act, into the homes.
- The band is interested in doing pilot initiatives in general, to resolve issues related to community corrections, such as housing, employment, resources, and so forth.

8.13 File Hills Qu'Appelle Tribal Council (FHQ)

- Piapot First Nation has plans for a youth facility to provide culturally relevant programming for youth in conflict with the law. The community has worked for years to make the facility a reality.

8.14 Okanese First Nation

- The band would like to establish recreation programs for youth.
- The First Nation has a facility that could be used as a treatment centre. The CJC may submit a proposal to the Aboriginal Healing Foundation that was sent to MSB last year.
- The CJC would like to set up anger management courses, especially for youth. They need to get at the causes of their anger.
- The band needs housing patrol. Although the First Nation has a PMB and police on the reserve, the RCMP's building was broken into. A recent flurry of B&Es has occurred.

8.15 Ahtakakoop First Nation

- The community needs a court worker. If court were held on reserve, the accused would feel more at ease.
- The band needs a drug awareness campaign, and meetings for the youth. NNADAP is geared to adults. The campaign would not just be given in schools, because many drug users are not in school.
- The band's drop-in centre needs to be reopened.
- Programs for young parents, especially young mothers, need to be established.
- The band needs a university entrance program, as well as support services for those in the program.
- The PMB would like to start up the band's own police ride-along program to give young people experience.
- The band wants to start a summer excursions program for kids.
- The participants would like a role model program for the community, such as Big Brothers/Big Sisters.

8.16 Buffalo River First Nation

- The band is interested in crime prevention activities, such as boot camps, tours of facilities (e.g. jails, morgues) and a positive role models program.

8.17 Canoe Lake First Nation

- The band plans to implement programs such as parenting skills, community history, language classes, sexuality, teen pregnancy, more healing circles, and Adult Children of Alcoholics, within the next year.
- The justice unit has support to establish a youth open-custody facility, so that northern youths would not have to be sent to the southern correctional centres.
- The justice worker would like to establish community constables, similar to a program in the Northwest Territories, but specific to Saskatchewan.

8.18 Flying Dust First Nation

- The band wants to establish a wilderness camp for young offenders to teach them survival skills. It would be a mixed camp of Cree and Dene youth. Separate camps for boys and girls may be set up. This camp would be developed by the First Nation itself, instead of with the tribal council.
- The First Nation is interested in conducting sentencing circles.
- The CJC plans to develop a crime prevention plan.
- The band would like to set up an elders' peacemaker court.
- Flying Dust is interested in establishing tribal policing.
- The band would like to acquire a victim services worker.
- The band will work on the conservation of natural resources of current and future lands.

8.19 Black Lake First Nation

- The community needs to develop support programs such as healing circles, reintegration programs, and aftercare programs.
- The band would like to hold sentencing circles.
- The community would like to have non-violent offenders serve their sentences in the community (invoking either s.81 or s.84). Invoking the CCRA would allow the community to provide input into specific inmates' releases, conditions, and so on. The First Nation needs an education session on the CCRA for its members.
- The band would like to establish recreation programs for the youth, as well as motivational groups (scouts, guides, rangers), and sports programs.
- The justice unit is trying to have a court moved to the community and to have a First Nation Justice of the Peace. These projects have stalled because of the lack of support and interest from the leadership and because of jurisdictional boundaries.

8.20 Saskatoon Tribal Council (STC)

- The Saskatoon Tribal Council is presently not interested in developing or building of more physical correctional facilities within the seven member First Nations. Nonetheless, STC is willing to research the Circle Model and how this can play a major role in the "Bring Home our People – Youth and Adults" concept that could work well with the on-reserve justice programs.
- STC will also develop a strong connection with alternatives-to-incarceration models that will best meet the needs of STC.

8.21 Muskoday First Nation

- The band would like to get the ICFS worker in place.
- The band would like to start an alternative measures program
- The band's long-term plan is to have a youth facility/gym.
- Would like to have more education on spirituality and culture. Would like the elders from the FSIN visit to share their knowledge of roles and conduct.
- The band plans to conduct more sentencing circles, preferably with greater cooperation from government representatives.

8.22 Day Star First Nation (TATC)

- Day Star would like to set up a structured and ongoing recreation program.
- The band also would like to start a structured sports program. Currently, those members who play sports do it on their own.
- The community could take over probation through the agency's CJC/PMB (five members, one from each First Nation in the agency.)
- The band plans to take a more proactive active approach; the community could deal with minor crimes, such as B&Es, itself.

8.23 Cote First Nation

- The band wants to establish more youth programs, beyond recreation: cultural- and family-oriented programs, counselling services, justice, and personal development. Another program would be a youth crime prevention program to educate youth on the consequences of crimes.
- The band would like to develop a youth justice program in the school to educate the youth about the law, the court system, and their rights. They would like to develop also a specific class on crime prevention.
- The introduction of speed limits on reserve roads was suggested.
- The band would like to establish a Peacemaker program.

8.24 Cowessess First Nation

- The community would like to continue the "Broken Wing" program, which features inmates sharing with children their testimony of life in prison.
- The First Nation plans to establish a youth recreation centre, with the assistance of YTC. They would like to get youth involved so that they have sense of ownership. Youth peer counselling may be started, if the youth are interested.
- The band would like to start a Ride-Along Program with the future Peacekeepers, which would be targeted primarily at those who have committed minor crimes.
- The justice unit would like to start an auxiliary of the Peacekeepers to learn handgun/rifle safety, managing interpersonal relationships, and to allow youth who are interested in justice to acquire relevant/required skills.
- An employment skills program is needed to teach members how to do résumés and successful interviews, and so on.
- The band plans to implement the Peacekeepers program, which has received preliminary funding through the NCPI. They want to set up codes and bylaws in the near future, as well as policies on ways to help victims and offenders.
- The First Nation wants to set up its own court system, through a tribunal of elders. This system would use resource people from the community.
- The community would prefer to establish own tribal police, with the RCMP handling only major crimes, as opposed to having the RCMP do all policing on the reserve.
- The band wants to establish an elders' lodge for those elders located off reserve, and may try to access the Aboriginal Healing Foundation for this endeavour.

ANNEX

COMMUNITY ACTION PLANS

BEARDY'S & OKEMASIS FIRST NATION (see 5.1, 8.1)

CURRENT ACTIVITIES	ACTION PLAN	OBSTACLES	STRATEGIES – FN/TC	STRATEGIES – FSIN	
<ul style="list-style-type: none"> ❖ Assuming a direct role in planning a CSC 40-bed men's healing lodge with the community; ❖ the community participates on canoe trips with the city police and youth from Saskatoon and Prince Albert; ❖ an Elder's services project with the Saskatoon Tribal Council; ❖ working on the delivery of releasing circles; ❖ the band has a CAPC project underway. 	TRAINING/CAPACITY BUILDING		<ul style="list-style-type: none"> ➤ Work with the youth to complete this initiative. 		
	<ul style="list-style-type: none"> <input type="checkbox"/> Develop a constitution for the youth, as part of the band's Circle Project. 				
	<ul style="list-style-type: none"> <input type="checkbox"/> A First Nations Corrections Act needs to be developed and ratified by the First Nations to give long-term focus and stability to the bands' process. 	<ul style="list-style-type: none"> ▪ Jurisdictional complexities. ▪ Unlikely to receive support from governments. 		<ul style="list-style-type: none"> ➤ Coordinate the development of the Act. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> Acquire specialized training related to corrections and justice issues. 			<ul style="list-style-type: none"> ➤ Inform First Nations of training opportunities. ➤ Forge links with other organizations that provide justice-related training. 	
	SERVICE DEVELOPMENT				
	<ul style="list-style-type: none"> <input type="checkbox"/> Establish a 40-bed reintegration facility. 	<ul style="list-style-type: none"> ▪ The band needs complementary and supplementary services to support the facility. 		<ul style="list-style-type: none"> ➤ Provide political support, if requested. 	
<ul style="list-style-type: none"> <input type="checkbox"/> Renovate school to house 14 beds for female young offenders. 	<ul style="list-style-type: none"> ▪ The school building is old. ▪ DIAND is reluctant to invest in the old building. 		<ul style="list-style-type: none"> ➤ Provide political support, if requested. 		

MEADOW LAKE TRIBAL COUNCIL (see 5.2, 8.2)

CURRENT ACTIVITIES	ACTION PLAN	OBSTACLES	STRATEGIES – FN/TC	STRATEGIES – FSIN
<ul style="list-style-type: none"> ❖ First Nations are implementing five-year Justice Plans they developed in 1997, which are sensitive to the Dene and Cree cultures; ❖ Justice structures include PMBs, CJs, and Human Resource Teams (HRTs); ❖ Programs/services include: <ul style="list-style-type: none"> ❖ healing/talking circles; ❖ Alternative measures; ❖ Probation supervision; ❖ Offender reintegration; ❖ Healing and wellness initiatives; ❖ On-reserve policing; ❖ And crime prevention. 	<p>INFORMATION NEEDS</p> <ul style="list-style-type: none"> ❑ MLTC would like justice information workshops. ❑ Justice workers require more in-depth understanding of the CCRA's s.81 & s.84. 	<ul style="list-style-type: none"> ▪ CJs are under-funded, resulting in the lack of continuous board training, including community corrections. 		<ul style="list-style-type: none"> ➤ Hold a justice workshop, or assist with one, if requested to do so. ➤ Put tribal council in contact with other communities reintegrating members. ➤ Hold a CCRA workshop, possibly in conjunction with CSC.
	<p>TRAINING/CAPACITY BUILDING</p> <ul style="list-style-type: none"> ❑ Acquire training and education on reintegration planning. 	<ul style="list-style-type: none"> ▪ Lack of financial resources, notably from the province, for early-release inmates going to FN communities. ▪ Justice Coordinators are suffering from excessive workloads and burnout. ▪ Justice units have no support staff. 		<ul style="list-style-type: none"> ➤ Provide political support, if requested. ➤ Inform MLTC of training opportunities.
	<ul style="list-style-type: none"> ❑ The Health and Social sectors of MLTC want to develop two facilities (Dene and Cree) for troubled youth, including those who have processed through alternative measures programming. 	<ul style="list-style-type: none"> ▪ For communities, liability may be an issue. ▪ Governments focus too much on the offender, instead of on the victims and on building community capacity. 		<ul style="list-style-type: none"> ➤ Provide political support, if requested.
	<ul style="list-style-type: none"> ❑ Establish better channels of communication between MLTC, FSIN and the First Nations, pertaining to justice. 			<ul style="list-style-type: none"> ➤ Keep MLTC and the FNs apprised of justice and corrections developments.

MISTAWASIS FIRST NATION (see 5.3, 8.3)

CURRENT ACTIVITIES	ACTION PLAN	OBSTACLES	STRATEGIES – FN/TC	STRATEGIES – FSIN	
<ul style="list-style-type: none"> ❖ Community support services, which are working with probation and bail services; ❖ mediation, with four workers in mediation training with Sask Justice; ❖ diversion programs for youth and adults; ❖ family group conferencing; ❖ case management; ❖ a CJC; ❖ healing circles; ❖ one sentencing circle; ❖ an early release agreement with the P.A. Correctional Centre; the band works with early-release offenders and oversees their release plans. 	TRAINING/CAPACITY BUILDING <ul style="list-style-type: none"> <input type="checkbox"/> Introduce education on property crime and consequences into the schools. 			<ul style="list-style-type: none"> ➤ Forge links with outside organizations that provide justice-related education. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> The school is interested in continual programming, such as mock sentencing circles, mock mediation, and a role models program. <input type="checkbox"/> Training for elders visiting schools to teach appropriate behaviour. 	<ul style="list-style-type: none"> ▪ Lack of financial resources for specialized training. 		<ul style="list-style-type: none"> ➤ Provide information on sources of subsidized training. 	
	SERVICE DEVELOPMENT <ul style="list-style-type: none"> <input type="checkbox"/> Introduce an anger management program for youth. 			<ul style="list-style-type: none"> ➤ The youth worker is in training with Social Services in P.A. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> Establish more correctional programming through early release agreements with more correctional facilities. 			<ul style="list-style-type: none"> ➤ Sign early release agreements with more provincial facilities. 	<ul style="list-style-type: none"> ➤ Lobby Sask Justice to direct correctional centres to work in partnership with First Nations.
	<ul style="list-style-type: none"> <input type="checkbox"/> The band would like to set up an early release program for federal inmates (s.84). 	<ul style="list-style-type: none"> ▪ The band lacks human and financial resources to do proper follow-up. It is done on a volunteer basis. 		<ul style="list-style-type: none"> ➤ Continue to solidify contacts with parole officers and correctional workers. 	<ul style="list-style-type: none"> ➤ Lobby fed departments to finalize the policy on CCRA's s.81 and s.84. ➤ Provide political support, when requested.
	<ul style="list-style-type: none"> <input type="checkbox"/> Start youth cultural camps. 	<ul style="list-style-type: none"> ▪ The band would like governments' assistance in setting up camps. 			
	<ul style="list-style-type: none"> <input type="checkbox"/> Establish a youth recreation facility. 	<ul style="list-style-type: none"> ▪ The band would like governments' assistance in setting up a facility. 			<ul style="list-style-type: none"> ➤ Lobby DSS and funding agencies for funds for youth crime prevention.
	<ul style="list-style-type: none"> <input type="checkbox"/> Implement family conferencing in the schools. 	<ul style="list-style-type: none"> ▪ A replacement facilitator is needed. 			
	<ul style="list-style-type: none"> <input type="checkbox"/> As crime prevention, set up a safe haven or a community crime watch program. 			<ul style="list-style-type: none"> ➤ Submit a proposal to the NCPI. 	

OCHAPOWACE FIRST NATION (see 5.4, 8.4)

CURRENT ACTIVITIES	ACTION PLAN	OBSTACLES	STRATEGIES – FN/TC	STRATEGIES – FSIN
<ul style="list-style-type: none"> ❖ A CJC that has been active for two years; ❖ mediation; ❖ talking circles and healing circles; ❖ an alternative measures program; ❖ monitoring and supervising of offenders; ❖ sentencing circles for youth and adults (have been doing them since 1993); ❖ men's family violence healing circles, for men who must participate under conditional sentencing for spousal abuse, and for others who come voluntarily; ❖ on-reserve policing by RCMP. 	INFORMATION NEEDS	<ul style="list-style-type: none"> ▪ Lack of (paid) human resources to do follow-up. 		
	<ul style="list-style-type: none"> <input type="checkbox"/> The band is interested in learning how to set up probation services. 			
	<ul style="list-style-type: none"> <input type="checkbox"/> The band would like information on funding sources and resources offered by government depts. 	<ul style="list-style-type: none"> ▪ The justice unit needs information and training on establishing a PMB; currently, they receive only monthly reports from the RCMP. 		<ul style="list-style-type: none"> ➤ Provide PMB training. ➤ Facilitate between RCMP and band, if requested.
	TRAINING/CAPACITY BUILDING		<ul style="list-style-type: none"> ▪ The band will need assistance from governments in securing capital funds. 	<ul style="list-style-type: none"> ➤ Network with other First Nations and tribal councils on best practices.
	<ul style="list-style-type: none"> <input type="checkbox"/> Establish PMB and improve relations with RCMP. 	<ul style="list-style-type: none"> ➤ Submit a proposal to the Aboriginal Healing Foundation. 		
	SERVICE DEVELOPMENT		<ul style="list-style-type: none"> ▪ A full-time youth worker is needed. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> The band is interested in establishing a community residential facility under s.84. 	<ul style="list-style-type: none"> ▪ The justice unit is understaffed and requires dedicated personnel. ▪ Government reps not cooperating re: participating in sentencing circles. 		
	<ul style="list-style-type: none"> <input type="checkbox"/> The band plans to renew its family healing program, "Wicheaso," using Hollow Water as potential model. <input type="checkbox"/> Customize the healing model for the facility. 			
<ul style="list-style-type: none"> <input type="checkbox"/> Continue its summer day program for youth, which offers counselling, personal development, community service/hours, and life skills. 				

ONION LAKE FIRST NATION (see 5.5, 8.5)

CURRENT ACTIVITIES	ACTION PLAN	OBSTACLES	STRATEGIES – FN/TC	STRATEGIES – FSIN
<ul style="list-style-type: none"> ❖ A diversion program, for first-time and multi-offenders; ❖ a court worker program; ❖ a probation officer, who visits twice a month; ❖ parole officers from P.A. and Meadow Lake; ❖ a Day program (post-charge), including pre-disposition reporting; ❖ a contact system between the justice program and N. Battleford Correctional Centre, Saskatoon Correctional Centre, P.A. Pen, and Pine Grove; ❖ supervision; ❖ a fine option program; ❖ mediation; ❖ a CJC and PMB; ❖ NNADAP and a rehab centre; ❖ telephone services for family members to contact relatives in correctional centres; ❖ co-ordination of travel money for families to visit correctional centres; ❖ Youth activity Coordinator; ❖ One sentencing circle, to date; ❖ Youth Restorative Justice programs teaching youth traditional roles; ❖ a new Broken Wing program. 	<p>TRAINING/CAPACITY BUILDING</p> <ul style="list-style-type: none"> <input type="checkbox"/> Introduce preventative programs in the elementary school system to address appropriate behaviour. 		<ul style="list-style-type: none"> ➤ The school has introduced the Second Step program to address bullying. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> Set up more culturally-based programs. They would like to expand the cultural camps they have begun recently for young men and women with behavioural problems in the school. 	<ul style="list-style-type: none"> ▪ Last year, the women's cultural camp had insufficient space to meet the demand. 	<ul style="list-style-type: none"> ➤ Continue to run the cultural camps, and expand them, if possible. 	<ul style="list-style-type: none"> ➤ Lobby DSS to contribute funding for the camps.
	<ul style="list-style-type: none"> <input type="checkbox"/> The justice unit needs to expand its office space. 			
	<p>SERVICE DEVELOPMENT</p> <ul style="list-style-type: none"> <input type="checkbox"/> Implement more specialized programming, such as anger management and sex offender treatment— more than what is offered in institutions. 	<ul style="list-style-type: none"> ▪ The band lacks the funds to run such programs. 		<ul style="list-style-type: none"> ➤ Lobby government departments to provide funding for on-reserve justice programs. ➤ Forge links with other organizations that offer justice-related training.
	<ul style="list-style-type: none"> <input type="checkbox"/> Establish family-oriented treatment (and activities) on reserve, since the same families are committing crimes. 		<ul style="list-style-type: none"> ➤ Hired a Human Resource Coordinator. ➤ Amalgamating some human service delivery staff so that families do not have to shuffle from worker to worker. ➤ Apply to the AHF for a healing lodge. 	

PRINCE ALBERT GRAND COUNCIL (see 5.6, 8.6)

CURRENT ACTIVITIES	ACTION PLAN	OBSTACLES	STRATEGIES – FN/TC	STRATEGIES – FSIN
<ul style="list-style-type: none"> ❖ PAGC has a Healing Lodge, in conjunction with the federal and provincial governments; ❖ an alternative measures program, and a parallel urban program; ❖ probation services; ❖ diversion; ❖ mediation; ❖ healing circles; ❖ sentencing circles; ❖ family group conferencing; ❖ a pre- and post-sentencing program; ❖ supervision of a Crime Prevention project; ❖ community intervention prevention contracts with each First Nation; ❖ a youth Healing Lodge, in conjunction with the provincial and federal governments; ❖ "Plumage of the Eagle" cultural program at P.A. Correctional Centre; ❖ six Justice Committees. ❖ PAGC's justice unit also co-ordinates community schools' mediation programs. ❖ Co-manages a seconded Parole Officer to develop a model release plan. 	<p>TRAINING/CAPACITY BUILDING</p> <ul style="list-style-type: none"> <input type="checkbox"/> PAGC would like to have specialized education for social workers on dealing with sexual assaults, and on establishing victim services. <input type="checkbox"/> Hold general justice workshops, including CJC orientation, for the justice workers in the north. 			<ul style="list-style-type: none"> ➤ Provide CJC training and justice orientation to northern communities.
	<ul style="list-style-type: none"> <input type="checkbox"/> Procure secondments from government departments to First Nation communities, with cultural training beforehand. 	<ul style="list-style-type: none"> ▪ Justice workers encounter cultural insensitivity manifested by government workers, particularly, paternalism. 		<ul style="list-style-type: none"> ➤ Lobby government departments to provide in-kind support to First Nations.
	<ul style="list-style-type: none"> <input type="checkbox"/> Community justice workers would like to engage in "shadowing" of government workers. 	<ul style="list-style-type: none"> ▪ Lack of equal treatment, partnership. 		<ul style="list-style-type: none"> ➤ Lobby government depts. to share information with First Nations, and exercise more transparency in the administration of justice.
	<p>SERVICE DEVELOPMENT</p> <ul style="list-style-type: none"> <input type="checkbox"/> Assist in the take-over of probation services by First Nations, through protocol agreements. 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ➤ Support First Nations interested in acquiring probation services. ➤ Secured a secondment of a Parole Officer to develop a model release plan, under sections 81 and 84. 	<ul style="list-style-type: none"> ➤

YORKTON TRIBAL COUNCIL (see 5.7, 8.7)

CURRENT ACTIVITIES	ACTION PLAN	OBSTACLES	STRATEGIES – FN/TC	STRATEGIES – FSIN
<ul style="list-style-type: none"> ❖ an alternative measures program; ❖ mediation; ❖ diversion; ❖ court worker services; ❖ the assistance of community development workers; ❖ a generic plan for intensive community support providers, including probation officers, and judicial interim release for young offenders; ❖ service agreement with CSC for s.81 and 84 programs for member First Nations; ❖ a Justice Commission that promotes the First Nations to progress at the same pace; ❖ Justice committees have received training in Resolving Conflict Constructively, and Intro to Mediation (Sask Justice); ❖ Justice committees have had Community Justice Forum Training from RCMP. 	TRAINING/CAPACITY BUILDING <input type="checkbox"/> YTC plans to do an evaluation of the CBJI programs in operation.		<ul style="list-style-type: none"> ➤ Collect community evaluations to form the basis for the YTC evaluation. 	
	<input type="checkbox"/> Diversion programs are needed for children and youth at risk, as part of crime prevention.	<ul style="list-style-type: none"> ▪ Currently, kids are put in diversion after the fact, after they have pleaded guilty. 	<ul style="list-style-type: none"> ➤ Submit proposals to the NCPI and/or the Aboriginal Healing Foundation for youth justice initiatives. 	<ul style="list-style-type: none"> ➤ Advocate government departments to sponsor more First Nations youth crime prevention initiatives.
	<input type="checkbox"/> The tribal council would like to have more training of trainers, so that justice programs can become more independent and self-evaluative.		<ul style="list-style-type: none"> ➤ Inform the FSIN of the types of training YTC would like, of those offered by the FSIN. ➤ Approach government departments about training they offer. 	<ul style="list-style-type: none"> ➤ Provide training for program facilitators and trainers. ➤ Network with outside organizations that offer training in justice-related areas.
	<input type="checkbox"/> Establish better relations with judges and the RCMP to work more cooperatively.	<ul style="list-style-type: none"> ▪ Judges need to use Aboriginal Restorative Justice initiatives and alternative measures more. ▪ RCMP need to honour PMB agreements more diligently. 		<ul style="list-style-type: none"> ➤ Lobby government departments to encourage front-line workers to work in cooperation with First Nations in the area of justice.

AGENCY CHIEFS TRIBAL COUNCIL (see 6.1, 8.8)

CURRENT ACTIVITIES	ACTION PLAN	OBSTACLES	STRATEGIES – FN/TC	STRATEGIES – FSIN
<ul style="list-style-type: none"> ❖ A Community Justice Coordinator since 1998; ❖ NNADAP workers within the three bands; ❖ the Justice Coordinator facilitates sentencing circles; ❖ a survival and cultural camp for youth, run voluntarily by an elder; ❖ ICFS. 	INFORMATION NEEDS <input type="checkbox"/> Hold justice awareness workshops, including one on the CCRA.	<ul style="list-style-type: none"> ▪ The tribal council would like to receive more information from government depts. 	<ul style="list-style-type: none"> ➤ Develop a strategic plan in correctional services, in partnership with the governments. 	<ul style="list-style-type: none"> ➤ Conduct a session on justice issues, and provide an information package.
	TRAINING/CAPACITY BUILDING <input type="checkbox"/> The tribal council needs a correctional worker, liaison worker, and caseworker, to work with communities on reintegration.	<ul style="list-style-type: none"> ▪ ACTC and the First Nations are grossly understaffed and under-funded in program delivery in the area of justice. ▪ Community members need aftercare and follow-up. 	<ul style="list-style-type: none"> ➤ First Nations would set up prevention programming for first-time offenders and high-risk youth. ➤ At the First Nation community level, set up aftercare, with traditional teachings. 	<ul style="list-style-type: none"> ➤ Lobby government depts. To support more Aboriginal justice initiatives.
	<input type="checkbox"/> Acquire more certified training, including for providing victim services and treatment programs, and conducting sentencing circles.	<ul style="list-style-type: none"> ▪ Lack of financial and human resources. ▪ Lack of ownership within communities. ▪ For circles, trust is missing between community members. 	<ul style="list-style-type: none"> ➤ Create awareness, at the community level, of the impact of institutionalization on an individual (i.e., emotionally, physically, mentally, and spiritually). ➤ Communities need to take ownership to solve their problems. 	<ul style="list-style-type: none"> ➤ Provide information on sources of training. ➤ Provide CJC training, if requested. ➤ Provide training on holding sentencing circles.
	<input type="checkbox"/> Gain training for trainers and facilitators, so that they can relay information to the communities themselves.	<ul style="list-style-type: none"> ▪ Lack of funding to facilitate the process. 	<ul style="list-style-type: none"> ➤ Trained facilitators would be in place to facilitate healing circles, sentencing circles, and relay information on restorative justice. 	<ul style="list-style-type: none"> ➤ Provide training opportunities, or information on such opportunities. ➤ Form links with outside organizations that offer training.
	SERVICE DEVELOPMENT <input type="checkbox"/> ACTC plans to have a healing lodge within two years, and is already inquiring about funding. The lodge would be in an isolated place.	<ul style="list-style-type: none"> • ACTC currently has no healing lodges for youth and adult offenders. 	<ul style="list-style-type: none"> ➤ Set programming in place for the reintegration process for early release. ➤ Establish traditional healing and teachings for offenders that have lost, or have lapsed in practising, their culture, customs, and traditional ceremonies. 	<ul style="list-style-type: none"> ➤ Provide political support, if requested. ➤ Assist with proposals, if requested.

BIG RIVER FIRST NATION (see 6.2,8.9)

CURRENT ACTIVITIES	ACTION PLAN	OBSTACLES	STRATEGIES – FN/TC	STRATEGIES – FSIN
<ul style="list-style-type: none"> ❖ A fine option program; ❖ a court worker; ❖ a NNADAP worker; ❖ a solvent abuse coordinator; ❖ an Elders program (as well as elders working in the correctional institutions in P.A.); ❖ diversion; ❖ access to mediation by DSS in P.A.; ❖ ICFS, through the tribal council; ❖ drug awareness campaigns for youth; ❖ a justice plan; ❖ victim services; ❖ Aboriginal Headstart is in progress. 	INFORMATION NEEDS <input type="checkbox"/> Information on establishing sentencing circles and an open-custody home.	<ul style="list-style-type: none"> ▪ Training is also necessary for both undertakings. 		<ul style="list-style-type: none"> ➤ Locate information and training sources, and inform the band. ➤ Provide political support, if requested.
	TRAINING/CAPACITY BUILDING <input type="checkbox"/> Establish a CJC and PMB.	<ul style="list-style-type: none"> ▪ Training is needed in both areas. 		<ul style="list-style-type: none"> ➤ Provide CJC and PMB training.
	<input type="checkbox"/> Set up a court on reserve.	<ul style="list-style-type: none"> ▪ Many members do not have transportation into town to attend court. 		<ul style="list-style-type: none"> ➤ Provide political support, if requested. ➤ Liaise between the band and other First Nations that have courts on reserve.
	<input type="checkbox"/> Establishing on-reserve policing.		<ul style="list-style-type: none"> ➤ Several workers are training as justice and corrections workers. 	<ul style="list-style-type: none"> ➤ Provide information on acquiring this service. ➤ Facilitate the negotiation of this service.
	<input type="checkbox"/> The band would like to start sexual education and self-esteem classes.			
	SERVICE DEVELOPMENT <input type="checkbox"/> Implement more in-depth parenting skills programs.			

BATTLEFORDS TRIBAL COUNCIL (see 6.3, 8.10)

CURRENT ACTIVITIES	ACTION PLAN	OBSTACLES	STRATEGIES – FN/TC	STRATEGIES – FSIN
<ul style="list-style-type: none"> ❖ an interim justice worker until the end of the fiscal year; ❖ two court workers, one full-time and one part-time. 	<p>INFORMATION NEEDS</p> <ul style="list-style-type: none"> <input type="checkbox"/> Hold education sessions on roles and responsibilities for volunteers involved in justice. 	<ul style="list-style-type: none"> ▪ Lack of financial resources. 		<ul style="list-style-type: none"> ➤ Assist with an education workshop, if requested. ➤ Forge links with outside organizations that offer justice-related education and training.
	<ul style="list-style-type: none"> <input type="checkbox"/> BTC is interested in establishing probation services on reserve, perhaps as an interagency. 	<ul style="list-style-type: none"> ▪ Better communication with the First Nations needs to be established. ▪ A couple of communities have not made justice a priority. 		<ul style="list-style-type: none"> ➤ Liaise between tribal council and federal and provincial corrections to acquire information and training on probation services.
	<p>TRAINING/CAPACITY BUILDING</p> <ul style="list-style-type: none"> <input type="checkbox"/> Hold a CJC training session for all of the communities that need or want it. 			<ul style="list-style-type: none"> ➤ Provide CJC training.
	<ul style="list-style-type: none"> <input type="checkbox"/> Hire a full-time justice worker. 	<ul style="list-style-type: none"> ▪ The communities need regular visits from the tribal council's justice worker. 		
	<ul style="list-style-type: none"> <input type="checkbox"/> BTC would like assistance in writing proposals. 			<ul style="list-style-type: none"> ➤ Provide technical assistance with writing proposals, if requested.

LITTLE PINE FIRST NATION (see 6.4, 8.11)

CURRENT ACTIVITIES	ACTION PLAN	OBSTACLES	STRATEGIES – FN/TC	STRATEGIES – FSIN	
<ul style="list-style-type: none"> ❖ A day program for youth, funded by Social Services; ❖ a family services worker; ❖ access to a mediator, who comes from out of town; ❖ a fine option program; ❖ a CJC; ❖ parole service; ❖ youth sentencing circles; ❖ sentencing hearings; ❖ a cadet program for youth. ❖ Five community members were trained last year as group facilitators to work with victims and offenders—mostly youth, with some adults. ❖ A joint PMB with Poundmaker, which will soon be working in diversion. 	INFORMATION NEEDS		<ul style="list-style-type: none"> ➤ Contact other First Nations that have a Broken Wing program. 	<ul style="list-style-type: none"> ➤ Provide contact names of First Nations workers who are involved in Broken Wing programs. 	
	<ul style="list-style-type: none"> ❑ The CJC would like community members to visit the school to talk about their life experiences, especially those who have been through the correctional system. 				
	<ul style="list-style-type: none"> ❑ The band wants to set up a role model/mentoring program. 			<ul style="list-style-type: none"> ➤ Approach various community members about being a role model or mentor, including police. 	
	TRAINING/CAPACITY BUILDING	<ul style="list-style-type: none"> ❑ Services are needed for children to help them dealing with home situations; these would include coping strategies, conflict resolution, and suicide prevention. 	<ul style="list-style-type: none"> ▪ Lack of financial resources. ▪ Some specialized training is required. 	<ul style="list-style-type: none"> ➤ Approach DSS for funding or training. 	<ul style="list-style-type: none"> ➤ Lobby DSS and other funding agencies for funding for training, or to provide the training itself.
	<ul style="list-style-type: none"> ❑ Establish a paid justice co-ordinator position. 		<ul style="list-style-type: none"> ▪ Funding is required. 		<ul style="list-style-type: none"> ➤ Lobby government departments to provide funding for community justice positions.
	<ul style="list-style-type: none"> ❑ The CJC would like training in providing victims services and establishing support groups for victims. 		<ul style="list-style-type: none"> ▪ Lack of financial resources. 		<ul style="list-style-type: none"> ➤ Find sources of specialized training, and inform First Nations.
	<ul style="list-style-type: none"> ❑ Have all the spiritual leaders of the community get together to discuss the community's issues and problems. 			<ul style="list-style-type: none"> ➤ Ask the spiritual leaders to participate in this forum. 	
	<ul style="list-style-type: none"> ❑ The band would like to set up a program where elders would visit the school to talk to the kids. 		<ul style="list-style-type: none"> ▪ Elders need training in how to communicate with youth about healthy lifestyles. 		

POUNDMAKER FIRST NATION (see 6.5, 8.12)

CURRENT ACTIVITIES	ACTION PLAN	OBSTACLES	STRATEGIES – FN/TC	STRATEGIES – FSIN
<ul style="list-style-type: none"> ❖ diversion (one member trained); ❖ sentencing circles; ❖ a healing circle, run similarly to the sentencing circles, but without the lawyers and RCMP; ❖ court worker; ❖ on-reserve courthouse; ❖ ICFS through BTC; ❖ a CJC and PMB; ❖ on-reserve policing, including a new police detachment building within three months; ❖ a six-week summer camp for young offenders; ❖ an interval house for abused spouses; ❖ NNADAP; ❖ access to a probation officer and a legal aid worker. 	<p>INFORMATION NEEDS</p> <ul style="list-style-type: none"> <input type="checkbox"/> Do a pilot project on disseminating justice information, such as the Family Violence Act, into the homes. 			<ul style="list-style-type: none"> ➤ Provide information on the justice system and issues.
	<p>TRAINING/CAPACITY BUILDING</p> <ul style="list-style-type: none"> <input type="checkbox"/> Do a pilot project on working justice into the curriculum of the education system. 	<ul style="list-style-type: none"> ▪ Lack of human resources. ▪ Lack of funding. 		
	<ul style="list-style-type: none"> <input type="checkbox"/> Implement sports and recreation programs, especially for youth: golf, hockey, curling, football, softball, etc. 	<ul style="list-style-type: none"> ▪ The band would like to receive block funding from the governments, with annual audits, for training in the field of recreation. 		<ul style="list-style-type: none"> ➤ Lobby departments such as DSS to provide funding to First Nations for recreation programs, as preventative measures.
	<ul style="list-style-type: none"> <input type="checkbox"/> Obtain certified training, in areas such as conducting sentencing circles. <input type="checkbox"/> The band needs a full-time, trained justice worker. 	<ul style="list-style-type: none"> ▪ The band requires information on who to contact to receive specialized training. 		<ul style="list-style-type: none"> ➤ Provide information on sources of training, where possible.
	<ul style="list-style-type: none"> <input type="checkbox"/> Build a halfway house on reserve. 	<ul style="list-style-type: none"> ▪ The band would like assistance from governments with this initiative. 		<ul style="list-style-type: none"> ➤ Provide political support, when requested.
	<ul style="list-style-type: none"> <input type="checkbox"/> The band is interested in doing pilot initiatives in general, to resolve issues related to community corrections, such as housing, employment, resources, etc. 			

FILE HILLS QU'APPELLE TRIBAL COUNCIL (see 6.6, 8.13)

CURRENT ACTIVITIES	ACTION PLAN	OBSTACLES	STRATEGIES – FN/TC	STRATEGIES – FSIN
<ul style="list-style-type: none"> ❖ Several First Nations have Wellness committees, CJs, and three PMBs are active; ❖ Healing circles; ❖ Sentencing circles; ❖ The tribal council offers mediation training; an Aboriginal Court Worker program; ❖ adult probation services and a probation worker; ❖ RITSI urban service delivery agency; ❖ NNADAP. ❖ Piapot First Nation operates a camp for Young Offenders, Cree Lodge Youth Camp. 	<p>TRAINING/CAPACITY BUILDING</p> <ul style="list-style-type: none"> <input type="checkbox"/> Establish more justice and corrections-related workers' positions. 	<ul style="list-style-type: none"> ▪ FHQ and First Nations lack human resources to work in justice. 		<ul style="list-style-type: none"> ➤ Lobby for more resources for First Nations and tribal councils.
	<p>SERVICE DEVELOPMENT</p> <ul style="list-style-type: none"> <input type="checkbox"/> Piapot is developing a youth facility to provide culturally-relevant programming for youth in conflict with the law. 		<ul style="list-style-type: none"> ➤ Establish better communication between sectors in FHQ and maintain good communication with the First Nation. ➤ Lobby for resources. 	<ul style="list-style-type: none"> ➤ Provide political support, if requested. ➤ Lobby for financial resources.

OKANESE FIRST NATION (see 6.7, 8.14)

CURRENT ACTIVITIES	ACTION PLAN	OBSTACLES	STRATEGIES – FN/TC	STRATEGIES – FSIN
<ul style="list-style-type: none"> ❖ their own court on reserve; ❖ probation services; ❖ a fine options program; ❖ mediation; ❖ a CJC and PMB; ❖ a drug and alcohol awareness program; ❖ four sentencing circles conducted over past two years; ❖ a new gym. 	TRAINING/CAPACITY BUILDING <ul style="list-style-type: none"> <input type="checkbox"/> The band would like to establish recreation programs for youth. 		<ul style="list-style-type: none"> ➤ Plan activities that can be housed in the new gym. 	<ul style="list-style-type: none"> ➤ Lobby government departments and funding agencies for more funding for youth justice initiatives.
	<ul style="list-style-type: none"> <input type="checkbox"/> Gain more mediation training. 	<ul style="list-style-type: none"> ▪ Lack of financial resources. 		<ul style="list-style-type: none"> ➤ Inform band of training opportunities.
	<ul style="list-style-type: none"> <input type="checkbox"/> Establish a justice co-ordinator position. 	<ul style="list-style-type: none"> ▪ Lack of financial resources. ▪ No links between sectors pertaining to justice. ▪ Need a worker who knows the judicial system. 		
	<ul style="list-style-type: none"> <input type="checkbox"/> The band needs housing patrol. 	<ul style="list-style-type: none"> ▪ Although the First Nation has police on reserve, the RCMP's building was broken into. ▪ Several B&Es have occurred. 	<ul style="list-style-type: none"> ➤ The CJC may submit a proposal to the NCPI for this initiative. ➤ Have the PMB give more direction to the RCMP. 	<ul style="list-style-type: none"> ➤ Facilitate discussion on this issue between the band and the RCMP, if requested.
	SERVICE DEVELOPMENT <ul style="list-style-type: none"> <input type="checkbox"/> The First Nation has a facility that could be used as a treatment centre. 	<ul style="list-style-type: none"> ▪ Lack of financial resources. ▪ Need specialized training. 	<ul style="list-style-type: none"> ➤ The CJC may submit a proposal to the Aboriginal Healing Foundation that was sent to MSB last year. 	<ul style="list-style-type: none"> ➤ Offer political support, if requested.
	<ul style="list-style-type: none"> <input type="checkbox"/> Build a new courthouse. 	<ul style="list-style-type: none"> ▪ The court is being housed in a facility that is twenty years old. 		

AHTAKAKOOP FIRST NATION (see 6.8, 8.15)

CURRENT ACTIVITIES	ACTION PLAN	OBSTACLES	STRATEGIES – FN/TC	STRATEGIES – FSIN
<ul style="list-style-type: none"> ❖ a police management board; ❖ a fine options program; ❖ a psychologist who serves as a family worker to assist families of offenders; ❖ liaison workers for youth recently out of jail, who ensure they meet probation orders; ❖ the band sponsors a survival trip for youth once a year, as a preventative strategy. 	INFORMATION NEEDS <ul style="list-style-type: none"> ❑ The band's drop-in centre needs to be reopened. ❑ The band needs a drug awareness campaign, and meetings for the youth. 	<ul style="list-style-type: none"> ▪ Lots of youth crime. ▪ The campaign would need to be pervasive, since many drug users are not in school. 		<ul style="list-style-type: none"> ➤ Lobby government departments for funding for youth-related initiatives, as crime prevention.
	TRAINING/CAPACITY BUILDING <ul style="list-style-type: none"> ❑ The community needs a court worker. ❑ Acquire mediation training. ❑ Gain CJC training. 	<ul style="list-style-type: none"> ▪ Lack of support from leadership for justice program. 		<ul style="list-style-type: none"> ➤ Hold a justice issues awareness session for the leadership. ➤ Provide CJC training.
	<ul style="list-style-type: none"> ❑ Establish programs for young parents, especially young mothers. ❑ Set up a university entrance program, as well as support services for those in the program. 			
	<ul style="list-style-type: none"> ❑ The PMB would like to start up the band's own police ride-along program to give young people experience. 			<ul style="list-style-type: none"> ➤ Provide technical assistance, if requested.
	<ul style="list-style-type: none"> ❑ Start a Summer excursions program for kids. 			
	<ul style="list-style-type: none"> ❑ Set up a role model program, such as Big Brothers/Big Sisters. 			
	<ul style="list-style-type: none"> ❑ Hold more sentencing circles. 	<ul style="list-style-type: none"> ▪ Held one before, but offender re-offended. ▪ Elders nervous about the responsibility. ▪ Offenders lack community support. 		<ul style="list-style-type: none"> ➤ Provide training for holding sentencing circles. ➤ Lobby court system to allow First Nations to do more circles.

BUFFALO RIVER FIRST NATION (see 6.9, 8.16)

CURRENT ACTIVITIES	ACTION PLAN	OBSTACLES	STRATEGIES – FN/TC	STRATEGIES – FSIN
<ul style="list-style-type: none"> ❖ A PMB; ❖ A CJC; ❖ a Human Resource Team (HRTs); ❖ five-year justice plan; ❖ two counsellors; ❖ one therapist; and ❖ on-reserve policing. 	<p>INFORMATION NEEDS</p> <ul style="list-style-type: none"> ❑ The CJC, PMB and chief and council require more in-depth understanding of the CCRA's s.81 & s.84 as well as provincial corrections.. 	<ul style="list-style-type: none"> ▪ CJCs are under-funded, resulting in the lack of correctional services. 		<ul style="list-style-type: none"> ➤ Hold a CCRA/corrections workshop, possibly in conjunction with CSC and Sask Corrections.
	<p>TRAINING/CAPACITY BUILDING</p> <ul style="list-style-type: none"> ❑ The CJC and PMB need to educate the RCMP members in cultural differences and sensitive issues. 	<ul style="list-style-type: none"> ▪ Lack of financial resources. ▪ There is no communication from the RCMP management. ▪ More involvement of the RCMP is needed. 	<ul style="list-style-type: none"> ➤ Hold cultural awareness sessions with the RCMP. 	<ul style="list-style-type: none"> ➤ Provide political support, if requested.
	<ul style="list-style-type: none"> ❑ Develop crime prevention programs for troubled youth, such as boot camps, tours of facilities, and a positive role models program. 	<ul style="list-style-type: none"> ▪ Lack of financial resources. ▪ RCMP officers treat youth as a correctional commodity. ▪ Lack of recognition of Elders by governments. 		<ul style="list-style-type: none"> ➤ Provide information on the National Crime Prevention Initiative.
	<ul style="list-style-type: none"> ❑ Establish structure for early-release inmates through programs such as Life Skills, Anger Management, and Smarter Choices. 	<ul style="list-style-type: none"> ▪ Lack of financial resources. ▪ Currently, early-release inmates are re-offending due to the lack of supervision. 		<ul style="list-style-type: none"> ➤ Provide political and technical support, if requested.

CANOE LAKE FIRST NATION (see 6.10, 8.17)

CURRENT ACTIVITIES	ACTION PLAN	OBSTACLES	STRATEGIES – FN/TC	STRATEGIES – FSIN
<ul style="list-style-type: none"> ❖ Healing circles; ❖ mediation circles; ❖ on-reserve policing by RCMP; ❖ a fine option program; ❖ a PMB; ❖ a life skills coaching program; ❖ anger management; ❖ personal development course; ❖ a victim services worker; ❖ youth crime prevention camp; and ❖ a Corrections Service Provider, under contract with Parole Services. 	<p>INFORMATION NEEDS</p> <ul style="list-style-type: none"> ❑ The band would like to establish community constables, similar to a program in the Northwest Territories, but specific to Saskatchewan. 	<ul style="list-style-type: none"> ▪ The band needs information on establishing this service. 	<ul style="list-style-type: none"> ➤ Develop a curriculum with SIIT. ➤ Continue working with PAGC on policing issues. 	<ul style="list-style-type: none"> ➤ Find out more information other First Nations policing services.
	<p>TRAINING/CAPACITY BUILDING</p> <ul style="list-style-type: none"> ❑ Implement programs such as, community history, language classes, sexuality, more healing circles, and Adult Children of Alcoholics, within the next year. 		<ul style="list-style-type: none"> ➤ Have HRT implement these programs. ➤ Have MLTC do workshops on these issues. 	<ul style="list-style-type: none"> ➤ Forge links with outside organizations that offer training and education in any of these areas. ➤ Provide information on some of these specific issues.
	<ul style="list-style-type: none"> ❑ Acquire a court worker, an administrative assistant for the justice unit, and a probation worker. 	<ul style="list-style-type: none"> ▪ Lack of financial resources. ▪ Lack of office space for justice unit. ▪ The court worker is located too far away. 		
	<p>SERVICE DEVELOPMENT</p> <ul style="list-style-type: none"> ❑ Establish a youth open-custody facility, so that northern youths would not have to be sent south. 	<ul style="list-style-type: none"> ▪ The band needs assistance in securing capital funding for the facility. ▪ Appropriate training is necessary. 	<ul style="list-style-type: none"> ➤ The band is submitting a proposal to various funding agencies. 	<ul style="list-style-type: none"> ➤ Lobby government departments for a northern youth facility/healing lodge.
	<ul style="list-style-type: none"> ❑ Enhance the youth crime prevention camp, with camping lodges to hold thirty-two youths. The camp will teach them traditional life skills. 	<ul style="list-style-type: none"> ▪ The band needs financial and human resources to meet the demand for this camp. 	<ul style="list-style-type: none"> ➤ The band is developing proposals and meeting with DSS. 	

FLYING DUST FIRST NATION (see 6.11, 8.18)

CURRENT ACTIVITIES	ACTION PLAN	OBSTACLES	STRATEGIES – FN/TC	STRATEGIES – FSIN	
<ul style="list-style-type: none"> ❖ a fine option program; ❖ on-reserve policing; ❖ a PMB; ❖ a MOU with the local police detachment to divert eligible cases to Flying Dust. The MOU targets Young Offenders currently, but will eventually include adults. ❖ Currently, two members are doing their parole on the reserve; ❖ an early release program agreement close to implementation, developed with the provincial correctional centres; ❖ the band has held two family group conferencing sessions for youth too young to be charged. 	INFORMATION NEEDS <input type="checkbox"/> Establish tribal policing.	<ul style="list-style-type: none"> ▪ The band needs information on establishing tribal policing. 		<ul style="list-style-type: none"> ➤ Provide technical assistance, as requested. 	
	<input type="checkbox"/> The First Nation is interested in conducting sentencing circles.	<ul style="list-style-type: none"> ▪ The band needs information on conducting sentencing circles. ▪ Stereotypical attitudes of correctional system reps. 		<ul style="list-style-type: none"> ➤ Provide information and contacts on conducting circles. ➤ Lobby governments to support FN justice initiatives better. 	
	<input type="checkbox"/> Set up an elders' peacemaker court.	<ul style="list-style-type: none"> ▪ The band needs information on establishing a court on reserve. 		<ul style="list-style-type: none"> ➤ Provide political and technical support, when requested. 	
	TRAINING/CAPACITY BUILDING <input type="checkbox"/> The CJC plans to develop a crime prevention plan.			<ul style="list-style-type: none"> ➤ Work with other sectors to devise holistic plan. 	
	<input type="checkbox"/> Acquire a victim services worker.	<ul style="list-style-type: none"> ▪ Due to the band's proximity to Meadow Lake, which has a victims services worker, the band is unlikely to get its own worker. 			
	<input type="checkbox"/> Obtain certified training. <input type="checkbox"/> Obtain CJC training for new members.				<ul style="list-style-type: none"> ➤ Provide CJC training. ➤ Provide information on training sources.
	SERVICE DEVELOPMENT <input type="checkbox"/> Establish a wilderness camp for young offenders to teach them survival skills. It would be a mixed camp of Cree and Dene youth. Separate camps for boys and girls may be set up.	<ul style="list-style-type: none"> ▪ The idea for a camp has been discussed at the tribal council level for over two years, but nothing has been done. 			
	<input type="checkbox"/> The band will work on the conservation of natural resources of current and future lands.				

BLACK LAKE FIRST NATION (see 6.12, 8.19)

CURRENT ACTIVITIES	ACTION PLAN	OBSTACLES	STRATEGIES – FN/TC	STRATEGIES – FSIN
<ul style="list-style-type: none"> ❖ on-reserve policing by the RCMP; ❖ a CAPS supervisor (provided by CSC); ❖ a young offenders supervisor; ❖ a CJC and a PMB; ❖ talking circles; ❖ groups for each of men, women, and teenagers; ❖ a Court Worker program. ❖ The following services are being provided unofficially, without government funding: an alternative measures program; ❖ diversion; ❖ mediation; ❖ family group conferencing; ❖ bail and probation supervision; ❖ a community healing program. ❖ The justice unit has developed a five-year plan. ❖ The justice unit also does sentencing recommendations. 	<p>INFORMATION NEEDS</p> <ul style="list-style-type: none"> <input type="checkbox"/> The community would like to have non-violent offenders serve their sentences in the community (invoking either s.81 or s.84). 	<ul style="list-style-type: none"> ▪ The community and band council needs to be informed about the CCRA sections and their implications. 		<ul style="list-style-type: none"> ➤ Liaise between the First Nation and CSC (and PAGC) for information and negotiation, if requested.
	<p>TRAINING/CAPACITY BUILDING</p> <ul style="list-style-type: none"> <input type="checkbox"/> Develop support programs such as healing circles, reintegration programs, and aftercare programs. 	<ul style="list-style-type: none"> ▪ The band needs a mental health worker. 		<ul style="list-style-type: none"> ➤ Liaise between Black Lake and other First Nations that are doing such programs successfully. ➤ Forge links with outside organizations that are providing training for aftercare and reintegration.
	<ul style="list-style-type: none"> <input type="checkbox"/> The band would like to have a court moved to First Nation and to have a First Nation Justice of the Peace for the community. 	<ul style="list-style-type: none"> ▪ These projects have stalled because of the lack of support and interest from the leadership, and because of jurisdictional boundaries. 		<ul style="list-style-type: none"> ➤ Provide political support, if requested.
	<ul style="list-style-type: none"> <input type="checkbox"/> Establish recreation programs for the youth, as well as motivational groups (scouts, guides, rangers), and sports programs. 			<ul style="list-style-type: none"> ➤ Forge links with relevant agencies to provide information and assistance to the First Nation in establishing such programs.
	<ul style="list-style-type: none"> <input type="checkbox"/> The justice unit would like to forge links with other agencies within the band, as well as with agencies in other bands. 			

SASKATOON TRIBAL COUNCIL (see 6.13, 8.20)

CURRENT ACTIVITIES	ACTION PLAN	OBSTACLES	STRATEGIES – FN/TC	STRATEGIES – FSIN
<p>❖ STC offers resources to its communities in correctional services. All communities offer alternative dispute programs and sentencing circles, with varying degrees of success.</p>	<p>INFORMATION NEEDS</p> <ul style="list-style-type: none"> ❑ Hold corrections/justice education sessions for the First Nations' justice workers, including one on the CCRA. 	<ul style="list-style-type: none"> ▪ Justice and Corrections needs to be prioritized with all other programs within all First Nations. ▪ A few First Nations are hesitant to delve into the field of corrections. ▪ STC would like more visits from CSC workers, a more hands-on approach with the communities. 	<ul style="list-style-type: none"> ➤ Approach CSC about doing a workshop for interested communities on the CCRA. 	<ul style="list-style-type: none"> ➤ Participate in a corrections or a justice workshop, if requested to do so, or hold a corrections workshop. ➤ Forge links with outside organizations that provide education on justice issues.
	<p>TRAINING/CAPACITY BUILDING</p> <ul style="list-style-type: none"> ❑ Establish a youth crime prevention campaign, including education for the youth on the justice system. 	<ul style="list-style-type: none"> ▪ DSS and other government workers stereotype and pigeonhole First Nations youth who are in conflict with the law. 		<ul style="list-style-type: none"> ➤ Provide technical assistance or political support, if requested.
	<ul style="list-style-type: none"> ❑ STC will develop a strong connection with alternatives-to-incarceration models. 			<ul style="list-style-type: none"> ➤ Provide technical assistance, if requested.
	<ul style="list-style-type: none"> ❑ The tribal council would like to research the Circle Model and how this can play a major role in the "Bring Home our People – Youth & Adults" concept. 	<ul style="list-style-type: none"> ▪ Relations with DSS have been ineffective, to date. 		<ul style="list-style-type: none"> ➤ Lobby government departments and funding agencies for more funding for Aboriginal youth initiatives.

MUSKODAY FIRST NATION (see 6.14, 8.21)

CURRENT ACTIVITIES	ACTION PLAN	OBSTACLES	STRATEGIES – FN/TC	STRATEGIES – FSIN	
<ul style="list-style-type: none"> ❖ Mediation; ❖ family group conferencing, which targets youth; ❖ pre-charge mediation; ❖ sentencing circles; ❖ NAADAP program; ❖ NA and AA programs; ❖ a PMB; ❖ healing/talking circles; ❖ the band is in the process of acquiring a mental health therapist; ❖ the community is invoking the CCRA's s.84 for a member who has been serving a life sentence; ❖ the CJC will be reactivated in the new fiscal year. 	INFORMATION NEEDS <input type="checkbox"/> Acquire more education on spirituality and culture, including training on traditional justice.	<ul style="list-style-type: none"> ▪ The band would like the elders from the FSIN to visit and share their knowledge of traditional roles and conduct. 	<ul style="list-style-type: none"> ➤ Network with the FSIN to access elders. 	<ul style="list-style-type: none"> ➤ Liaise between First Nation and elders (link with FSIN Senate and Elders Liaison). 	
	TRAINING/CAPACITY BUILDING <input type="checkbox"/> Gain CJC training in 1999-2000.				<ul style="list-style-type: none"> ➤ Provide CJC training.
	<input type="checkbox"/> The band's long-term plan is to have a youth facility or gym.	<ul style="list-style-type: none"> ▪ Lack of financial resources. 			<ul style="list-style-type: none"> ➤ Lobby government departments to provide funding for Aboriginal youth initiatives.
	<input type="checkbox"/> The band plans to conduct more sentencing circles.	<ul style="list-style-type: none"> ▪ The band needs greater cooperation from government reps. ▪ Workers need more specialized training, e.g., anger management program, building self-esteem, continuous training in general. 			<ul style="list-style-type: none"> ➤ Lobby governments to support Aboriginal justice initiatives better. ➤ Forge links with outside organizations that provide justice-related training and education.
	SERVICE DEVELOPMENT <input type="checkbox"/> Start an alternative measures program.	<ul style="list-style-type: none"> ▪ Lack human and financial resources to do follow-up. 			<ul style="list-style-type: none"> ➤ Liaise between Sask Justice and First Nation on setting up the program.
	<input type="checkbox"/> Establish an ICFS worker position. <input type="checkbox"/> Establish a full-time youth worker position.	<ul style="list-style-type: none"> ▪ Lack of financial resources. 			<ul style="list-style-type: none"> ➤ Provide information on possible funding sources.

DAY STAR FIRST NATION (see 6.15, 8.22)

CURRENT ACTIVITIES	ACTION PLAN	OBSTACLES	STRATEGIES – FN/TC	STRATEGIES – FSIN
<ul style="list-style-type: none"> ❖ Through the tribal council, Day Star receives the services of a court worker and a probation officer; ❖ a fine option worker; ❖ the band has access to a youth worker; ❖ day parole services; ❖ NNADAP; ❖ mediation services; ❖ continuous spiritual training from elders. 	<p>TRAINING/CAPACITY BUILDING</p> <ul style="list-style-type: none"> ❑ The community would like to take over probation through the CJC/PMB. 	<ul style="list-style-type: none"> ▪ Lack of human resources. ▪ The band needs justice staff with specialized training. 		<ul style="list-style-type: none"> ➤ Establish contact between Day Star's justice unit and other First Nations operating probation services.
	<ul style="list-style-type: none"> ❑ The band plans to take a more proactive active approach, especially to deal with minor crimes, such as B&Es, by itself. 	<ul style="list-style-type: none"> ▪ Justice services offered through the tribal council are difficult to access. ▪ Training is needed for the CJC to do mediation, community justice forums, and healing circles. 	<ul style="list-style-type: none"> ➤ May submit a proposal to the NCPI. 	<ul style="list-style-type: none"> ➤ Provide political support, if requested. ➤ Forge links with outside organizations that provide education and training in justice areas.
	<p>SERVICE DEVELOPMENT</p> <ul style="list-style-type: none"> ❑ Day Star would like to set up a structured and ongoing recreation program. 	<ul style="list-style-type: none"> ▪ Lack of financial resources. ▪ Youth are continuously in trouble with the law. No programs exist within the community to keep them occupied. 	<ul style="list-style-type: none"> ➤ Submit a proposal to the NCPI for youth crime prevention. 	<ul style="list-style-type: none"> ➤ Share best practices information of other First Nations. ➤ Provide technical and political support for proposals, if requested.
	<ul style="list-style-type: none"> ❑ The band would like to start a structured sports program. 	<ul style="list-style-type: none"> ▪ Currently, those members who play sports do it on their own. ▪ The First Nation needs people to coordinate sports activities, teams. ▪ Lack of broad support from community (same members show up). ▪ Need people to look at alternatives to team sports. 		

COTE FIRST NATION (see 6.16, 8.23)

CURRENT ACTIVITIES	ACTION PLAN	OBSTACLES	STRATEGIES – FN/TC	STRATEGIES – FSIN
<ul style="list-style-type: none"> ❖ a fine options program; ❖ a corrections service provider, who does parole and bail supervision, and supervises electronic monitoring cases; ❖ a youth worker; ❖ on-reserve policing by the RCMP; ❖ a CJC and PMB; ❖ access to an alternative measures program, through the tribal council; ❖ access to a court worker, through the tribal council; ❖ sentencing circles (one has been held to date). ❖ a recreation coordinator; ❖ cultural camps and youth survival camps; ❖ access to a mental health therapist—visits 2x/week; ❖ a Broken Wing program—involves inmates visiting schools to give testimony about life in prison; ❖ Brighter Futures, through the tribal council; ❖ ICFS, based at Keeseekoose First Nation; ❖ on-reserve addictions out-patient program, in conjunction with NNADAP ❖ a drop-in centre for youth; ❖ Elders-in-Council at school. 	<p>INFORMATION NEEDS</p> <ul style="list-style-type: none"> <input type="checkbox"/> Reintegrate offenders under s.84. 	<ul style="list-style-type: none"> ▪ The band, especially the leadership, needs more information about the implications of s.84. 	<ul style="list-style-type: none"> ➤ Establish regular contact with correctional institution workers and CSC to gain more information about s.84. 	<ul style="list-style-type: none"> ➤ Provide political support ➤ Act as liaison between departments and the band, when requested.
	<p>TRAINING/CAPACITY BUILDING</p> <ul style="list-style-type: none"> <input type="checkbox"/> Obtain training for the CJC. <input type="checkbox"/> Obtain training for youth justice workers, court workers, probation workers, and for counselling. 	<ul style="list-style-type: none"> ▪ The band needs to find out who to contact to receive training in these areas. 		<ul style="list-style-type: none"> ➤ Provide CJC training. ➤ Forge links with outside organizations that provide training relevant to corrections.
	<ul style="list-style-type: none"> <input type="checkbox"/> Develop a youth justice program in the school to educate the youth about the law, the court system and their rights. They would like to develop also a specific class on crime prevention to educate youth on the consequences of crime. 	<ul style="list-style-type: none"> ▪ Lack of qualified personnel; currently, the band has no justice worker(s). ▪ Lack of community involvement. 		<ul style="list-style-type: none"> ➤ Provide information on youth justice and technical assistance, if requested.
	<ul style="list-style-type: none"> <input type="checkbox"/> Introduce speed limits on reserve roads. 			
	<p>SERVICE DEVELOPMENT</p> <ul style="list-style-type: none"> <input type="checkbox"/> Establish more youth programs, beyond recreation: cultural- and family-oriented programs, counselling services, justice, and personal development. 	<ul style="list-style-type: none"> ▪ Lack of qualified personnel. ▪ Lack of human resources. ▪ Lack of community involvement. ▪ Lack of funds. 		<ul style="list-style-type: none"> ➤ Provide political support in accessing funds for youth justice initiatives, if requested.

COWESSESS FIRST NATION (see 6.17, 8.24)

CURRENT ACTIVITIES	ACTION PLAN	OBSTACLES	STRATEGIES – FN/TC	STRATEGIES – FSIN
<ul style="list-style-type: none"> ❖ court worker services; ❖ counsellors; ❖ access to mediators; ❖ a diversion program; ❖ sentencing circles. The above services are organized out of the Yorkton Tribal Council. ❖ Community justice board. 	TRAINING/CAPACITY BUILDING	<ul style="list-style-type: none"> ▪ Lack of funding ▪ Drug and alcohol abuse by youth. 		<ul style="list-style-type: none"> ➤ Lobby the provincial government for more money for youth initiatives, especially those of First Nations.
	<ul style="list-style-type: none"> <input type="checkbox"/> Establish a youth recreation centre, possibly including youth peer counselling. 			<ul style="list-style-type: none"> ➤ Provide political support, if requested.
	<ul style="list-style-type: none"> <input type="checkbox"/> Establish an elders' lodge for off-reserve elders. 		<ul style="list-style-type: none"> ➤ The band may apply to the AHF for this project. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> Start a Ride-Along Program with the future Peacekeepers. 			
	<ul style="list-style-type: none"> <input type="checkbox"/> Start an auxiliary of the Peacekeepers to teach handgun/rifle safety, managing interpersonal relationships, to youth. 			<ul style="list-style-type: none"> ➤ Network with other organizations that provide education and training in these areas.
	<ul style="list-style-type: none"> <input type="checkbox"/> Set up the band's own court system, through a tribunal of elders. 	<ul style="list-style-type: none"> ▪ Jurisdictional issues. ▪ Resistance by current judicial system. 		
	<ul style="list-style-type: none"> <input type="checkbox"/> Establish own tribal police, with the RCMP handling only major crimes. 	<ul style="list-style-type: none"> ▪ YTC may not support this initiative. ▪ Jurisdictional issues. 		
	SERVICE DEVELOPMENT	<ul style="list-style-type: none"> ▪ The band needs assistance on setting up codes and bylaws. 		<ul style="list-style-type: none"> ➤ Provide technical assistance, as requested.
<ul style="list-style-type: none"> <input type="checkbox"/> Implement the Peacekeepers program, funded through the NCPI. Set up codes and bylaws in the near future. 				

WHITE BEAR FIRST NATION (see 7.1)

CURRENT ACTIVITIES	ACTION PLAN	OBSTACLES	STRATEGIES – FN/TC	STRATEGIES – FSIN
<ul style="list-style-type: none"> ❖ A youth court worker (temporary, until a replacement can be found); ❖ visits by parole officers; ❖ through the friendship centre, assistance with clients under the fine options program and warrant problems; ❖ a full-time therapist; ❖ drug and alcohol counsellors; ❖ a cultural camp was initiated last summer. 	INFORMATION NEEDS <ul style="list-style-type: none"> ❑ Develop programs such as a parenting skills program and a mentoring program. ❑ Hold sentencing circles. 	<ul style="list-style-type: none"> ▪ Most government-sponsored programs come with inadequate funding. ▪ The band needs information on both of these points. 	<ul style="list-style-type: none"> ➤ Involve elders more in programs. 	<ul style="list-style-type: none"> ➤ Provide information on holding sentencing circles.
	TRAINING/CAPACITY BUILDING <ul style="list-style-type: none"> ❑ Implement treatment programs for substance abuse and gambling addictions. 	<ul style="list-style-type: none"> ▪ Lack of financial resources. ▪ White Bear would like assistance from government departments in setting up programs. 	<ul style="list-style-type: none"> ➤ Obtain specialized training. 	<ul style="list-style-type: none"> ➤ Liaise with outside organizations that provide justice-related training. ➤ Inform First Nations of training opportunities and sources.
	<ul style="list-style-type: none"> ❑ Establish a justice office on reserve. ❑ Establish a Director of Justice position and an adult court worker position. 	<ul style="list-style-type: none"> ▪ Lack of financial resources. ▪ Support of the leadership could be strengthened, through education on justice issues. 		<ul style="list-style-type: none"> ➤ Provide political support, if requested.
	<ul style="list-style-type: none"> ❑ Develop recreation programs that contribute to the development of healthy self-esteem. 	<ul style="list-style-type: none"> ▪ Lack of financial resources. 		<ul style="list-style-type: none"> ➤ Liaise between First Nation and other communities with successful youth programs.
	<ul style="list-style-type: none"> ❑ Expand the cultural camps. 			<ul style="list-style-type: none"> ➤ Encourage more participation from elders and members concerned about youth.

APPENDICES

APPENDIX "A"

QUESTIONS - TRIBAL COUNCILS

FSIN, Justice Secretariat

1. Which First Nation communities, that are members of your tribal council, offer community-based corrections programs and services?
2. What corrections programs and services do they currently offer?
3. What corrections programs and services does your tribal council offer?
4. What is working well in each community with regard to these programs and services?
5. In your opinion, how can these community-based programs and services be improved? What are the impediments?
6. Regarding the provision or improvement of community-based corrections programs, what are the priority issues to be dealt with?
7. Has the tribal council taken an integrated approach to corrections, perhaps by making links to other sectors, such as health and social services?
8. From the tribal council's viewpoint, what is the collective mood of the members of each community towards their community's provision, or non-provision, of corrections programs and services—particularly offender reintegration programs?
9. Why do you think some of the First Nation communities in the tribal council have made further progress than others in the area of community corrections?
10. From your perspective, what are the obstacles preventing communities in your tribal council from assuming control of a full range of community corrections programs for both victims and offenders?
11. Do you discuss the progress of the community-based programs with the staff operating the programs? If so, how often?

12. Has the tribal council made any formal links or contacts with representatives from federal and provincial departments relevant to community corrections?
13. Does your tribal council maintain regular communication with these or associated government representatives?
14. Does your tribal council disseminate information regularly to its communities about governmental initiatives and policy changes or developments that could result in the enhancement of community-based corrections programs?
15. Have the communities in the tribal council been informed of sections 81 and 84 of the *Corrections and Conditional Release Act*? If so, do they understand them?
16. Have any of them tried to invoke either section? What were the results?
17. Child welfare programs, delivered by a First Nation or another agent, can impact upon whether a child is treated as a *youth* or as a *young offender*. What potential future involvement do you foresee the tribal council having in community corrections initiatives, or in youth or family services?
18. What role do you see governmental departments assuming in community-based corrections?
19. How much involvement, and in what form, would you like to have from government departments?
20. What role do you see the FSIN assuming in the advancement of community-based corrections?
21. How much involvement or assistance, and in what form, would you like to have from the FSIN?
22. In terms of capacity, which First Nation communities or agencies do you believe are the most prepared to assume new responsibilities or more control of correctional programs or services **within the next year**?
23. In terms of capacity, which First Nation communities or agencies do you believe would be ready to assume control of correctional programs or services **within two to three years**?

24. Which First Nation communities or agencies, that are currently not ready to assume control of correctional programs, could be prepared to do so **within five years**?

25. What is needed to advance your member First Nations to the next stage of readiness?

26. What assistance could government departments provide to aid this advancement?

27. What assistance could the FSIN provide to aid this advancement?

APPENDIX "B"

QUESTIONS - FIRST NATIONS

FSIN, Justice Secretariat

1. What correctional programs and services does your First Nation currently offer? What are their target groups?
2. What is working well with regard to these programs and services?
3. In your opinion, how can these programs and services be improved? What are the impediments?
4. Regarding the provision or improvement of your community's correctional programs, what are the priority issues to be dealt with?
5. What informational needs must be met in order to improve or expand your community's correctional programs?
6. What links, if any, has your First Nation made between sectors, such as health and social services?
7. How would your community respond towards the idea of assuming more control of correctional programs and services, particularly, offender reintegration programs?
8. What are the obstacles preventing your community from assuming control of a full range of community correctional programs for both victims and offenders?
9. Is your community aware of sections 81 and 84 of the CCRA? What interest, if any, do they have in the opportunities these sections present?
10. Preventative programs, particularly those geared toward youth, are crucial to the goal of decreasing Aboriginal representation in the correctional system. What preventative programs would you like to see your community undertake in the future?
11. What other specific types of programs and services do you foresee your community implementing within the next three years?

12. What assistance or involvement would your community like to have from government departments, if any, in order to take control of more community-based correctional programs?

13. What links have you made with representatives of government departments? Do you maintain regular contact with them? If so, how often?

14. What assistance or involvement would your community like to have from the FSIN in order to take control of more community-based correctional programs?

15. How supportive have your chief and council been of the community's provision of correctional programs and services? If their support could be stronger, how can the FSIN and/or government departments assist in increasing their support for correctional programs?

16. Is your community planning to access funding resources such as the residential school healing fund and the National Crime Prevention Initiative? If so, what kind of program(s) will you be proposing?

APPENDIX "C"

ACTC CONSULTATION

1. No community corrections programs, as far as the tribal council justice worker knows.
 - 3 mediators for diversion in Witchehan and family group conferencing in 2 First Nations.
2. Big River has a court worker who also serves as a mediator.
 - There is no one to help young offenders, no youth worker. The ACTC justice worker doesn't like the label of Young Offender—would like it changed.
3. No programs yet for corrections at tribal council level.
 - The tribal council justice worker has visited 4 correctional facilities.
 - Probably little will be developed until the new fiscal year. The tribal council is trying to get a corrections worker.
 - The tribal council justice worker informs accused about resources programs, obtaining a lawyer.
4. Trust isn't there for circles; have a hard time revealing insecurities.
 - It is hard to deal with urban cases. On-reserve cases are working okay.
 - Healing circles facilitation is done on a voluntary basis. People are used to others running things for them; they are not taking ownership. If the justice worker did not show up, it would not take place. The community has to take initiative for community-based programs. They are being done on a voluntary basis; they will be done only by people with heart and commitment to the issues.
 - The elder participant chooses co-workers who have spent the most time in jail, those who have abused alcohol. The community sees improvement in these persons. He doesn't hand them money or anything, just his time. He works with all ages, including elders. He asks nothing from them but their trust and kindness. It is a slow process, to gain trust from them. The types of programs, choices, confuse the members. We need to respect their beliefs.
 - NNADAP worker deals with youth and substance abusers the same way. Developing intimacy is slow. Long hours.
 - Treatment centres forget about the uniqueness of persons. Parenting (skills) is overlooked, as well as looking after oneself.
5. Strengthening of culture, respect, and recognition of elders. Current generation doesn't recognize the other, don't visit. Elders are getting tired; they have been doing this work for years. Harder times are ahead for young generation. More communication is needed
 - We need to use elders as the foundation for the justice program. The tribal council worker had meeting with 8 elders on issue—very powerful. It is important to keep consulting with them. They've seen how the world has changed. The 3 communities are very traditional. ACTC has an elders' advisory council, and plans to use it for the justice program.
 - We need to take programs formed by white people and convert them to each community's way.
 - More feasts, sweatlodges, ceremonies.
 - The elder took some young people out to the bush to teach them how to survive, for one month. He taught them survival skills, took them in sweatlodges. He took them to US. The dropouts went back to school. He has worked with whites and other First Nations to do this. But the fed government didn't want to begin any new programs.
 - ACTC needs facilities; frustration sets in for solvent abusers who can't do healing at home, or even in province. Whole family needs treatment, not just the youth solvent abuser.
 - Lack of funding from the federal government.
 - Need money for tobacco and cloth.
 - More communication on filling out forms (e.g. assessment forms for treatment centres). Language is a barrier.

6. Offenders lose family contact. The institution is a total shock for first-time offenders; hard to stay sane; no one to latch on to inside. Too foreign environment, even physically. Inmates are treated like animals.
 - Need healing process or plan when members are sent to jail for long-term, with the participation of the inmate in its development. An inmate needs to take ownership—HIS plan.
 - Early release – inmate needs to make plans on how to make amends to his victim. (Taking responsibility and compensation).
 - Overcrowding of institutions. They need to examine reasons why so many Aboriginal persons are being incarcerated.
 - We need more Aboriginal employees working within correctional institutions.
 - More cultural programming for inmates within prison is needed—fasting, attending ceremonies, etc.
 - More preventative measures on reserve, especially geared to youth. Returning to the culture is the only way some of the inmates will survive.
 - The tribal council and First Nations are grossly understaffed in justice area. They lack funding for services and staff.
 - Institutions not conducive to healing; no “correction” going on; just disrespect. First Nation members need correction from elders. White people know little about silent rage.
 - Government authority figures need to consult people who have gone through the system, the abuse. First Nation members of institutional boards are marginalized, not given a voice, kept quiet, even removed, if considered a troublemaker. Boards need more representation from First Nation former inmates, to improve understanding, particularly of silent calls for help (e.g. committing crimes).
 - The tribal council needs a correctional worker, liaison worker and caseworker, to work with community on reintegration. Cycle needs to be broken. Inmates need to be parented. The age of trauma is often age of arrested development.

7. Yes, links to community service worker at PA Pen (Larry Henry). Want to coordinate career days in First Nations regarding possible careers in corrections, also education.
 - Also made links to Pine Grove community service worker.
 - The tribal justice worker invites other members of the community, other workers, to come with her so that they can see what’s happening. Detoxifying within institutions is an issue; about 8 of 10 FN inmates need to undergo detoxification. Treatment is a bit inhumane.
 - There needs to be more Aboriginal programming in the psychiatric ward (Regional Psychiatric Centre). Aftercare is also an issue. First Nations people need direction.
 - Internally, links are with ICFS worker (foster care worker), NNADAP worker, health worker, CAPC worker. Working on program for traditional parenting. Justice is working with elder, too.

8. The elder’s reserve is so-so; some offenders get support, some are treated as if they don’t exist. The elder works with those who are shunned. He gives them support. There is a fear of re-offending. (The answer would come better from the communities.)
 - Small group of people who regularly give support, esp. to youth and their families—usually come from poor families. No transportation. Personal experience is best teaching.
 - Witchekan, Big River has chief and council support.

9. Community commitment, trust, also from inmate.
 - It depends on how much support the leadership gives—education of community.
 - Community’s owning up to the problems, and not being ashamed of admitting them; not willing to be a shame-based community. Willing to address issues such as abuse, assault.
 - Leadership involvement: letters of support, what they’re willing to do.
 - Funding, e.g. for family support for accused going to court.

10. Funding for training.
 - Don Bird (Victim services liaison worker rep for RCMP?)
 - Big River had 2 workers taking victim services training with Big River RCMP; the tribal justice worker is not sure if they’ve completed it.
 - Lack of knowledge of resources for victims; i.e. victims’ insurance (for B&Es)
 - Awareness

11. Treatment centre at Sandy Lake supposed to serve four bands.
 - Yes! Almost every day.
12. ACTC has made links to Sask Justice (Ruth ___); not CSC. Ruth made commitment to fund court worker for two bands. She is aware the tribal council needs a corrections worker. No link to DSS.
13. The justice worker has spoken to Ruth three times since August.
14. No previous justice worker, therefore no information disseminated. Crime Prevention packages were picked up at FSIN. The justice worker is not sure if they were shared with communities.
15. No. ACTC justice worker is aware of s.81. She has a copy of Mistawasis' early release form. Some info already here, some she has to go out to get. No.
16. No.
17. The communities' ICFS programs aren't very good. Strong-arm tactics are used. The mindset has to change; staff is pretty sick. May be used as a cover-up—no screening of workers.
 - Screening of workers is needed.
 - Protocols/guidelines for interviewing boards should be set up.
 - Children need to be treated like children.
 - Better communication between ICFS caregivers and families at risk. Training is needed.
 - Daycare centres are needed.
 - Teambuilding between justice and ICFS is beginning. They want to develop common vision and common goals for tribal council.
 - Role models are needed.
 - Leadership very supportive of justice program.
 - Rebuilding will take some time.
 - ACTC did a mission statement for tribal council in relation to the programs. Identified the negatives; yet to do positives.
 - A staff member works as a half-time ICFS youth worker.
- 18 & 19. Governments should act as liaison for community programs.
 - Governments should be funders for training and programs.
 - There needs to be agreements signed with First Nations so that they can assume responsibility for programs and develop traditionally based programs, particularly preventative programs. Traditional healing and other belief systems (e.g. similar tripartite policing agreements).
 - ACTC needs an elders advisory position for community-based programs (on half-time basis). Need elder to translate ideas to community members. And to tell kids when they're in the wrong.
 - Language and communication barriers exist. These are problems when government reps do education/awareness workshops.
- 20 & 21. Big River needs a vehicle for young troubled kids going to P.A. (Referred to Saskatoon Day Program.)
 - FSIN should do training.
 - FSIN should have a facilitator program – train the trainers/facilitators. So that community members can learn how to speak in front of their communities, how to evaluate their workshops.
 - More networking.
 - FSIN should provide resources (human).
 - FSIN should develop a funding resources manual (or find it—Hector has seen it).
 - Provide proposal models/guides/templates.
23. Youth workers and training in place, liaison worker, and court worker and victim services worker in place at the tribal council level.

- ACTC wants to have a Healing lodge within 2 years; inquiring already about funding; lodge would be in an isolated place. There's a bit of a conflict between the four bands re: the treatment centre. Size would depend on how many workers the tribal council can get.
 - (Most bands would likely fall in this time frame, since they're mostly just beginning with community programs.)
25. Develop/enhance trust relationship within communities.
- Improve community members' involvement.
 - Individual healing within community; need to be able to disclose human weakness, frailties. Learning to forgiving oneself is necessary.
 - Training at the community level needs to be done; workers need to be involved in their own healing since they have an impact on others' lives. They can't be afraid to voice their concerns. Paper is perceived as legitimacy of worker by members.
 - Inner Child healing has worked well.
26. Secondments would be helpful – they should try the life.
- Cross-cultural workshops/training for government workers.
 - Awareness workshop for community members – they are scared to open up.
 - Training.
27. FSIN could provide awareness/education of what's out there.
- Public awareness, information dissemination.
 - More involvement in the communities, more visits.

APPENDIX "C1"

BIG RIVER CONSULTATION

Big River needs to start programs at the schools since they have a lot of adult students, such as life skills. Need to add resources (human and programs); where do they access funding? Catholicism has a stronghold here, need to get back to traditions, strengthen them to heal.

1. Big River has a fine option program
 - a court worker
 - a NNADAP worker
 - a solvent abuse coordinator
 - an Elders program
 - Diversion
 - Access to mediation by DSS in P.A.
 - ICFS through the tribal council.
 - The band is looking into getting policing on reserve.
 - Adult education.
2. Mediation with young offenders is working well. But once, one of the parties didn't want to do it at first, and then was dissatisfied with the compensation—he wanted more. But it was settled.
 - Diversion working well. RCMP impressed with how it is working, especially with youth.
 - Just about every cultural event is attended by workers and inmates at the Saskatchewan Penitentiary and Correctional Centre in P.A. Big River seems to have gained recognition for their support and success. The band has elders working in the institutions nearby.
 - NNADAP working well, especially with youth.
 - The Court worker program is doing well.
 - Big River is taking control of its own ICFS.
3. Information/education within the community could be improved.
 - Justice needs more support from chief and council.
 - More staffing is needed.
 - More funding is needed.
 - A home operator is needed on reserve (for open custody for youth); they have foster homes, but they are not the same.
4. Lack of communication internally and between Big River and the tribal council is an issue. Notices should be given to members periodically about services offered by band and ACTC. An education/awareness campaign is needed.
 - Better communication between band and inmates regarding programs taken by inmates while in institution is an issue. The interface between administrations could be improved.
 - More staff in the band's justice area is needed.
 - Starting a CJC within ACTC is a priority.
 - Workers and programs are overloaded. They are assuming too many roles.
 - Social Services worker is located in Spiritwood, but the court worker is assuming this role. There are supposed to be two DSS workers for this reserve, here everyday, located on reserve.
5. Information is needed on the *CCRA*, s. 81 and s.84.
 - Funding sources.
 - How to access young offender program—opening open-custody homes.
6. NNADAP has regular meeting between bands. Big River's NNADAP worker works regularly with the court worker on shared cases.

- The court worker speaks regularly to chief and council. Big River has council meetings once a month and staff give reports. But the worker doesn't really maintain regular contact with the ICFS worker.
 - The court worker works with nurses and teachers and principals here on certain special cases.
 - Health workers make referrals to elders for ceremonies.
7. Community would be supportive of idea of assuming more control of programs. They have a lot of people who have relevant training, or just need a little more in order to be qualified. Big River has several people currently training as justice workers.
8. Lack of funding is an obstacle, as is lack of staff.
- Lack of programming, especially for youth.
 - Programs offered by Sask Justice involve having them control it, therefore remains a foreign program to community.
9. Some workers know about it; some people are currently training in corrections. The court worker says Big River needs more training in it. The court worker himself has been in that role for only one year, and found out about the CCRA sections only a couple of months ago.
- Some inmates are already being allowed to come to the community to participate in ceremonies.
10. Currently, the band has cultural camps, organized sports for youth.
- Big River has Brighter Futures.
 - Aboriginal Headstart is in progress.
 - HRD is in the works.
 - The band has drug and awareness campaigns, AIDS workshop, done by facilitators.
11. The Elders program is a big help—traditional teaching and skills (hunting).
- RCMP visits and education would be good.
 - More parenting skills programs are needed.
 - Sexual education—kids having kids, self-esteem classes would be helpful.
 - Aboriginal Head Start.
 - First Nations policing is a possibility.
 - Holding court on reserve would be more convenient—too many people don't have cars to go to town.
 - Sentencing circles, with elders' input.
12. More funding from governments.
- Big River would like to form partnerships between the community and government departments, primarily through training and contact.
 - Government departments should permit the band to spearhead its own projects.
 - Government involvement should be provided as needed.
 - Government officials need to allow Big River to further the capacity-building process with existing community resources, and accept their differences.
13. The band has links to RCMP (daily), probation officers, correctional centres, DSS cases workers, Sask Justice, prosecutors, justice clerks, youth services, legal aid lawyers (once month), and mental health workers.
14. Funding; the court worker wants to be sure that CJC training funds come from FSIN, not Big River.
- Training – CJC, PMB, sentencing circles.
 - Vice Chief Joseph could do presentations on justice to chief and council.
15. The court worker has lots of support, and it will get stronger. Big River has a 5-year plan for justice.
- The court worker only communicates with the council when a member asks him to speak to them on his/her behalf. The council is at arms' length—they let the court worker do his job, and he's happy with this arrangement; they have faith in his services. The councillor who has portfolio should be more involved.

16. The court worker had not heard of ways to access residential school healing fund, but the band needs to—they have residential school survivors and day school survivors, Catholic and Anglican. Lots of sexual abuse is known within community. Big River would want to submit something; they will likely finalize idea at next council meeting.
- The participants are interested in NCPI, but not aware of it.

APPENDIX "D"

BTC CORRECTIONS CONSULTATION

- 1 & 2. Poundmaker has a courthouse.
 - Poundmaker has fine option—dwindling out for some reason.
 - Mosquito has a Day program (one worker on contract) for youth; she also does intensive supervision for youth.
 - The band might be getting a family conferencing facilitator (not possibly secure).
 - An emergency home—but it may not be being used.
 - The band used to have fine option worker, but not anymore.
 - Red Pheasant has a fine option worker.
 - Sweetgrass has a Young Offenders open-custody unit associated with the province, and 2 community homes.
 - Little Pine has a Day program.
 - Moosomin has a fine option worker, is possibly doing sentencing circles.
3. BTC has 2 court workers, one full-time and one part-time.
 - The tribal council Justice Co-ordinator wants to set up a justice steering committee at BTC to keep communities involved and informed.
 - The tribal council worker has lot of good ideas, but she needs to get them down on paper.
4. Sweetgrass' open-custody facility is working well (BTC worker thinks so). It would be better to have more open custody facilities for youth.
 - Programs that have signed agreements seem to do very well, i.e. court services agreements, PMB agreements, court worker program agreements. Formal partnerships do well. Without paper, there's nothing to fall back on for communities and their members/participants.
 - Allocated building to do business is effective; having all justice matters in one place is good. It helps with flexibility of people's schedules.
5. Lack of budget for court workers for BTC; they have no travel money to visit communities, only to go to court.
 - Availability and scheduling of justice processes is an impediment; crime happens at all hours. BTC justice worker, as the tribal council worker, needs to be available more, perhaps on regular schedule to visit communities, like old-fashioned doctors. Schedules reassure members. Poundmaker would like to have a court worker; some members don't know whom to call when they have questions.
 - Better funding or even compensation for travel.
 - Community has to get something out of programs; i.e. rent for buildings/facilities that could be re-channeled into programs.
 - Education of roles and responsibilities of a volunteer involved in justice; the commitment necessary.
 - Discrimination (judicial) because we're Indians.
 - System needs to recognize the legitimacy of a community's ability and authority to exact justice thru circles and community programs.
 - Lawyers – lack of legal services for members.
 - Lack of involvement of parents, constructive family planning. Everybody that is a corrections worker is also a social worker.
 - Lack of communication between BTC and between First Nations.
6. Probation officers are hard to get ahold of, and they don't do the paperwork. They don't know the background, the culture, the issues. They don't note all the contributions of offenders in community or with family. Participants would prefer to have probation services on reserve—form an interagency.
 - More understanding is needed of the roles. The culture, family backgrounds, cultural contributions are overlooked when forms are filled out—there needs to be a form developed so that these issues

- More understanding is needed of the roles. The culture, family backgrounds, cultural contributions are overlooked when forms are filled out—there needs to be a form developed so that these issues aren't missed (more holistic, encompassing). Probation forms currently are negative; they focus on drug and alcohol use.
 - A judge needs to understand participation of particular community helpers/workers.
7. Little Pine – only a few people will get involved in cases, and it is voluntary. They have health services and another service, but they're not working together. They should be.
- Poundmaker wants to set up a program to send members out to learn about specific health issues, such as sugar diabetes. Confidentiality is an issue.
 - Nothing has been done so far, regarding links—no communication between NNADAP, ICFS, solvent abuse; they work in isolation.
 - Interagency meetings (Aboriginal and non-Aboriginal reps) are held once a month in North Battleford, as a luncheon. Court workers were to attend the last one, but they weren't notified. Little Pine rep thinks the group was thinking of setting up an integral house.
 - Little Pine has held and will hold meetings on specific issues that involve other sectors.
8. Little Pine is hesitant to reintegrate offenders, particularly those who aren't from the community, or aren't members. Could be abused by whites. The rep has the support of chief and council.
- Poundmaker has denied a couple of offenders, including a white guy who was living common-law with a band member. He lied and said he was accepted so he was released (since re-arrested). But the band also has dealt with one that is being accepted. They have had several applications, and consider them case by case. The community doesn't want to make the reserve a haven for ex-offenders. They are worried about offenders using this as shortcut to release. It would be better to do probation on reserve, in conjunction with sentencing circles. The community is cautious, but do assessments on a case-by-case basis, according to crime.
 - More knowledge and understanding would help; communities do have an interest in justice.
9. Level of interest and knowledge/education influence progress.
- More interest and support from leadership has an impact, if they make it a priority.
10. The lack of signed protocol agreements and pilot projects is an obstacle.
- Community members don't want to deal with personal issues, such as family violence; a lack of trust exists.
 - Politics.
11. BTC is in the process of developing communication channels with community workers.
- The court worker program has done over 30 presentations, but not to all communities, due to budget restraints.
 - The recent change in BTC justice staff has resulted in a setback.
12. BTC is making links to Sask Justice. They have not yet made links to CSC or DSS.
- The BTC worker is focusing more on developing CJsCs.
13. The BTC worker talks to Sask Justice once or twice a week, for clarification. Sask Justice should be taking initiative to contact First Nations first, instead of leaving them to do things alone.
14. BTC did a Residential School workshop on best options for securing lawyers for lawsuits against the government.
- BTC has received information from the RCMP on gun control, posters, etc.
 - They received information on the National Crime Prevention Initiative.
 - BTC needs to develop pamphlets on programs available at the tribal council level. Public relations/education campaign is needed.
15. Little Pine became aware of the CCRA through people in institutions; offenders are taking initiative.

- Poundmaker has been contacted about building a holding facility. They have been using something similar (sort of).
- No one has been contacted by CSC. Education is needed, involving higher officials. More serious crimes have been sex-related.

16. No.

17. BTC should meet and sit down with DSS to deal with issues, and develop projects together.
- Resources may be problem to get things started. Other programs at the tribal council level get compensated outside Justice, but nothing for justice so far.
 - Sponsor minor hockey.
 - After getting together the bands, things will get going—lots of good ideas, getting focussed.

18 & 19. More funding, particularly for CJsCs.

- More education is needed—regular visits from government reps to convey info and expectations would be good.
- There needs to be funding formula based on First Nation populations, comparable to percentage given for Sask population. Since Aboriginals make up the majority of prison population, that would justify giving funding to community corrections.
- More partnership; see them always being involved, to some degree.
- More communication and networking is needed. DSS didn't even know that BTC's justice worker position existed.
- More input from First Nations; more meetings and involvement with First Nations.
- More and better case planning, especially with Social Services, RCMP.
- Governments have too many rules; they say that budgets prevent them from travelling.
- Quarterly reviews with First Nations would be good.
- BTC will invite them more, once the justice area is organized. They need to learn to work the departments for Aboriginal clients.

20 & 21. FSIN acts as the "mother of all ideas." It should be working with tribal councils to make things workable.

- FSIN should provide help with proposals, funding, ideas, buying expertise.
- Act as liaison between higher government officials and tribal councils and First Nations.
- Provide education on CJsCs, probationary guidelines, etc.
- Offer support; be available and accessible.
- Provide explanation of FSIN's role.
- Develop a resource centre.
- Provide political support.
- Provide information and networking on justice – pamphlet(s); who's who; operational manual.

22. Poundmaker and Little Pine.

23. All bands should have something up and running by 2 years.

25. BTC worker will know more after meeting on Oct. 22.

26. Networking—governments should communicate with First Nations what they have to offer.

- Governments should establish a funding process for FSIN, tribal councils and First Nations to meet the obligations and expectations of First Nations.
- Provide support services, such as money for secretarial help, photocopying, etc. Governments can't expect FSIN justice workers to do everything by themselves.

27. FSIN could assist BTC closer for now than the First Nations. FSIN needs to help develop trust between tribal councils and First Nations, so the BTC may need our help.

- FSIN may be able to do something re: funding.

Other issues/points:

- BTC needs office supplies and equipment.
- BTC should organize a district workshop, perhaps from family violence funding.
- Lucky Man is a small reserve – 80 members.

APPENDIX "D1"

LITTLE PINE CONSULTATION

1. The band has a Day program for youth, funded by DSS;
 - a family services worker;
 - access to a mediator, who comes from out of town;
 - group facilitators to work with victims and offenders trained last year (5), who work with both adults and youth, mostly (similar to sentencing circle);
 - youth sentencing circles and sentencing hearings;
 - A CJC and PMB, to be working in diversion;
 - Monitoring two people on parole;
 - a cadet program for youth; they take them to North Battleford;
 - and a fine option program.
2. The youth Day program is going well—cultural and sports activities. The band has seen a decrease in young offenders.
 - The fine option program works when the supervisor is strict in monitoring—counts hour for hour.
3. The fine option program needs material and equipment, e.g. transportation (a truck).
 - The Day program needs to expand age range to 22-23.
 - Coordination of all these programs would be good, to have one person to do it; that would solve some of the current problems.
4. Material resources are needed.
 - Funding for programs is an issue. The band has been getting some funds from BTC.
 - The justice coordinator position is voluntary.
 - The band council is at arm's length; they say the CJC is on its own, but they would support any CJC initiative.
 - PMB feels that the chief and council for both reserves are not there when they are asked to attend meetings.
 - The FN needs quicker response times to complaints on the reserve.
 - The police that live nearby should take part in the youth activities and community events.
5. Little Pine needs more information on community homes/group homes.
 - The CJC needs more information on probation services, mediation services, crime stoppers, etc.
6. One CJC member communicates with BTC's ICFS on children at risk, "problem" children.
 - Two interagency conferences on the reserve have been organized, to identify roles and responsibilities.
 - The workloads of social workers (sharing it) has been an issue.
 - The PMB is joint with Poundmaker, and they meet about every 6 weeks. The PMB has not communicated with the bands' chief and councils. They will get involved.
7. Community doesn't know too much about offender reintegration. But the First Nation may be ready to accept members back, members on parole.
 - They need more information and training on what community can expect for an offender who wants to return, especially a sex offender. They recently rejected an offender's request to come into community.
8. The lack of funding is an obstacle, especially for training, programs.
 - Training is needed – they need to know the full range of conditions imposed during sentences; e.g., alternatives to violence, counselling, spouse abuser's program, victims service training and support groups for victims.

- Recognition of elders is needed so that they can be paid for providing services.
 - The NNADAP worker isn't recognized by court, so offenders needing the services are sent to North Battleford instead.
9. The community is not really aware of the CCRA, but the justice coordinator is. They want information—contact Gerry Cowie.
10. The band already have recreation programs and sports.
- The RCMP visits school upon request to give talks.
 - Kids acting out due to things happening at home. They need to be able to work on issues; coping strategies, conflict resolution, suicide prevention are needed.
 - Elders need to be trained to talk to youth, counsel youth on drug/substance abstinence.
 - The RCMP has 17-week drug resistance program that can be implemented in school, geared to grades 5 and 6. The RCMP needs to be trained for two weeks at Regina, upon request, for the First Nation. The program is DARE—Drug Awareness Resistance Education.
11. The participants would like to see community members visit school to talk about their life experience, especially if they've been through the system, someone they can identify with. Young offenders in system don't listen to people from outside. Role models/mentoring, with system experience as a scare tactic, including HIV-positive people.
- They would like to see all the spiritual leaders, Christian and traditional, come together to talk about the community's issues and problems. Too many members take advantage of special community gatherings, and come only for the dinner and then leave.
 - They would like to see more elders coming to the school to talk to the kids.
12. Participants would like more time from DSS workers—they just come in and come out. DSS workers don't care at all, don't give a damn—the job is just a means to a pay cheque.
- They would like more volunteering from the RCMP—coach boys' hockey. They could start Boy Scouts. Again, the RCMP has to receive request from community. Little Pine has great RCMP.
13. The justice coordinator hopes to meet with a couple reps next week: Darryl Jones, Barry Erickson.
- Jurisdictional issues are problematic between Lloydminster and North Battleford, therefore Little Pine is in no-man's-land.
14. FSIN could offer more training.
- Provide more information on the CCRA, developments in corrections area for CJC and chief and council, and perhaps on sentencing circles.
15. The CJC has met with chief and council on 2 occasions regarding 2 offenders who were going to be released. The Chief was supportive. In general, they are pretty supportive. Another participant doesn't believe the support is there—thinks chief and council has passed the buck on community justice.
16. BTC is working on a proposal for NCPI.
- The RCMP rep would like to see something submitted for children to the Aboriginal Healing Foundation to deal with coping skills, anger management, etc.

Other:

- Band members need visual orientation of the role and responsibilities of the CJC, PMB, chief and council, and the FSIN in order to get a sense of Little Pine's vision of community corrections. We need to clarify channels of communication.
- Participants are wary of governments dumping corrections onto communities.

APPENDIX "D2"

POUNDMAKER CONSULTATION

1. Young offenders stay in community once a year for six weeks in summer, with correctional officers supervising—run by correctional centres. Young offenders do free labour for and in the community; do their time in community to show responsibility.
 - Diversion – one band member was trained, and now works with first-time offenders. The worker works with parents, RCMP, the court system and the victims. The program just started in mid-1998. The RCMP are involved.
 - Sentencing circles are available upon request. When an accused person goes to court, and asks for a sentencing circle, once the judge says okay, a set of rules falls into place. The probationary order will indicate who is to help with the circle, e.g. NNADAP worker for AA meetings, counsellors, etc. The program is run by the band. They haven't had a request in a while, but the program isn't dead.
 - A healing circle – very similar to sentencing circle, but without the lawyers and police; only the victims, offender, families and CJC. If one of the agreed-to conditions is broken, the case goes back to court. The probation order outlines that no charges will be laid if conditions met. Judges and prosecutors and lawyers are kept informed.
 - They liaise with correctional centres, such as Saskatchewan Correctional Centre, Battlefords CTR, etc. The RCMP helps keep them informed on members in the system.
 - Access to Indian Child and Family Services out of BTC. The band works with the RCMP and DSS on those matters (child abuse, abandonment, and neglect).
 - They deal with RCMP on a regular basis, due to PMB.
 - The band is building a new police detachment within the next three months; they have an existing police building. They have a PMB with Little Pine.
 - Court days are the first Tuesday of every month. Preliminary hearings and trials throughout the month. Sentencing circles throughout month.
 - The court worker shows up when necessary for court; legal aid worker shows up when needed. Probation officer shows up when necessary.
 - The fine option program does not run anymore; the band used to have one. Changes to the fine option program have made it hard to work on reserve.
2. Generally, everything is working well.
 - Sentencing circles are done when asked. They don't push for it so it won't be trivialized. Perhaps more training would make it more regular. The same for healing circles and diversion.
 - The court is working well. Everyone knows their roles.
 - Diversion is working well. Some with voluntary work applied, sometimes paid by court.
 - A sentencing circles issue concerns band customs. They want to be able to deal with serious crimes, such as rape and murder, not just minor demeanours.
3. Funding agreements should be put in place.
 - Certified training is needed, for issues such as conducting sentencing circles. They need a full-time, trained employee to be able to deal with all the justice issues. They need someone who would be recognized by governments to have the mandate to work in different healing approaches, such as sentencing circles. Not enough work for community lawyers to make a living on reserve.
4. Awareness and education sessions for community to inform them about correctional systems are priorities. CSC should be putting out pamphlets and posters explaining what each of their programs does. These should be made available to every home on reserve. CSC workers should be visiting communities to explain their system and programs.
 - Another issue is that changes to laws and programs are made without First Nations' input, or any awareness campaigns.

5. Need to get internet access to correctional systems; e.g., to learn about the early-release program—the rules, who to contact. Right now, the band administration does not have access to the internet.
6. The band has made links to social services, health, especially to protect children whose parents might be going to jail. A lot more programs are available through the provincial system than the federal system; the band's hands are tied—governments offer nothing for social development. The band has an interval house for spouses who are abused, and a NNADAP program. The social development officer works also as early-release supervisor. For offenders, they will find work at store, or try to get them into education.
 - Federal departments aren't aware of how much the band is spending on justice, out of other pots: \$100,000 over the past few years.
7. The band would be interested in doing pilot initiatives, in order to work out issues related to community corrections, such as resources, housing, employment, etc. They have reintegrated community members in the past, but not under the CCRA. Before pilots, training is necessary.
8. The lack of funding is an obstacle.
 - Lack of resources, e.g. for following up on probation orders. Lack of human resources; no one is getting paid to follow up on orders, no travel money exists. But it's paid for off reserve.
 - More training is needed.
9. Not totally aware, but after today, have a greater understanding after today's explanation.
10. The band needs to be funded by governments for training in the recreation area—block funding, with annual audits. Almost 50% of the community's latest crimes were done by kids. Participants want to do sports programs: golf, hockey, curling, bowling, football, softball, etc. The band has to pay for property crimes. They have a lot of sports-minded people in the community.
11. The band would like the FSIN involved in more community corrections initiatives. They need more involvement in agreements.
 - The band needs proper funding agreements in place. No one wants to be doing anything for free.
 - Pilot projects could be done— on the education system, working something into the curriculum; working with homes—dissemination of justice information, such as the Family Violence Act.
 - More effective education and prevention campaigns by the RCMP are needed, not just lectures against drugs.
12. Governments should provide more funding.
 - Provide assistance in building halfway house on reserve. The band will have a new police building, with officers living on reserve. They have the land and resources.
 - Departments should hold a billing forum, and put together a board of FSIN, Sask Justice, and federal representatives to discuss unique expenditures of First Nations.
13. The band has links with the RCMP, prosecutors, probation workers, legal aid, a court worker, Sask Justice and judges, but not with CSC.
14. The FSIN should have an assigned worker to work via tribal councils on justice initiatives, concerns and proposals.
 - The FSIN could act as a liaison and ombudsman with governments, especially for agreements.
 - Institute co-op education idea, but as a justice worker, for reporting.
15. Chief and council are very supportive of members on and off reserve, and initiatives. They try to resolve matters at the community level before going off reserve for services.
16. The band has submitted a proposal to the AHF, at the tribal council level, for setting up an institution in North Battleford to help survivors.
 - The band sent a proposal in last spring, but never heard anything back. They didn't apply to the NCPI so far.

APPENDIX "E"

FHQ CONSULTATION

1. There is a cultural camp at Piapot; the community is interested in continuing it.
2. The Okanese rep goes to court with the accused to give his opinion.
 - The justice committee—follow-up. Community ownership of probation orders.
 - Sentencing circles are being done.
 - They had a meeting with G. Cowie on s. 81.
 - Peepeeeksis – applied under s.81—a white man is doing probation on the reserve (his wife is a member of the band).
 - The Youth camp at Piapot.
 - Mediation training is offered through FHQ; FHQ is trying to get 2 persons for each First Nation.
 - Several First Nations have CJs and Wellness committees;
 - Three First Nations have PMBs.
3. FHQ provides support services for proposal writing, and where First Nations request their services.
 - FHQ offers probation services, incl. a probation officer;
 - Aboriginal Court Worker Program;
 - Sentencing circles;
 - Mediation;
 - Healing circles.
4. Probation is working well. Offenders are keeping their orders; communities are taking care of their own.
 - It is too early to tell about mediations, but at least 200 done.
 - We need to be more innovative in mediation—e.g. addressing restitution when dealing with people on welfare.
 - Sentencing circles have had good success in numbers and outcomes; good will exists between First Nations and the judiciary, RCMP, and prosecutors.
5. Major problems exist surrounding the lack of communication between organizations. This gap is found between groups such as the court system and Aboriginal Court Workers, bands and community members, and bands and correctional institutions. Information is unavailable to people on the reserve. Correctional facilities are not affiliated with resources available in the community.
 - Education and training are required for youth, parents, community members, the police, lawyers, and the court system.
 - FHQ's member First Nations are committed to the sentencing circle process and, out of necessity, redirect other portfolio resources to cover the expenses of holding circles. The justice funding agencies need to recognize this demonstration of commitment and provide adequate resources to continue.
6. Primarily due to social problems and the lack of the right kind of motivation, First Nations youth are unable to cope in the education system; this difficulty often leads to conflict with the justice system.
 - The high level of representation of First Nations youth in secure and open-custody facilities is a concern, as is the recidivism rates of these youth.
 - First Nations people are having difficulty with the many responsibilities of parenting.
 - The present social services and youth justice system provided to youth are notably ineffective and lack continuity. A system with First Nations people counselling First Nations youth with relevant programming is necessary to reduce recidivism.
 - First Nations need to develop First Nations justice models, based on traditional Indian values such as love, respect, honest, and trust.
 - To reduce high incarceration rates, community-based prevention programs are needed for adults and youth. Such prevention can be achieved through recreational and youth cultural programs.

- Community Elders and the First Nation Wellness committees should be funded to operate facilities and work towards restoring the family unit through family and youth counselling. Young people need to be trained by healthy Elders to develop trust and confidence so they can begin inner healing.
 - The need exists to address the social issues of mental, physical, and sexual abuse. First Nations people need to start taking collective responsibility for nurturing our youth.
 - The governments are using correctional facilities in the same way as residential schools were used: to take away our freedom, language, and culture. Our youth will be the future leaders, but they are very unhealthy right now.
7. Making links with NNADAP, Health, and Education. Membership on justice committees is comprised of all of the related services in the community, including the aforementioned areas.
8. A lack of aftercare programs exists for people who return home from correctional facilities or treatment centres. The individual's family, friends, and community must reintegrate the individual into their community by themselves.
- The relationships must be reconnected to give that former inmate the support and building blocks to achieve their goals and objectives.
9. There is more sharing of information between First Nations, more might be possible through FHQ workshops.
- Individual members of specific First Nations have a keener interest in justice initiatives.
 - Certain persons, justice workers, do more diligent digging for information (research) (Okanese).
10. Lack of funding is a major obstacle.
- Lack of human resources.
 - Lack of physical resources, e.g. facilities.
 - Awareness at community level needs improvement.
11. Yes, but FHQ has concerns that they're not getting message out.
12. Yes, FHQ has links to the RCMP, Crown prosecutors, ICFS, DSS, Sask Justice, Justice Canada, CSC, parole services, Nekaneet centre, Paul Dojack, and Regina Police.
13. RCMP – meet once a year.
- FHQ meets with Sask Justice once a month.
 - Court workers meet daily.
14. FHQ holds workshops, but could do a newsletter. It does workshops approximately 4/year.
- Probation workers meet once/month.
 - Within the tribal council, more sharing of information needs to occur between the communities, possibly through tribal council workshops.
15. Feb. 1997 – First Nations informed of s.81; s. 84 not out yet. Further education took place.
- Communities do not have good understanding; we need to do an awareness campaign—pamphlets and videos, best practices.
16. Peepeeksis – in its case, it wasn't the First Nation itself that invoked s.81 & 84, but an individual (non-Aboriginal) who was common-law of a member. The Parole Board suggested invoking s. 84 to the member's father-in-law. The offender wanted to get released early, but Regina and Belcarres turned down his early release application, so he turned to father and justice worker. The family was possibly motivated by money, which they receive for taking him in "private homes placement"-- \$21/day. The agreement needed Chief and council's approval or the main justice worker's. The justice worker met with the parole officer. Upon release, the man turned from diplomatic to nasty; wrote nasty letters, claimed to be a rep of AIM, was disrespectful of chief and council, etc. He stole the father's truck, and possibly did B&Es that night. He is still on the reserve. The father is interested in setting up his home as a halfway house. The First Nation doesn't want dangerous offenders released in community. The tribal council was approached by the offender to assist, but they said no.

- S.84 is putting the First Nation in a tough position. Two violent offenders have requested early release to Peepeeksis. They have no choice but to say no; no resources except the NNADAP worker, counsellor; they have no facilities, no jobs or education programs. Before a facility can be established on any reserve, they have to think of capacity/services first. Safety of members comes first. The First Nation is on a financial management program due to deficit, therefore, it lacks money, and can't count on TLE for funds. Even just to hold circles was costing too much, so they are now using volunteers from other communities to host circles. The First Nation has seen a reduction in B&Es off reserve due to "tough love" approach. They need consistent, ongoing resources, especially from the feds.
 - CTK has seen a reduction of B&Es due to sentencing circles; offenders being accountable to community. It is better to hold circles on reserve to keep costs down and have strong community support.
17. FHQ has made an executive decision that any youth corrections decision that needs to be made will be referred to Piapot for its cultural camp. Kids bussed in from all over.
- FHQ should take over Paul Dojack Centre since it's on Crown land.
 - Preventative programs could be linked to the education system, including schools in urban centres. We need to teach our youth to be peacekeepers with tools such as traditional teachings, language, mediation, alternatives to violence, and anger management.
 - CTK has two workers, "community service workers" that deal with YO, take them to recreational and cultural activities, shuttle them to various places, including Cree Lodge, etc. Paid by DSS.
18. & 19. TFHQ prefers minimal involvement; recognize needs and then provide funding. TFHQ could develop a liaison with departments to identify sources of funding.
- Some First Nations would be reluctant to have provincial involvement.
 - Put more focus on and recognition of youth—recreation. There is more potential for success with helping youth because they're not set in their ways yet.
20. & 21. FSIN could be sharing staff resources and expertise—partnership.
- Advocacy
 - Help First Nations find financial resources.
 - Do more networking.
 - Advocate for expanding and validating community correctional programs.
 - Help First Nations get into Ministers' doors.
 - FSIN leadership should get support from individual Chiefs for specific initiatives being put forth by their own band, e.g. getting around a s.95 Police Management Agreement.
 - The FSIN ought to become responsible for developing legislation and protocols. The FSIN role is to provide developmental support to the tribal councils and First Nations, and to be more accessible for consultation and continual dialogue regarding justice issues.
- 22-24 CTK? (Group wasn't comfortable asking).
- FSIN invited to visit Okanese to discuss question on s. 81 and communities' current capacity.
 - Piapot has proposal for youth excellence centre on hold; but if they receive funding for it, they would be ready for more responsibility in the next fiscal year.
25. Community justice awareness workshops are needed.
- Getting more information out on specific issues such as probation, youth services, YOA, responsibilities of programs, establishing CJsCs.
 - Getting community to really understand justice issues, etc. It takes a long time for the information to sink in—lots of workshops. And some band members simply don't care.
 - Information needed for a community; it wouldn't be ready otherwise in 5 years.
26. Governments should provide money for workshops.
- Provide teaching aids and workshop material on s.81.
27. FSIN should provide support in all ways.

Other:

- Sask Justice, Dept. of Justice seem to have realized that their system doesn't work for Aboriginal peoples, and now they're trying to send it back to the First Nations.
- First Nation members have been workshoped to death—the same 10 people show up. (It is hard to get community participation and buy-in.)

APPENDIX "E1"

CONSULTATION – OKANESE

1. They have their own court on reserve.
 - Offer probation services;
 - A fine option program;
 - Court on reserve;
 - Have held 4 sentencing circles over past 2 years, which involve the CJC, council, families, etc.
 - Drugs and alcohol awareness program;
 - Mediation for adults and youth; CJC members trained recently.
2. Everything is working well.
3. Lack of funding--no direct funding received from anywhere. Governments are handing off responsibilities, but not the funding to do it.
 - The court is being housed in existing facility that is 20 years old; they hope to build new one in future.
 - No direct programs for youth or activities.
 - No co-ordination amongst the departments on reserve; such as health, education, etc.
 - No one on the reserve to explain white court and justice systems—no specialist.
 - CJC has had difficulty getting clearance in provincial facilities. They have been forced to stay outside the centres while others visited with member inmates. Called a liar by staff.
 - Facilities won't let them bring in their own Elders for their members; say they already have an Elder on staff.
4. Youth are priority, in terms of community awareness.
5. More public awareness of justice issues in general is needed.
6. No co-ordination; just a link with NNADAP. The First Nation needs a co-ordinator for this task of bringing everyone together.
7. They are trying to bring in Bob Allen to do education workshop, as well as Gerry Cowie.
8. Lack of Co-ordinator, LACK OF FUNDS.
9. Community is aware of it a bit, have a general idea of what it is; they know of Peepeksis' experience, and that has made them hesitate a bit. Hope to have Bob Allen explain it.
10. They have alcohol and drug awareness for youth.
 - They have built a gym (finished in January 1999).
11. Future initiatives: acquiring a Co-ordinator for justice.
 - More involvement from RCMP.
 - More mediation training.
 - Recreation programs for youth.
12. Governments should provide FUNDING!!!
 - Provide training.
13. Have little contact with government departments, aside from fine option contract. Mostly have contact with FHQ. A participant is on the steering committee that is planning a justice conference in March, sponsored by FHQ.
 - Some contact with CSC, no contact with DSS.
14. FSIN could provide funding.

- They plan to call the Director of Policing to address community/CJC on policing.
- They may contact the Executive Director of Justice to do an awareness workshop.

15. Chief and council are very supportive, 99.9%.

16. They have a facility that could be used as a treatment centre. They may submit a proposal that they sent to MSB last year.

Other issues:

- More training.
- More expertise coming into the community for awareness and education.
- Gangs in schools—members are skipping school, etc. Gang members exert a lot of peer pressure; they come from cities and recruit at-risk students. Other students are afraid of them, don't want to associate with them. Glorification and distortion of gang image, of criminal world. They need to teach their kids how to see through the image. Violence and drug use linked to boredom and anger.
- Anger management courses, especially for youth. They need to get at causes of their anger.
- They need housing patrol. Although the First Nation has a PMB and police on reserve, the RCMP building was broken into; B&Es are a concern.

APPENDIX "F"

BEARDY'S & OKEMASIS CONSULTATION

1. Beardy's is not aware of the activities of the other First Nations of the Tribal Council.
2. CSC worked with on the development of Projects and the delivery of releasing circles.
 - The band has a Traditional Justice Committee comprised of six Elders and justice staff.
 - A full-time position is dedicated to coordinating sentencing circles, releasing circles, and mediation.
 - The band has a PMB agreement, which allows the community to have input into how policing should be done in the community. Monthly meetings are held with the RCMP.
 - The First Nation has two full-time officers, who reside in the community, and a sub-detachment office for the RCMP.
 - Also, an auxiliary police officer has been assigned to work with the community to promote a crime prevention strategy.
 - CAPC is another project that is taking off for the future. Young families need support for the future.
 - The First Nation is currently negotiating with CSC a forty-bed healing lodge for male Aboriginal federal inmates, as a S. 81 venture. The facility has been named the Willow Cree Healing Lodge, and the target date for opening is the Spring, 2001.
 - In the Fall 1999, fifteen seats were reserved at the SIAST campus in Prince Albert for band members to acquire Correctional Officer training.
 - Beardy's delivers an off-reserve wellness program to members residing in surrounding areas. Two people have been hired to address the needs of young families who have children up to six years old and who may be at risk.
 - A recent residential school needs assessment was completed, under the direction of the Justice department, which revealed that all services, including justice, need to be enhanced for members both on and off reserve.
3. The community has progressed in the areas of crime prevention and youth employment. This year, it offered eighty hours of employment to community youth who were between the ages of 15-30.
6. Community ownership, door opening and capacity building are the focus of Beardy's. The core is healing for the future.
 - The best way to break the cycle of crime is the focus on wellness. Getting the youth on the right path is the goal for a healthy future.
 - Programs can be moved more and more to the community, i.e. courts, education, corrections. Also, more fiscal resources and physical resources are needed.
 - Ten or 12 youth commit most of their crime; they have ideas to encourage those youth to deal with their issues. There needs to be changes so that the Beardy's can become active in these areas.
 - Beardy's wants to more in the area of crime prevention.
 - The band provides some admin. Support to a Saskatoon agency called Building a Nation, which provides clinical and cultural counselling to urban Aboriginal people.
11. A database is needed so that a quicker sharing of information is made possible.
 - Obstacles are: funding, some white attitudes, non-partnerships, stereotypes, and racism.
12. Beardy's wants to form partnerships with community members and government departments through training and contact. More people are needed to deliver these services.
 - Assistance with implementation is also needed in fiscal terms, manpower, etc.
 - Regular visits to CSC regional, RCMP, etc.
 - The cycle of violence must be broken, if there are to be healthy families on Beardy's. There is, however, minimal funding for these projects. The people and programs are here, but there is a lack of financial resources. Teardrop in a rainstorm analogy. Don't ask them to promise the world. Let's be real.

- Who are we, Where are we, Where did we come from? Are the questions that they have to answer to decide the focus of the programs. The corrections system doesn't work, but our ideas will not be used until we break down the fear felt by the system and it's resistance to change. Training and persistence are needed to achieve this.
- 18 & 19. Long term commitment is needed to continue their work.
- Community wellness is their focus, this includes all areas, education, health, social etc., Beardy's starts at the center and works outwardly. Partnerships are the key.
 - Beardy's has started this process with the existing community resources. They want to continue in this way.
20. A First Nations Corrections Act is needed to give long term focus and stability to their process. (FSIN should take the co-ordinating role in developing this Beardy's model).
21. Education is the root of all of these projects. People don't understand these ideas they are advanced, to relieve the apprehension. We can't force feed the people, education is the only way to encourage participation.
- The FSIN political leadership needs to put justice and sections 81 & 84 at the forefront. This has not happened. It needs to in the future.
25. Beardy's has taken the initiative to do this work on their own and have looked for good people. This has been effective at creating a basis for their programs.
- The need for positive role models is also vital.
 - Beardy's has laid the foundation for Indian policing in this province.
 - Specialized training is also needed.
 - Daily, continual work has created a strong foundation. They are more and more able. No meetings are held at the Tribal Council level.
 - Beardy's game plan comes first but in concert with the Tribal Council. CSC is planning to work with Beardy's plan.
 - Beardy's circle project is to develop a constitution for the Youth so they are fully represented and protected.
26. Government departments should allow Beardy's to spearhead our own projects, they need to open their minds. We need time to make mistakes and develop, they need to help us do this.
- Government involvement should be provided as needed.
 - Government information sharing, planning.
27. FSIN Politicians need more commitment to the justice process.
- FSIN should provide training, and develop expertise in this area—perhaps establish Internet communication like Waseskun House, in Montreal, is doing.
 - FSIN should make a statement that we are able in this area. There is currently a gap in the area of putting pressure on government to develop strategies.
 - Beardy's needs legislation to protect what they are doing, provincial First Nations support.
 - A FSIN Corrections handbook, resource manual is also needed.

APPENDIX "F1"

AHTAKAKOOP CONSULTATION

1. The band has a Police Management Board;
 - a fine option program;
 - a survival trip for youth (preventative) once a year;
 - a family worker to assist families of offenders; she's a psychologist on reserve.
 - DSS funds liaison workers for youth recently out of jail, making sure they meet probation orders (done through the clinic).
2. Trips funded by PMB are received well by youth.
 - The fine option program is working well.
3. Fine option needs more services like mediation, to get the victim and offender together.
 - They don't conduct sentencing circles; they tried a sentencing circle, and it worked for a while, but there wasn't enough support or work for him to do, so he re-offended. But offenders have been asking for circles.
 - The band needs a liaison officer to visit youth in jail to keep track of him, where he goes, and maintain contact.
 - Some offenders stay in city after serving time because they don't have housing on reserve.
 - Sandy Lake is hesitant to do circles; elders become nervous about the burden.
4. Jails lack services to get at root cause of crime, even finding out the simple reason why a crime was committed. The band needs more jobs for offenders.
 - The band has lots of youth crime, and re-offenders. They need mediation services.
 - There is a lack of community member support for offenders.
 - Youth have nothing to do; need recreation services.
 - White principal exerts prejudiced directives regarding enrolment.
 - Community members need to build trust, learn to forgive.
 - Victims need services—a sense of justice done, compensation, especially for B&Es, theft—which is hard to get. There is a sense of a lack of real justice being done.
5. The community needs to learn about alternative measures to jail. Jail is seen as only means of paying dues.
 - They need community meeting on basic principles of community justice; elders afraid of losing treaty rights.
6. The justice workers have made links with the NNADAP centre and workers, and a link to ICFS through the health clinic.
 - The band has a crisis worker—family, suicide, substance abuse.
7. The community is nervous about the idea of offender reintegration. Plans for reintegration centres at the reserve and Sturgeon Lake fell through. They are worried about offenders drawing more offenders who are released. They are also worried about re-offending. Yet, several offenders would like to try to come back, but lack support services. Elders are worried about the burden of work and responsibility. Members recognize that current system doesn't work, but are worried about alternatives, especially for serious crimes. The issue is more with provincial system—lots of youth.
 - Some youth aren't aware that they even broke the law (white); they don't challenge charges because they don't understand, so they just plead guilty.
 - Need a court worker. If a court were on reserve, the accused would feel more at ease.
 - White courts are too aggressive, adversarial; they try to embarrass accused by bringing up old charges.
 - Certain individuals would be supportive, but are a bit nervous.

8. Being afraid is an obstacle, especially of losing treaty rights.
 - The band lacks information on how to do sentencing circles; fear of failure. (La Ronge incident).
 - They need more info about justice issues in general; e.g. a justice committee.
 - More funding is needed for justice.
 - The band needs information on importance of community participation (voluntary).
 - There is too much drugs on reserve (including serious drugs). It is hard to find source; police have hard time investigating. Youth have traded liquor for hard drugs.
9. The band is not aware at all. They lack information.
10. Jobs, such as grounds-keeping and shovelling snow.
 - The band needs drug awareness campaign, meetings; NNADAP is geared for adults; not just to be given in schools—lots of drug users aren't in school.
 - The drop-in centre needs to be reopened.
 - Training on importance of volunteering is needed.
 - More excursions, e.g. the youth rally, but the band needs more money. The band needs to make it a priority with more funding. They might get into fundraising.
 - They need more pressure for accountability for persons managing program dollars.
 - Programs for young parents, especially for young mothers, are needed, and for those who offend.
11. UEP – university entrance program – support services for those in the program.
 - The band wants to start up its own police ride-along program – it gives young people experience.
 - NNADAP wants to do something, but unsure what.
 - A Summer program for kids – excursions.
 - A role model program; perhaps Big Brothers/Sisters.
 - A Youth camp to discuss issues relevant to them.
 - Hold Youth conferences.
 - Workshops, including those for in schools; awareness campaigns (nixed previously by principal).
12. Governments should provide more funding (especially just to start up justice programs).
 - Provide more information, workshops (how-to) on everything.
 - The band would like more understanding from governments; more awareness sessions should be held for them.
 - Provide assistance on how to do a proper proposal.
 - Improve communication with First Nations.
13. The band has links with Wayne Moss and Don Bird, but has little contact with either. Moss told them there was a big difference between a PMB and a CJC. A justice worker sees in the future doing both PMB and justice.
14. The FSIN could have community visits and an information session.
 - Sharing information on other First Nations' correctional programs.
 - Provide support.
 - The justice workers have visited Poundmaker reserve on justice.
 - Hold justice workshops.
15. Band council not supportive; lack of will, skeptical of justice areas, and boards, etc. Justice is not a priority. Some councillors don't like the program, and thus, dismiss it.
 - Is there some way the PMB could control its funds in order to increase accountability, so that it isn't in the hands of one individual.
 - Education of band council on justice issues is needed. They need to understand how important the issue is. They won't listen to their own members.
16. No plans so far to apply to the NCPI. They are interested, though, in doing something re: residential school abuse.
 - There may be something being done by Wayne Ahenakew to submit for the Crime Prevention Fund.

APPENDIX "G"

MLTC CONSULTATION

1. MLTC and the Meadow Lake First Nations (MLFN) developed five-year Justice Plans respectively in January, 1997. Each plan includes new and enhanced justice structures, programs, and services sensitive to the cultural beliefs and practices of each Dene and Cree community.
- 2 & 3 Justice structures include Police Management Boards (PMBs), CJsCs, and Human Resource Teams (HRTs). Justice programs and services range from healing/talking circles; alternative measures programming; probation supervision; offender reintegration; healing and wellness initiatives; community justice awareness; on-reserve policing; and crime prevention.
4. Human Resource Teams work well, therapists, story teller, Elders gatherings, culture camps, gatherings, youth culture camps, AA round ups, residential school gathering, pipe ceremonies, visits to institutions. Meetings with police work well.
5. Community corrections in-service training for justice co-ordinators is required.
 - CJsCs are under-funded, resulting in the lack of continuous board training, including community corrections.
 - More in-depth community awareness sessions and knowledge sharing on community corrections are needed.
 - Justice Co-ordinators are suffering from excessive workloads and burnout. Justice units have no support staff.
6. Provincial corrections needs to provide financial support to First Nation communities that are accepting early-release inmates for the provision of corrections personnel and continuum care for offenders.
 - Governments focus too much on the needs of the offender(s), and they forget about the needs of the victim(s).
7. MLTC has made links to health and social; education; economic development; and the self-government units.
8. The collective mood is good amongst the communities regarding community corrections. A great deal of mutual support exists. The communities want change, but lack of resources and integration of government programs are hindering progress. Without adequate funding, community involvement, in the form of taking ownership of issues related to community corrections, cannot be met.
9. Some communities have progressed faster due to teamwork, collective leadership, education, understanding of the initiative, and compassion.
10. Obstacles are: more resources need to be committed to community justice, including corrections. Liability is an issue for communities because they are afraid to face blame.
- 12 & 13. Externally, links have been made with the RCMP; Crown Prosecutor, Legal Aid; Judges; CSC; Social Services; Sask Justice; the Aboriginal Justice Directorate; and Probation.
14. Information sharing definitely needs to be improved between the FSIN, MLTC, and MLFNs. The grassroots people do not always receive justice and corrections information, and people are unaware of who sits on the justice and corrections committees at all levels representing their First Nations issues.

15. Understanding of the CCRA's s.81 & s.84 is required by the Justice Co-ordinators, CJsCs, HRTs, and PMBs. Information about these sections has not been shared effectively.
17. Funding requests, community releases, Youth services at the Tribal Council level and it is currently done at the band level separately. The Justice sectors of MLTC and the MLFNs have developed a proposal to establish two facilities (Dene and Cree) for troubled youth, including those youth who have been processed through the alternative measures programming.
18. & 19. Government could supply money.
 - Federal and provincial corrections personnel should be more culturally knowledgeable, and should participate in cultural awareness sessions delivered by First Nations people.
20. FSIN should assist in the development of programs, in training, research, gathering information, and circulate suggestions for models.
21. FSIN should support and negotiate on behalf of the tribal councils and First Nations only; the First Nations and tribal councils should do most of the work.
 - The FSIN could be sharing and networking information.
22. Flying Dust, Island Lake, Buffalo River, Canoe, Water Hen.
23. English River, Birch Narrows.
24. Makwa, Clearwater.
25. Money is the most important need.
 - Communities need more information workshops, training, education, reintegration planning, and information sharing with other communities.
26. MLTC asserts that the role of governments is to provide adequate funding, with the option to enter into partnership agreements with MLTC/MLFNs. The MLFN communities should be the focus.
27. FSIN can assist in information sharing, reports, and documents.
 - Provide community assistance.
 - Do more consultations.
 - Provide support.
 - Provide education.
 - Offer policy support.
 - Secure a full-time Corrections position.
 - Training and workshops are needed.
 - Negotiate and advocate for adequate funding,
 - Try to create a network for the politicians.
 - Inform judicial and other commissions around the province.
 - Also important are visits to the communities by the politicians.
 - Justice councillors should meet often.

APPENDIX "G1"

BUFFALO RIVER CONSULTATION

1. The band offers a CJC;
 - on-reserve policing by RCMP;
 - a PMB;
 - a Human Resource Team (HRT);
 - a five-year justice plan;
 - two counsellors and one therapist, who are band members.
2. The HRT is strong.
3. More funds need to be allocated to supervise early-release inmates.
 - More funds needed to establish some sort of structure within the FN (e.g. Life Skills, Anger Management, Smarter Choices).
4. The community isn't given a sense of ownership in sentencing troubled members.
 - More community involvement. More money is needed for community justice authority instead of the imperial system, where the offender answers to the judge on behalf of the Queen.
 - Inmates returning to the community are re-offending due to the lack of supervision and lack of financial resources.
 - More Elders are needed in the judicial system, based on consensus of the people they represent.
 - More involvement is needed of the RCMP officers and the leaders of the community, and have them accountable.
6. The band has a strong Human Resource Team.
7. It would look good on paper, but the question remains of how much authority will be given to the respected Elders in making sanctions.
8. Lack of financial resources.
 - Under-utilizing of the Elders and no involvement of the leaders in the community.
 - Lack of support (backing up) for the RCMP (community policing).
 - No communication from RCMP management.
 - No support given for the passing of sanctions (in sentencing).
9. Yes, but this act offloads the federal government's responsibility in ownership and cost of rehabilitating inmates. It does not seem to provide funding to First Nations for working with these offenders.
10. Elders working in crime prevention initiatives such as boot camps, tours of facilities (jails, morgues), and positive role model program.
11. The CJC and PMB educating the RCMP members in cultural differences and sensitive issues.
12. Educate the RCMP on crime prevention programs. Treat the youth like human beings instead of correctional commodities.
13. The band tries to make links at MLTC. It needs more funding and recognition of Elders as lawmakers and ambassadors of the Dene culture.
14. Involve more leaders in the RCMP station in justice initiatives and endeavours of the CJC and PMB.

15. More funding is needed, as well as increased recognition of Elders as our therapists and psychologists.
16. No funding received from crime prevention initiatives, to date.

APPENDIX "G2"

CANOE LAKE CONSULTATION

1. The band offers healing circles;
 - mediation circles;
 - RCMP policing; they have had big turnover.
 - Targets were initially youth, but the first case was a serious adult case, assault.
 - The justice worker is also a Corrections Service Provider, under a separate contract with Parole Services, Community Corrections (Sask Justice). He keeps track of probation clients.
 - He operates the fine option program.
 - He provides an "ear" for community members for those who have issues – resolving conflict, mediation.
 - He also does life skills coaching.
 - The band has a PMB, and the justice worker works with them. Inez is now on contract here as a consultant for the PMB.
 - Other services offered: an anger management program; a victim services worker; occasionally, the band offers a personal development course.
 - The band has set up a youth crime prevention camp, with camping lodges holding thirty-two youths. It is for all youth, especially those at risk. The purpose of the camp is to teach them traditional life skills.
2. Mediation is working well, better than the courts. It can deal with problems right away, instead of having to wait a long time for the courts.
 - The band had to clarify the role of the RCMP.
 - The probation and fine option services are working well, better than before.
3. More funding, for security, and in all areas is needed to improve programs. It looks positive.
 - The band needs to hire a court worker.
 - They need an administrative assistant.
 - They need office equipment such as a new computer—the one used by the justice worker is old, with a big floppy disk.
 - They need a probation worker in the community.
4. Lack of funding for clients is an issue. First Nations are saving money for the government by taking on the responsibility of corrections for them. Where is that extra money going?
 - Too much time passes before prosecution, before going in front of courts.
 - Contracts with offenders work only for their duration, then the offenders revert to their old habits.
 - Due to a high turnover within the detachment, the community has to train new RCMP officers to help them become familiar with the community and the culture.
5. The justice unit would like connection with other First Nations and what they are doing in corrections; experiences and best practices. They could be linked through the internet.
6. The unit has links to NNADAP, the health director, and the ICFS worker, primarily through the Human Resource Team. They communicate every day about clients.
7. The community would be very supportive, as long as the services are in place to serve the clients.
8. Lack of funding for serving clients is an obstacle. The justice worker receives only \$200/month for travel from the tribal council.
 - The justice unit lacks space for its activities and programs. The band could use a courthouse; they may use the youth centre, one day.
 - Regarding the RCMP, the community is building their houses, and the federal government is paying rent for officers on the reserve. Most of the patrolling is done in Beauval.

- The band has had one visit from the youth worker based in Meadow Lake (working for the tribal council), and Canoe Lake has several youth in need of their services.
9. The justice worker is very aware of the *CCRA*, and has been since it was introduced. The band has had some growing pains in trying to implement it. They would prefer to get funding directly to implement it. The rest of the community is aware of it.
 10. The band plans to implement parenting skills, community history, language classes, sexuality, teen pregnancy, personal development, more healing circles, and Adult Children of Alcoholics, within the next year.
 11. The justice worker wants to expand a youth crime prevention camp—currently, it has camping lodges for up to 32 youths. It would be for all youth, especially those at risk. The purpose would be to teach them some traditional life skills.
 - There is support to establish a youth open-custody facility. Youth in north are sent to the south, and therefore, are out of their surroundings.
 - The band would like to set up community constables, similar to a program in NW Territories, but specific to Saskatchewan.
 12. Governments should provide more funding.
 - Offer more communication, information sharing.
 - Attend more cross-cultural awareness sessions of cultural values.
 - Offer training in their system; community members don't accept their training when it's brought back to the community.
 13. The justice unit has links to RCMP, CSC, parole officers, DSS, young offenders workers, Sask Justice; they communicate as needed.
 14. The FSIN should help secure funding in more areas for the community, not skim off the top.
 - Do more community visits, public relations, more exposure. The North needs more attention so that FSIN can become more aware of the way the northerners do things.
 15. Chief and council are very supportive, and the justice worker keeps them informed. He would like support from FSIN on securing consultant services, since the FSIN can't do all the work for the band. The FSIN could act as the facilitator.
 16. The community is interested in applying to both funds, but they don't have enough information on them. They need a better information flow from the FSIN to the tribal council to the First Nation. They are too far away to attend information sessions, and can't afford to go many times.

APPENDIX "G3"

FLYING DUST CONSULTATION

Initial comments:

- The CJC would like to be made aware of follow-up activities based on recommendations, suggestions.
- 1. The band has a MOU with local police detachment to divert eligible cases to Flying Dust. They have dealt with a couple of cases with minor offences. The MOU targets primarily young offenders for now, but will move on to include adults.
 - They have an early-release program agreement close to implementation; they working with provincial correctional centres (Sask. & P.A.).
 - They have 2 members on parole on reserve, out from Sask Penitentiary. They have "healing contracts" with these men.
 - The band has had 2 circles (family group conferencing) for young offenders too young to be charged.
 - They have a fine option program on reserve.
 - The band had a "Welcome Home" feast for a member returning from Sask Penitentiary – reintegration.
 - They offer family group conferencing.
 - They have on-reserve policing.
- 2. Governments need more relaxed contracts, to be flexible. Being too stringent results in rebellion.
 - (Healing) circles create sense of belonging, especially for child offenders.
 - The MOU isn't working as well as expected. Flying Dust is getting only cases of first-time offenders. They aren't being given the cases of second, and third-time offenders. The working relationship with RCMP needs improvement. Some officers at the detachment are too regimented in their thinking; too bent on prosecuting. The detachment is working on improving their attitudes, racism/stereotypes – these were even admitted to by one cop about another.
 - They are learning about all these new experiences related to justice, but optimistic.
 - Community awareness is improving. They are getting more calls from members and justice officials about justice, asking what services are offered by Flying Dust.
 - Openness, sharing and caring of members is something that offenders seem to respond to.
- 3. More material, information, particularly on best practices, experiences in other First Nations would be helpful. They don't know what's going on in other communities.
 - More certified training is needed; workers don't seem to get recognition without certificates.
- 4. A cultural gap exists between the non-aboriginal community and Flying Dust community in conceptions of justice, corrections. Cross-cultural training for police, judges, court workers, prosecutors is needed to improve attitudes.
 - More experience and knowledge will improve the services.
 - There is a lack of facilities to accommodate offenders, adult and offenders, including jobs, or to help develop skills and crafts. A group at the National Mediation Conference gave a commitment to consider funding for sports for the band.
 - They want to do a wilderness camp for young offenders, to teach them survival skills. This idea has been discussed at MLTC for past 2 years; one for Cree, one for Dene is debated, but MLTC decided to have just a mixed camp. Then they discussed whether to have a camp for boys and one for girls. They talked about putting it in Flying Dust, but that was defeated. It is still just in planning stage, due to lack of funding.
 - Young offenders and the wilderness camp are priority issues—they are doing it on their own, instead of with the tribal council. They may try to revamp an old proposal.
 - Being able to have second and third time-offenders diverted to the band is a priority.
 - Lack of funding—governments need to be sure that they are distributed where not only they're needed, but also to communities that are prepared to take on new responsibilities. The band has no money even for CJC meetings. The CJC has done its own fundraising—catering.

- Funding for travelling to learn about other justice initiatives is needed. Consider how much money the correctional system spends on one prisoner.
- 5. Information on best practices, experiences of other First Nations, tribal councils—their initiatives—would be useful.
- 6. In creating the band's justice plan, they included members of its human resource team: a wellness/NNADAP worker, and an education worker who sit on CJC. The health director has now become linked to the CJC, since most of the clients visit both areas. They are taking a community approach to solving problems.
- 7. The community would be very receptive and supportive towards setting up a reintegration program right in the community. There might be a little protest, but not much. Two offenders currently in community have been doing well.
- 8. Lack of funding is an obstacle.
 - More money for CJs is needed.
 - More human resources are needed. The justice unit would be interested in a couple of secondments.
 - The band needs a victim services worker. The obstacle is that a Meadow Lake victim services worker exists, therefore, any request to a government department would result in the recommendation of referrals.
- 9. No. The CJC is unaware of the CCRA. They need information.
- 10. They have a youth group that meets once a week, which sets up activities, from ages 15-21.
 - Recreational activities. Started up a traditional dancing program.
 - The CJC sent a letter to Chief and council about having alcohol and drug awareness campaigns, but got no response.
 - The ICFS worker visits school twice a week to talk, but participants are not sure about what specific topics—healthy lifestyle, perhaps.
 - The community has youth rallies at church, with past substance abusers as guest speakers. They are holding one from Dec. 4-6. It is not funded by band, only church.
- 11. Sentencing circles would be good to implement.
 - A crime prevention plan;
 - Set up an elders' peacemaker court and wilderness camp.
 - Acquire a contracted worker for parole services on reserve.
 - Set up tribal policing.
 - Acquire a victim services worker.
 - Establish conservation of natural resources of current and future lands.
- 12. Governments should provide more funding.
 - Provide training.
 - Do more information sharing from all relevant departments.
- 13. The justice unit has links to Sask Pen and P.A. Pen, parole officers from North Battleford and Meadow Lake, Sask Pen, DSS, prosecutors office, judge White and judge Nightingale, RCMP, addictions services. They are busiest with the penitentiaries. They met with probation services twice. The PMB meets with RCMP once a month. They also have interagency meetings once a month, involving government departments, on youth.
- 14. FSIN could do information sharing.
 - Do more education, training for new CJC members on justice issues; more certified training.
 - Provide political support, advocacy.

15. The leadership is very supportive. Support could have been stronger in beginning. The justice unit wants their support, but not their political interference—keep them at arm's length. The justice coordinator gives them a report twice/year. They gave support for the wilderness camp.
16. MLTC is submitting proposals to the AHF. The band does not have plans to submit for National Crime Prevention Initiative.

APPENDIX "H"

ONION LAKE CONSULTATION

1. Through the tribal justice program, they have set up a contact system with North Battleford Correctional, Saskatoon Correctional Centre, P.A. Pen, and Pine Grove, to be informed when members are going to be released.
 - Inmates report to the office upon release. All have to report on a weekly basis, Monday or Friday.
 - Diversion for youth and adults, from first-time to multi offenders. Case hearings and case reviews.
 - Day program post-charge, one worker has finished training for ICM; pre-disposition reporting with young offenders and parents.
 - Court worker program (one half time staff member)
 - Youth activity coordinator, whose primary function is to get youth involved in healthy activities. The coordinator targets youth at risk and young offenders; funded thru casino profits.
 - Probation officer visits twice a month for a few hours per visit to visit with clients on probation. The workers also have close contact with parole officers from P.A. and Meadow Lake. They also visit occasionally. There is a high turnover in those positions.
 - The band provides telephone services for family members trying to contact inmates in correctional centres. Many homes don't have phones.
 - They coordinate expenses for family visits to correctional centres (travel money).
 - Fine option program; the worker is based in Alberta.
 - They have held one sentencing circle. They have had requests from members living off reserve, but have refused them due to lack of control. They have also had requests from non-band members living on reserve.
 - NNADAP and rehab centre, Inner Child Therapy (staff members trained in it).
 - Mediation – three people trained. They deal with social issues: neighbours, kids...
 - CJC and PMB.

2. Having a say in inmates' release plans is effective; are able to have input in conditions.
 - Good communication between band, family, and inmates.
 - Jurisdiction is problem for court worker program—restricted to Saskatchewan.
 - Jurisdictional confusion regarding two RCMP detachments; one in Lloyd and one in Onion Lake.
 - Release plans are problematic with border; inmate needs a letter to go to other province.
 - Mailbox address is problematic; box on Alberta side, band office is on Saskatchewan side. Problem with CSC mailing things.
 - Otherwise, programs are working well.

3. Corrections is work on top of what they are supposed to be doing, according to Sask Justice; they are just supposed to be doing diversion.
 - young offenders released—a confidentiality issue. Doing release plans can be problematic; DSS is very limited in what info they can release. They talk first to the family and youth. Then the band has to duplicate the same interview process.
 - For adults, release plans are done by the community, during community wellness meetings. They have done plans for three offenders with serious handicaps—special needs, serious offences, aggressive, sexual offences.
 - Anger management class is available only in Lloydminster. They need to have such a class funded on reserve.
 - Transportation needs for clients. A lot of inmates don't have vehicles or licences. Sometimes an advance is available, but it has to be paid back. Some inmates need treatment in North Battleford.
 -

4. Limited space, especially when parole or probation officers come. They have only two offices. (They have 5 justice workers).
 - jurisdictional issues, headaches

- They need treatment programs on reserve: anger management, spouse battering.
- Some sex offenders have tough conditions to meet e.g. no contact with kids; tough to manage on reserve, therefore tough to house them.
- Inmates have a hard time getting out to attend funerals.
- Female inmates who are pregnant should be given consideration. One member was made to endure her sentence in jail until 8th month.
-
- 5. Community members need to be better educated about what programs and services are available. Want to hold a justice and corrections workshop to find out what members would like or need.
 - Finding out who the contact persons are in other communities.
 - Judge in Lloydminster (Saskatchewan side) is rigid; unwilling to give up power, seems fearful. Very rarely does diversion.
 - Cross-cultural training for outside workers.
- 6. Links made with ICFS, health through community wellness program, Brighter Futures (some financial assistance), referral system set up with rehab, the schools (Learning Centre), youth activity coordinator, housing—met on the need for halfway house, have a security service that paroles community after hours (new).
- 7. Supportive. Family members have input, and want to provide input. They had one member with a sex offence come back, plus a brain injury that made him violent. They explained to fearful members his condition. They also handed out a paper on personal safety before he came out.
- 8. Lack of human resources. They need someone to do follow-up. The workload is over and above what paid for.
 - Ninety per cent of the time, victims aren't consulted on inmates being released. Institutions aren't informing them. Band has asked institutions to consult with victims, but nothing has changed to date.
 - Some band members don't go through the band justice unit to be released—they're too afraid.
- 9. Justice unit is aware of CCRA. They have had only one request from a band member, recently. He falls outside corrections for treatment (not responsible). No facility will take him for treatment (head injury), and now province is trying to pawn him off onto the band.
 - A recent successful conditional sentencing (probation) was completed. The offender would not have survived if his sentence was not served in community.
 - Community is not aware, but leadership is.
- 10. Same families are getting into trouble—intergenerational. They need family-oriented treatment and activities.
 - Broken Wing program is doing first session in late February (1999).
 - Preventative programs need to be introduced at elementary system e.g. behaviour, bullying (Second Step—a new program).
 - Culturally-based programs. They have begun cultural camps for young men and women (2 years), for youth with behavioural problems in the schools. Lots of girls wanted to go.
- 11. Anger management
 - Sex offender program—more in depth than what they offer in corrections (just awareness—Phoenix program); something more long term, and not just for those incarcerated.
- 12. More community visits from correctional and justice workers to see where inmates come from, similar to what judges went through a couple of years ago.
 - They have good support from parole officers.
 - They need more cooperation from judges.
 - More flexibility in parole and conditions regarding jurisdictions is needed.
- 13. Parole officers, probation officers, Correctional workers from North Battleford and Saskatoon have come for a couple of meetings; RCMP, Sask Justice, DSS in North Battleford and Lloydminster (weekly). No link with CSC. Getting a practicum student from Europe. Visitors from Africa.

14. Political voice (advocacy)
 - Information, link to other bands. Other bands are using Onion Lake as a pilot project.
15. They get a lot of direction from chief and council on helping inmates. One councillor has a soft heart. They have all been very supportive.
16. Band has decided to amalgamate some human service delivery staff, to work better with the families that are having problems (one-stop shopping); this way the family doesn't have to be shuffled from worker to worker. They recently hired a Human Resource Coordinator, who is doing a proposal to AHF for a healing lodge.
 - Youth Restorative Justice Initiative "Young Warriors" and "Spirit of Life" programs for young men and women sent to NCPI. Before Arleen's proposal gets decided on, they are already having two people come in to talk about the respective roles.

Other;

- They need a vehicle for doing follow-up.
- Offenders from community who have been helped with their release plan by the band have not returned to correctional facilities.
- A lot of rehab centres won't take people who are coming from correctional institutions; they think the inmates are trying to find an easy way out.
- Attitudes of RCMP—negative and pessimistic towards people convicted. Almost goading them. Good thing the PMB is strong; they have taken extra training.
- Bylaws are slow to be approved by DIAND (sixty-day waiting period).
- Communities that want to take on correctional programs have to be tough. If a breach is committed, Onion Lake reports it. Otherwise, the band is just going to be used. Being tough helps keep offenders straight.

APPENDIX "I"

PRINCE ALBERT GRAND COUNCIL CONSULTATION

Initial comments:

- The justice co-ordinator involves the 4 sectors of the PAGC in this consultation.
 - The justice unit had a meeting Sept 8, 1998 with the four First Nations consulted by the Solicitor General as part of a consultation process through the Solicitor General's office. PAGC has been picked as part of the process.
- 1-3 will be faxed over at a later date.
4. PAGC offers sentencing circles, healing circles, family group conferencing;
 - alternative measures, and a parallel urban program;
 - pre- and post-sentencing program;
 - probation services; what the PAGC would like to see in the near future is the takeover of the probation services by First Nations through protocol agreements
 - mediation;
 - diversion;
 - a justice committee, made up of reps of the First Nations;
 - the justice unit co-ordinates community schools' mediation programs.
 5. In general, the four sectors are doing well, considering the turnover rate, as well as the changing of the CJC when chief and council change.
 - How do you take out the political interference?
 - They need workshops for the justice workers up North.
 - The time between the phone-in to the RCMP and their response time does not meet communities' need to be preventive.
 6. Cultural insensitivity is a priority issue.
 - RCMP
 - Reintegration – family, victim/offender mediation is needed more.
 - Youth – crime prevention is needed, due to high re-offending rate.
 - Funding for aftercare, care of elders.
 - Money for CJC.
 - Recognition of community resources, (mentor, elders, support people).
 - Urban support people - recognition of resources, communications with elders, creating awareness in crime prevention.
 - Community needs to be proactive; who holds the community healing circles, RCMP or the community justice worker? (Black Lake would like a workshop on CJC).
 - More youth-based activities—lack of funding for the youth through SIGL.
 7. An integrative approach is done as much as possible, given the limits of government funding.
 - Restrictions on the funding people (?).
 - PAGC has forced Social Services and CSC to work together.
 - An integrated approach needs the participation of DIAND.
 - Reps from health, Education, and social development sit on the CJC.
 - Some funds result in sectors competing against each other.
 - There is mismanagement of reserve funds received.
 8. Athabaskan community wants correction and healing services for youth up North.
 - The desire is there, but not education and understanding of the current system, nor capacity building.

- Black lake would like to have a 4-week program as proposed top the five-month program. They would like to know where the funding is going to come from and can see that it's not working. They gave the FSIN a copy of the proposal of the healing lodge.
 - The north would like to see more things as corrections are being built up in the north for the service. Who can we put a proposal together for the north?
 - In some places, what part does the CJC want to play?
 - As for as the resources, where will the person/offender live? Education is sometimes available, some places have the resources, but there is no money for the CJC. And they don't want people to come back just to fail so maybe it would be if they went to the city.
 - Consistency is not there.
 - Out of sight, out of mind concept.
 - And the leadership does not want to get involved.
 - Education to the community is important.
 - We need to get help for the victim and the offender.
 - Social workers need more education on the sexual assault cases.
 - Lack of funding for the reserve; no one will do it for free. This is one of the biggest problems.
9. The community of Little Red is slowly getting back to the cultural ways and bringing back the cultural events.
- The age difference needs to be addressed.
 - Band bylaws need to be recognized and understood re: banishment.
10. Geographical access difficulties—recognition of these in funding is crucial.
- Lack of funding up north.
 - Governments are not funding community corrections adequately.
 - Elder support and desire is strong, despite no funding.
 - Lack of bucks means no staff or education funds.
11. Yes, PAGC communicates with the First Nations justice workers.
- 12 & 13. Yes, with fed and provincial correctional institutions, CSC, etc.
15. Communities and governments don't understand the CCRA.
- Sections 81-84 don't explain themselves, and don't really empower First Nations.
16. PAGC has a s.81 with the healing lodge, but it is not a "pure" s.81 because the Lodge is a provincial facility. PAGC has no issues but funding.
- Re: s.84, no approach has been set up re: funding for supervision.
 - The CCRA is offenders driven, when it should be community driven.
 - The feds pay for the beds that they use and if they don't use the beds then any cash flow for the beds stops and they can starve you out because of the lack of referrals.
 - It should be a government-to-government (tripartite) agreement instead of (First Nation) government-to-department. FSIN chiefs and tribal council's chiefs should be at the table.
17. PAGC is moving forward in establishing a youth services cultural center; the intake will be from ICFS and Young Offenders aged 12-17, though Social Services want ages 17-18.
18. Governments should provide more funding; programs need staff.
- Provide secondments from governments to First Nation communities, with cultural training beforehand.
 - Shadowing of government workers.
19. Departments' participation in training of CJC.
- Finance consultations for First Nations to do proposals.
 - Do workshops, e.g., on s.81 and s.84 government policies.

20. FSIN should do more policy making; develop manual on procedures protocols re: training.
- Develop contacts in communities with tribal council reps.
 - Research training and development in community-based corrections.
 - Establish a contact with CSC re: training.
21. FSIN should have consistent involvement and contact more frequently.
- Coordinate meetings as well as act as an information source/clearinghouse for information.
 - Bring in resources province wide.
- 22-24. In co-operation with the tribal council with all First Nations of the PAGC:
- Training dollars;
 - Conferences;
 - Elder support;
 - Secondments;
 - Education/awareness;
 - Equal treatment, to retain workers and not shuffle the CJs around;
 - Human resources.
25. Advancement would come with devolution of services for and to each of the First Nations.
- A good evaluation process, with input from First Nations affected by funding.
 - Flexible (funding) guidelines/criteria.
26. See the previous answers.
27. More experienced justice workers (at FSIN).
- More communication amongst all First Nations province wide.
 - FSIN should develop a strong position on corrections.
 - Justice has a strong voice through high profile leadership at FSIN.
 - Fair representation.
 - FSIN justice unit should insist on input when government tries to initiate development with individual First Nations.
 - Be a strong advocate; try to get membership on advisory committees, review committees.
 - There should be a mandate in what they could do.
 - Lobby for legislation change.
 - The justice council should be a recognized body.
 - FSIN needs to be involved or be left out.

APPENDIX "I1"

BLACK LAKE CONSULTATION

1. Black Lake has: on-reserve policing by RCMP;
 - CAPS supervisor (from CSC);
 - Young offenders supervisor;
 - Alternative measures program;
 - Diversion (not official);
 - Mediation (unofficial);
 - Community healing program (unofficial);
 - Family group conferencing (unofficial);
 - CJC and PMB;
 - Bail and probation supervision (unofficial);
 - Court worker program;
 - Sentencing recommendations.
 - The band is trying to do sentencing circles.
2. Everything is working well.
3. More training is needed: how to write reports, how to obtain the authority to apprehend and to indicate that someone has breached their probation (rather than go through the excessively lengthy official reporting channels), education on understanding the system.
 - Improved communication between the system and the community; it is a problem since things are working well on volunteer basis, therefore won't be funded.
 - Impediment: lack the freedom to do what worker wants to do; always being told what to do by bureaucrats.
 - Band needs a mental health worker.
4. Community needs to develop support programs such as talking circles, healing circles, reintegration, aftercare.
Regarding sentencing, would like to have non-violent offenders serve their sentence in the community (s.81 and s.84).
5. Correctional system workers and PAGC and FSIN need to meet with community to discuss what each wants and needs and can provide—find some mutual understanding.
6. Justice has links to health and NNADAP.
7. Community is a little hesitant right now because they aren't sure how to do it, but would be supportive within the next year (before the snow falls).
8. Political interference from band council and PAGC. It causes a lot of delays in implementing programs, especially while waiting for the other PAGC bands. The new council isn't aware of the protocol agreement giving CJC/PMB autonomy from council. Interference is just starting to happen with new council—favouring of relatives.
 - Lack of funding; except for the PMB, no money is coming in for the justice program.
9. Community is not aware, but CJC is. Community would be interested in invoking a section because it would give them input into specific inmates' releases, conditions, etc.
10. Recreational programs for youth, motivational groups (scouts, guides, ranger), sports programs.

11. Sentencing circles, reintegration program, making links with other band agencies and agencies in other bands.
12. Would like departments' assistance in development and training for community programs, and then they should leave the band to work independently.
13. Links with CSC parole, DSS, youth services, RCMP, probation, northern Correctional, P.A. correctional centre, Aboriginal court worker program.
14. Better communication between FSIN and Black Lake is needed. The FSIN doesn't meet their needs sometimes, regarding training and information dissemination. The justice unit would like to have direct communication between the justice unit and the FSIN, because sometimes the council does not communicate with the justice unit.
15. Current council hasn't provided support ostensibly, due to new leadership, and lack of communication. Support is there, but it should be stronger. The council hasn't gotten back to justice unit about its 5-year plan. FSIN should be there to support the justice unit when the unit asks for it, but then should also back away when asked to.
16. The justice worker does not know if health sector has applied to AHF. The justice worker was not aware of the NCPI until this meeting.

APPENDIX "J"

STC CONSULTATION

1. All communities offer alternative dispute programs.
 - Muskoday is negotiating a s. 84 agreement.
2. Mistawasis offers probation, bail supervision, alternative measures program, recommendations for conditional sentencing (early release).
 - Kinistin has turned over its justice committee.
 - All the First Nations do sentencing circles.
 - There is a child apprehension circle at Kinistin.
 - Yellowquill has a fine option program that does about 30 cases per month.
 - Mistawasis does healing circles, fine option as well.
 - Kinistin has a probation service, a fine option program, diversion and mediation for youth and adults. Same for Muskoday and One Arrow.
3. Finding someone like Larry Henry to act as the liaison with provincial and federal departments to come out to the communities.
 - CTRs.
 - Larry Henry at PA Centre (Community Co-ordinator); he's an excellent resource person. We need someone like him in each of the institutions, he knows everybody.
 - They try to let band members know what all of the programs are about, because they don't know about them, what they are trying to accomplish. They did a survey recently. Confidentiality is important.
4. All programs are working well, with a good success rate in circles.
 - Probation is effective on reserve; it helps the offenders to know that they have the community support. Before, when they had to go to the city (Melfort), the distance was a problem. But now the officer comes to the community.
5. The lack of funding is an impediment.
 - Training is BIG.
 - High burnout is a problem; the workers work for \$50/month.
 - Justice workers are supposed to be part-time, but are really full-time.
 - Justice and Corrections need to be prioritized with all other programs within all First Nations.
 - More involvement from FSIN to bring resources or funding to the community could bring improvement.
6. Funding is a priority issue.
 - Education and awareness on corrections of community. The community is hesitant to jump in. Lack of trust on issue.
 - Also need information on s.81 and s. 84.
 - They need to share best practices experiences with First Nations.
7. Yes. STC has a contract with DSS for urban program.
 - Community wellness is core of programs; justice is part of the circle, and corrections is part of that, albeit relatively new.
 - STC meets with other tribal council sector workers every 2nd Monday.
8. Mistawasis is pretty receptive, but the older people are afraid; they just want to send people off to jail. A bunch of severe crimes have happened recently. The people are afraid of change. But overall, the community works well with the CJC.
 - Another band rep says their band council is supportive, but the tribal council tends to send people out that don't know too much.

- Kinistin - really leery of change, but slowly coming along. One member of each clan is now a member of the CJC; they are in charge of informing their families. Changing view that jail isn't the answer. An offender that was on early release is doing well. Coming along slowly but well. The band has CAPC and a Community Wellness worker and another counsellor, so these are resources for the offenders when they return. Some of the offenders only begin to learn their culture upon being returned to the community, as part of their early release.
- 9. Some communities have been faced with the challenge more than others. They begin to look for resources earlier.
 - The input of the people who have been through the system; they know what changes need to be made from the inside. They're the best resource people of all.
 - The type of resource workers available within one's own community.
- 10. Lack of funding is an obstacle.
 - Lack of human resources.
 - Ongoing training is needed.
 - Professional development is needed.
 - Attitudes of government workers, judges, lawyers, prosecutors towards Aboriginal peoples. They seem unwilling to try to help Aboriginal peoples, to make an effort.
 - Government funders don't have a clue as to what's going on at the community level, unless they visit.
- 11. Ongoing communication occurs.
 - STC justice worker tries to visit each community once/month.
 - Justice meetings are held in the city every 5-6 months.
 - Justice workers call her when they have a problem.
- 12. Larry Henry, at P.A. Correctional Centre, is a contact.
 - STC justice worker made links with Sask Pen, Riverbend, Gerry Cowie (CSC), Irene Fraser (NPB); anything the worker needs from the province, she goes through Larry.
- 13. Contact is made when there's a problem.
 - STC justice worker calls Larry once/week.
 - Justice worker sits on Justice 2000 Committee in city.
 - Whenever she gets information in her office, it goes out to all the communities.
- 14. Yes, and promptly.
- 15. Muskoday understands both.
 - Mistawasis has NOT been informed, but they are aware of it.
 - Cal Albright assisted Mistawasis a bit.
 - FSIN needs to do liaison work in informing communities.
 - Kinistin doesn't know either section, but they're new to corrections.
- 16. STC is working with Muskoday on s.84, on releasing a long-time prisoner; working on a reintegration plan. Chief and council have approved it, community consultations underway. The prisoner has been jailed since 14, now , he is 34 years old.
- 17. Education of kids before they hit the Young Offender age, and not delivered by DSS. STC runs a program for city kids. Youth programs have to be delivered by First Nations. We need to reach kids before they become entrenched in corrections system.
 - Low self-esteem and lack of familial support is a problem for kids.
 - DSS social workers who visit reserves have NO IDEA what goes on, how the reserve culture works; e.g., the First Nations concept of family: one's kids are one's sibling's kids, too.
 - The less involvement by DSS the better, because it hasn't worked up to this point.
 - We need to be having kids work with Elders.
 - Government workers need to be less willing to dismiss kids as life offenders and be open to trying to help kids who want to change.

- There are too many and too big gaps in justice system; no supports exist in the Young Offender system to help kids deal with their issues. They're just left to sit there. No anger management programs exist in community homes, which are flexible. Revamping of programs needs to occur re: timing and scheduling.
 - DSS workers need to become more aware of resources/programs on reserves.
 - Government workers, especially DSS workers, are too quick to stereotype and categorize people—reduce them. Workers are scared to visit reserves. A judge refuses to revisit Kinistin due to past venting about justice system by members.
 - STC is presently not interested in developing or building more physical correctional facilities within the 7 member FNs. However, it is willing to research the Circle Model and how this can play a major role in the "Bring Home our People – Youth and Adults" concept that could work well with the on-reserve justice programs.
 - STC will also develop a strong connection with Alternatives to incarceration models that will best meet the needs of STC.
18. Government departments are the gatekeepers. We need to work in partnership; we both have the same ideas in mind. We need to work together while they still have the keys.
- Departments need to have respect for each of the communities, and be aware of the history of First Nations-govt relations in the past.
 - Governments should back off, and let First Nations take control. First Nations know what's best for their own.
 - Improve communication, particularly in program and policy changes.
 - Better education and understanding by both parties is needed.
 - Government departments seem to be setting up communities to fail e.g. CJsCs, or they assume they're going to fail (\$50/month).
19. A more hands-on approach with communities, more visits and interaction, are needed.
- STC wants them to make an effort to really understand their job.
20. &21. FSIN to do more community visits.
- Give workshops on community based corrections.
 - Have more hands-on involvement with communities.
 - Try not to send delegates to community.
 - Try to see communities through, from beginning to end.
 - Take an advocacy role.
 - Try to use different approach re funding; e.g. show how much money would be saved by giving funding to communities for programs, as opposed to the correction system.
 - Establish better communication with tribal councils, to keep First Nations informed.
 - Advocate better pay for elders; we can't put a dollar figure on them. Kids are more willing to listen to them.
22. Muskoday
- One Arrow
 - Mistawasis
23. Yellow Quill
- Muskeg Lake
 - Kinistin
- **Whitecap Sioux Nation is not represented. The community is interested in First Nations justice and corrections. However, appropriate and sufficient funding of justice and corrections programs becomes the main concern. Without adequate funding, the FN is not prepared to set their people up to fail from under-funded programs of the federal and provincial governments.
25. More education, awareness workshops, are needed to advance in corrections.
- More (human) resources from FSIN.
 - Lots of funding is needed.

26. Governments should provide more funding.
 - More workshops from CSC are needed and other people that are developing policies on CCRA.
 - Provide funding for recreational facility and activities for youth. Kinistin is also doing own fundraising to show that they are committed.
 - Community caseworkers need to be aware of recreation programs for kids and Young offenders.

27. FSIN could do workshops (early release, agreements with the institutions), more education.
 - Provide statistics.
 - Act as liaison between institutions and the First Nations.
 - Find out the location of members of First Nations at various institutions, including those outside the province.

APPENDIX "J1"

MISTAWASIS CONSULTATION

1. Mistawasis has an early-release agreement with the P.A. Correctional Centre.
 - The target group for programs is all adults.
 - Offers community support services – working with probation and bail services; support bail workers—they try to get holistic healing involved.
 - Mediation – very successful; four workers in mediation training with Sask Justice.
 - Diversion programs for youth and adults.
 - Family group conferencing, though the band lost the facilitator recently; they will try to get replacements.
 - Networking with parole officers—getting information on how to get support for new parolees. They haven't had one yet, but are getting ready.
 - Case management.
 - Healing circles.
 - The band has held one sentencing circle, and it was successful for the offender; however, victim's needs weren't addressed. They have had a lot of requests, but they haven't come through.
2. Probation has a high success rate, as does mediation and diversion.
 - There is more awareness of issue and of services now.
3. The lack of funding is an impediment.
 - More training and more resources are needed.
 - A facility for youth is needed to keep them preoccupied—recreation activities, especially for winter; the kids are still playing outside.
4. Improving the resources that are currently available, building on them, is a priority issue.
 - Funding for programming – doing follow-up on supervision, which is hard to do without money; it is hard to check on individuals (gas money is needed). Currently, they are doing it on a volunteer basis.
 - More training for specific programs is needed: anger management programs, building self-esteem, continuous training programs.
 - Doing other follow-up in general.
 - Dealing with problems with youth is a priority.
5. The band needs information on where to access funding.
 - They need to learn about other programs across the country (community corrections).
 - More information on the *CCRA* s. 81 and s.84 is needed.
 - Information on resources that they have missed out on is needed.
6. The justice unit has been communicating with health, CAP worker, youth worker, education, NNADAP worker. The band does not have an ICFS worker. The youth worker has been working with education worker, and outside agencies.
7. The community is willing to support and help develop programs for offenders.
 - The early-release agreement between PA Correctional Centre and the First Nation states that the band will take an active role in early release offenders and oversee the release plan created by both PA and them.
8. The lack of funding is an obstacle.
 - The lack of training thus far is an obstacle.
 - The band needs to build on current resources.
9. The band knows it exists, but it doesn't know the details of the *CCRA*. They need someone to come and explain the details (Gerry Cowie).

10. Crime prevention may be introduced.
 - Education – the justice workers have visited each house on crime prevention for their input on what they would like to see happen.
 - More patrolling is needed.
 - More sports programs are needed.
 - Community education within school system is needed (fighting is a big problem). They need to communicate the impact on the community of crime; even something as simple as bullying—how it affects family members. They are implementing family conferencing in schools. Education on property crime and consequences is needed.
 - The school is interested in continual programming, such as mock sentencing circles, mock mediation, role models (earlier in year). More visits from elders in school teaching appropriate behaviour (resisting fighting) would be useful.
 - A new program on anger management for youth will begin soon. The youth worker is taking training with Social Services from P.A. Youth go through the program once a week for nine weeks (any that are interested.).
 - They are discussing potential preventative programs in interagency meetings (education, health, social development, PMB, etc.).
11. Other programs should have more focus on youth. Program with youth worker. A facility for youth services and activities would be good.
 - They hope to start youth cultural camps (currently, they lack funding).
 - More correctional programming through early release—expanding it to other correctional facilities.
 - More healing/talking circles on an ongoing basis are needed.
12. Governments should be working as a partner.
 - More communication – more dialogue, more information sharing, is needed.
 - Governments could assist in getting a youth facility.
 - Provide more funding.
 - Assist in setting up an early-release program for federal inmates.
13. The band maintains regular contact with federal and Sask Justice departments.
 - The contact with DSS – on need-to-know basis, such as cases (youth) and court appearances. DSS offers training and information on community homes; Provincial local Corrections, MSB (therapists)—anger management training through mental health services in P.A. Contact with treatment centres— are doing in-treatment with them since the band currently doesn't have a NNADAP worker.
14. FSIN could provide more support, more training, more information.
15. Chief and council are pretty supportive.
 - They are very supportive of the early-release agreement, though they didn't understand it (except for the councillor with the Justice portfolio). They approach Justice workers to help with writing support letters for inmates.
 - Chief and council went to fed parole hearing for a band inmate, as well as the CAP worker, to support the inmate.
 - Participants foresee councils participating in release circles in the future.
 - More funding is needed from government departments.
16. Participants didn't know about the AHF until they got the questionnaire.
 - They could see the AHF helping their elders.
 - They are discussing a proposal for the NCPI, such as a safe haven for youth and adults, or a community crime watch/neighbourhood watch. They are trying to increase community involvement and the sense of community responsibility. They are developing a cultural house right now for feasts and community events. The band is talking about contingency plans, e.g. for a power failure.

APPENDIX "J2"

MUSKODAY CONSULTATION

1. Mediation,
 - family group conferencing,
 - pre-charge mediation,
 - taking on s.84 for a member who's been in jail for 23 yrs.
 - Family group conferencing targets youth.
 - Sentencing circles—2 done to date.
 - They have an addictions program, are doing circles, NA and AA Programs.
 - In process of getting a mental therapist.
 - They have a PMB and will be restarting a CJC in the new fiscal year. They will need training for new members.
2. Sentencing circles are going well.
 - Mediation is going slower.
 - They lack human resources to do follow-up.
 - Their approach allows Muskoday the opportunity to assist members in designing their healing programs and healthy lifestyles. It also allows for networking with government departments although they are not getting total co-operation.
3. Need training of traditional Justice, the roles of elders—very few are left at Muskoday.
 - They need to gather more information with regards to all aspects of justice.
 - They need more funding and human resources—a youth worker, for example.
4. Being able to receive more assistance in terms of working out the s.84 release plan for the prospective s.84 inmate is a priority. They are going to need help with monitoring him, shuttling him around.
 - They need a full-time youth worker.
 - Lack of funding and human resources is a priority.
5. Funding sources and updates on developments relating to correctional policies are needed information.
6. The justice unit has links to addictions program (NNADAP), social development, and plan to connect to the ICFS worker when that person is in place.
7. The inmate's reintegration is considered generally accepted, but they need more community awareness workshops. They plan to bring in Norma Jean Bird to do one in January. The community needs more education.
8. Lack of funding is an obstacle.
 - Lack of human resources is an obstacle.
9. Yes, they are very familiar, they had workshops, and CSC visited (Dee Peronto, L. Smytaniuk, etc.). They are very interested, and have been working extensively with s. 84 in the past 14 months. They had a visit also from Irene Fraser from NPB. The band is working on s.84 for a member who was in the penitentiary for 23 years for murder and rape.
10. Setting up awareness programs in alcohol and drug use, firearms, fire safety, would be good. Currently, they have a drama program, fitness club, karate club, and are starting a square-dancing club, powwow drumming and dancing program. Also, they have a youth council for kids 12 and under. A lot of teens are involved in sports. They have a good recreation worker. The long-term

plan is to have a youth facility/gym. Also, to take kids swimming. The Riverbend member will take part in these programs when he's released.

11. ICFS, continue to process sentencing circles, alternative measures, continue work on s.84 for other members seeking release, are potential future initiatives.
12. Furthering education on spirituality and culture would be good. They have been having different types of feasts. They plan to have a memorial walk during drug awareness week.
12. Governments should provide funds to be able to implement the positions and processes that are developing, everything from justice to wellness.
 - Assist human resources, such as other elders, and other justice workers to share their experience.
13. The band has links to CSC, NPB, parole officers, Sask Justice, not very often with DSS, but occasionally. They are being careful about work being offloaded to the band workers.
 - They maintain weekly contact.
14. They would like the elders from FSIN to come and visit, and to share their knowledge of roles and conduct.
 - The FSIN should keep the band informed of any upcoming events pertaining to corrections.
 - Provide training for new CJC members.
 - They will likely invite someone from FSIN Justice to sit on the inmate's parole panel in January.
15. The justice unit has the total support of chief and council. They could use more support from FSIN— letters of support, appearances for support. Governments can offer more support by offering more funding and resources.
16. Yes, they will be submitting a proposal to the residential school fund. They are aware of some survivors, and need to identify them. They hope to bring in Roddy Stone to do a residential school workshop. They have met with Grant Severight about the fund and its criteria. Also, they plan to access the NCPI, after a meeting with the PMB.

APPENDIX “K”

OCHAPOWACE CONSULTATION

1. The band offers mediation, and a community justice committee that has been active for 2 years.
 - One participant has received mediation training from Sask Justice – for youth and adults.
 - Talking circles, healing circles, sentencing circles (youth and adults).
 - Family violence men’s healing circles for men who have to take part as part of their conditional sentencing, for spousal abuse.
 - Liaison with local RCMP; the RCMP member sits on CJC.
 - Monitoring and supervising of offenders (youth and adult) as part of alternative measures program.
2. Availability of services is positive.
 - They have a good success rate for sentencing circles.
 - Mediation is working excellently.
 - They have a good working relationship with RCMP.
 - Reparation and reconciling relationships is effective, for healing—finding balance.
 - Men’s family violence circles are working excellent—some come because court-ordered, some come voluntarily; men are working on their issues.
 - Monitoring has some weaknesses, e.g. meeting curfew. But it also can help restore person’s pride, e.g. making a starblanket for victim.
3. They are understaffed to provide services effectively; one person, such as the health provider, is responsible for the load, plus whatever they already carry.
 - Follow-up could be better, such as in monitoring and supervising.
4. Youth – violence (in schools), B&E, vandalism. Finding alternatives to violence is a priority issue.
5. Funding sources and resources offered by governments.
 - Available training that is being offered.
 - Contact/networking with tribal councils and other bands on best practices.
 - How to do probationary services for community members on reserve; community is equipped to do it.
 - The community has gotten involved on a voluntary basis for a current offender on probation.
 - How to set up a Police Management Board; they only get monthly reports right now.
6. Social Development worker, works with families on health, education, abuse, etc. issues.
 - Alcohol and drug abuse worker that works with adults—counseling, intervention, and referrals.
 - Also, youth worker that deals with similar issues in addition to prevention, positive alternatives
 - Recreation director – positive alternatives.
 - Mental health therapist – works with individuals, and family groupings.
 - Community health representative – monitors health situations.
 - All these workers meet regularly.
7. They looking at offender reintegration – community residential facility under s.84—and are seeking community support.
 - Personal development training done by chief and council and staff in 1985, to engage in personal growth and issues.
 - Getting good response towards facility. CSC has approached them about it—heard about their family healing program “Wicheaso”—operated as a pilot project for three years in 1993, funded by MSB; been engaged in dialogue with CSC for a year. The band has developed a proposal that they are currently taking around to the community to test it. Positive reaction to date. Community wants to continue holistic healing approach—dealing with whole family, not just one member.
 - They plan to customize family healing program for facility.
 - CSC willing to do some training.
 - They are 5-6 months from facility becoming operational.

8. Funding is the biggest obstacle - capital (for building facility; may approach Sask Justice).
9. Yes, it will be invoked for the offender reintegration facility.
10. Ongoing Day program in community for youth – personal development, counselling, community service/hours, life skills. They did it one summer and it was very effective.
 - They already do workshops, plays in school, bring in human resources (RCMP), recreation activities, socials.
11. Probation and alternative measures programs that are funded.
12. Training.
 - More human resources, including secondments.
 - Financial resources, including capital.
 - Information sharing as to their program and services, and how to work together.
 - Networking.
13. Made links to DOJ and Sask Justice through SET4 for funding for alternative measures. They submitted a proposal in April, 1998. They have had meetings, discussions.
 - DSS – works with Ft. Qu'Appelle—Susan Maxie, a social worker, as it relates to youth going through court system.
 - CSC –Dale Delaney (parole officer) who approached First Nation about facility. Ongoing contact. Dina Dennis, Regina Centre.
14. Training and development – any that is offered—mediation, regional coordination of training that could be offered to communities.
 - Networking with Justice Directorate.
 - Provide political support for initiatives.
15. Chief and council are very supportive; 6 councillors, of which only 1 or 2 change; therefore, the council has been very stable. Have separated the politics from the administration; have 2 separate buildings, and the administration carries on even during elections.
16. Yes, the band is putting a proposal forth to the residential school healing fund to continue the family healing program they used to offer. They have yet to determine whether to do it as individual First Nation or with White Bear. They will likely also submit something for the NCPI.

Other:

- Their vision of justice is restorative justice. For example, they are looking at case of a sexual offender; the community has decided to work with him in the community, provided that, he took responsibility for his actions. He agreed. They try to balance the needs of the victim first with those of the offender. They are looking to develop program similar to Hollow Water for sexual offenders.
- They have had sentencing circles since 1993; more healing takes place there than in the system; it is tougher to be held accountable.

APPENDIX "K1"

WHITE BEAR CONSULTATION

(Response mailed in)

1. At this point in time, we have a court youth worker who is under the jurisdiction of family services. This job has been vacated and a replacement is being sought. A temporary replacement is filling in who is non-native and thus the program is suffering. Other than this program, there is little else except the normal parole officers who handle their caseload located here. In the past, we had an adult court worker, but this position was phased out due to spending cuts. This program was run under the Yorkton Tribal Council. This program was desperately needed because those involved in the system needed direction, and access to legal aid was not available except under hurried conditions on court day. This whole set up is creating more problems because clients are not obtaining their rights under the law, namely the right to clients under fine option and other warrant problems. They also direct the client through the community service program.
2. There is a clear lack of defined programs and the facility to direct these programs. Clients are not able to locate help because there is no visible office available strictly for the justice area. With proper signage and publicity, better assistance for the client would occur. The youth worker program has been an asset in the past and, with the right candidate, more headway can be made regarding youth involved in the court system.
3. With more direct action through intervention and assistance programs, the clients will be advised of their rights sent to the appropriate treatment/assistance facility to receive the necessary help to resolve problems that they are confronted with. In our opinion a director of justice needs to spearhead adult and youth councilors to assist the client to find the reason for the problems and then provide the help to solve the issue. There are many reasons why people are at odds with the law that are created out of individual social issues. There is a full-time therapist on the reserve, but here again, this placement was recently filled. Funds for client support is the biggest block along with clear guidelines for those on both sides of the system.
4. There is a desperate need for an adult court worker who can advise clients. They also need a facility for this office that is clearly defined and all have reasonable access to. Follow-up and more involvement in sentencing circles for those in the system would provide some alternative measures to handle problems in a traditional way. The elders could be involved more and by that those who are concerned about the youth regardless of their age.
5. The band members need to be advised of their options. This can only be done by a high profile facility that provides 24 hour service for crises calls, for example. There are issues that require confidentiality and sensitivity in the system. Advocates are needed in the court system in order to protect the victims especially children. There is fear related to children if they appear in court and there is a need for special legislation so that their comfort and well being is foremost before the eyes of the judicial system.
6. The links made to service agencies include the social services in the friendship centre and the social services youth worker. Health has developed a counselling program for those in need of help. There are also counsellors for the drug and alcohol program.
7. This can be accomplished through some of the ideas started above and with a meeting room for group discussion for helping those to gather life skills so that those at odds with the law can improve their life situation. I believe that the Band can take more responsibility for the integration if they are provided with the necessary funds to implement this and other programs that will assist our people. Most programs do not come with the necessary funds to have them work.

8. We need the facilities to conduct the programs and separate management system that are out of the main Band control. The offender and victims can come from all families.
10. There are a number of programs that can be put in place to drop the representation in the correction system. Parenting, treatment for substance abuse and gambling, camps, which were started last summer through donations, educational opportunity, communication of programs, mentor programs and any other method through recreation that helps build self-esteem.
11. Technical training is now under consideration for those, who prefer to work in this area. Also, work/education sharing.
12. Providing the operational assistance to set up programs, The key factor is to allow the bands to put their thoughts into place in what the bands think would work best.
13. There should be a working agreement to discuss on going development of the programs and this could be set up as a board with equal representation that could provide the method to help find ideas/solve problems when requested. Also, this set up could see that funds are made accountable.
14. To sponsor recreational events and facilities that empower our youth.
15. To some extent, this support could improve. By educating the leadership on the profound need to address the needs of the future so that the youth have a chance in this life and to have hope that something is in place for them. To promote that education is something to be proud of and supported and not made fun of for those who want to achieve. Respect for each other's accomplishments needs to be developed.
16. It is our intention to make an application for funding in order to ensure that our band members have all the services available to help improve conditions on our reserve.

APPENDIX "L"

DAYSTAR CONSULTATION

1. Through the tribal council, they have access to a court worker and a probation officer, but see the former only on court days, when he has a client.
 - Have had a fine option worker for a long time.
 - NNADAP worker;
 - Correctional Service of Canada promised a long time ago to get a service provider.
 - Mediation services provided, but not used to date—not needed.
 - Have access to a youth worker.
2. The programs are not working well; it is hard sometimes to get access to tribal workers, hard to contact them. The band ends up doing the work.
 - There are no clear-cut jurisdictions between Corrections, Social Services, etc.; none of them match.
3. Services should be offered by First Nations.
 - More networking including (FSIN and) Sask Justice, and tribal council.
 - The band often gets told contradictory things by the tribal council and Sask Justice.
 - The alternative measures program is having difficulty getting restitution because of a lack of financial resources. The program is not creative enough to seek other avenues of restitution.
4. Funding is a priority issue. Governments expect First Nations to provide services without money.
 - Follow-up services for inmates are needed for when they return to the community. Reintegration and cleansing ceremonies upon return would also be good for them.
5. Ongoing training and upgrading workers' skills – keep up with ongoing changes.
(Had inquest into an offender who hung himself in correctional facility. Darren was lawyer for family, and helped Elders get answers to questions not satisfied by facility.)
 - They need to know procedures for inquiries into members' deaths; who to contact, etc.
 - During a visit to PA correctional centre, an elder's bag was taken, and when he got it back, it was missing \$77. He still hasn't got any money back.
6. The justice unit has links to ICFS, the NNADAP worker, CHR, and the Home care worker.
7. Regarding reintegration, they would have a community meeting. The band most likely would respond favourably. Small band is about 350, 125 on reserve.
8. The justice unit does not have enough staff. Chief and council often offer support, but not enough dollars.
 - The band has no specialized staff; with current workers, there is only so much they can do; they are pushed to their limits of knowledge and expertise.
9. Not really, but justice worker knows and understands it.
10. There is a very big concern with youth; they're continuously in trouble with law. No programs to keep them occupied, no recreational programs.
 - A recreational program (structured and ongoing); i.e. taking kids to movie.
 - The band had meeting with Sask Justice and MLA on youth on Oct. 15, 1998; turned ugly; turned into a First Nations-bashing session. Stereotyping.
 - A structured sports program; those in sports does it on their own. Used to have rec volleyball, bowling.
 - Adults need to volunteer their time more.
 - They need more money for activities—same people keep donating.

11. Community could take over probation through CJC/PMB (5 members, one from each First Nation in the agency.)
 - A more proactive active approach is needed—community could deal with minor crimes (B&Es) themselves. (Compensation and apology to victim). Alternatives measures program is having a hard time getting restitution because of lack of money.
12. Governments should provide program dollars; it is too hard now to give First Nations responsibility but no money to accompany it.
 - Provide training.
 - Do education workshops.
13. They have links with Sask Justice and Sol Gen, occasionally; DSS and RCMP (family services worker), on regular basis, Legal Aid, Sask Pen, PA Correctional Centre—goes to visit members once/month.
 - They also visit out-of-province cases (social cases), which can be difficult sometimes because the Social Services in Alberta is different from Saskatchewan. Alberta is changing its policy pertaining to child welfare.
14. FSIN could provide ongoing assistance – information dissemination, channelled to First Nations.
 - A visit from Chief Bellegarde and Executive is needed; the band sees the MP and MLA more than him.
 - Technicians are sent too often; they can't make decisions, they don't have authority.
 - The FSIN could increase support for justice and corrections through resolutions at the Legislative Assembly, and through governance.
15. They have all the support from chief and council that he can get.
16. People from the reserve did attend residential school. They would like information on it from Grant Severight. Funding information packages sent to First Nations.
 - NCPI – the tribal council is planning to submit proposals. One proposal will be geared towards youth. Other proposals will be for a mental health therapist, healing workshops, and support groups.

APPENDIX "M"

YORKTON TRIBAL COUNCIL CONSULTATION

- 1,2, & 3. YTC offers alternative measures, mediation, diversion, and have developed generic plan for intensive community support providers—probation officers, judicial interim release for Young Offenders.
 - Cowessess offers alternative measures.
 - All First Nations have a justice committee.
 - YTC has a Justice Commission that promotes the First Nations to progress at the same pace; it has been in place for three years.
 - The YTC Justice unit has signed a service agreement with CSC regarding s.81 and s.84 programs.
 - The Justice Committees have all received training in Resolving Conflict Constructively as well as Introduction to Mediation, through Sask Justice.
 - The Justice Committees have attended Community Justice Forum Training, provided by the RCMP. The committees will now be providing the mediation services for on-reserve cases.
 - One has a PMB, another is in the works.
 - First Nations have community service providers.
 - YTC offers court worker services and the assistance of community development workers.
4. They plan to do an evaluation of the CBJI programs in operation—community evaluation.
 - Cote's CJC is going well, it just got new members. The problem is getting dollars for programs. There is lots of interest and ideas. They want to get more sentencing circles going, especially for Young Offenders.
 - The First Nations have been instrumental in the development of all policies at the tribal council Justice Unit.
 - The Justice committees have developed terms of reference and conflict of interest guidelines for their own use.
 - Cowessess's CJC is working well, working on things for community-based justice initiatives. They are trying to get proposals together.
 - Another band has some involvement but needs more from community members. They want to develop their own policy, because still working under Sol Gen's policy for probation.
5. They need more funding; YTC is close to being maxed out in terms of contributions from Sask justice and Sol Gen. The funding from them hasn't matched the growth.
 - First Nations need more say in policy development, authority to develop their own policies. We need our own laws and policies and then to have them recognized by the court systems.
 - Criteria guidelines for justice programs and sources of funding are too narrow. Our definition of justice is a different interpretation from that of Sol Gen.
 - Cooperation of judges to invoke and use Aboriginal Restorative justice initiatives and alternative measures.
 - Cooperation similarly of the RCMP to honour PMB agreements.
 - Governments and organizations don't recognize new organizations or committees re: justice.
6. More funding is a priority.

A lack of recognition of First Nations policies and procedures. Need FSIN and AFN help to push for recognition.

Government departments are the biggest roadblock, if First Nations policies don't go in the same direction as theirs.

Other government agencies tend to shoot down First Nations policies and ideas, particularly when they pertain for request for funding. They don't recognize sovereignty. First Nations need to set up own court system own laws, with solidarity as Indians first.
7. YTC has taken an integrated approach—holistic approach, that is cited in all proposals and submissions. Envisioning such in intensive community support personnel. They are in the process of

developing an integrated service delivery model. Funding is the big hindrance, as well as of recognition of First Nations people as resources, such as elders, not recognized by departments.

8. Cody has a member who is serving a sentence, and the band is interested in finding out more about s.84; they've had requests, so the band is open to the idea.
Cowessess is hesitant to pursue s. 84 due to lack of information. But they want to assume more community justice services in the healing mode.
9. YTC hasn't had time to delve into the area of community corrections, therefore hesitant to answer. Also, Sol Gen/Correctional Service of Canada hasn't done its policy on CCRA sections, likely did the sections without thinking of where the funding was going to come from.
Level of progress in First Nations corrections depends on the band's level of healing from the residential school trauma, depends on empowerment—wanting to disregard Indian Act in favour of treaties.
The establishment of the Justice Commission at the YTC level will promote them to progress at the same pace.
10. Lack of funding is the main obstacle.
Previous absence of justice commission—lack of coordination at central level; should improve now.
The policies that YTC has to adhere to: rehabilitation and healing vs. punishment and deterrence.
11. They have regular justice committee meetings, and have started regular justice commission meetings once a month.
12. YTC has made informal links to CSC, Sol Gen, Sask Justice, RCMP, crown prosecutors, DSS.
13. Communication—they do regular reports for funding purposes, and as the need arises.
14. Yes, e.g. NCPI.
15. Yes, the First Nations have been informed of the sections of the CCRA.
Cote's justice workers know about the sections, but not its chief and council.
Cowessess is aware and informed chief and council.
Another band is aware of it, but hasn't informed chief and council.
16. No.
Cowessess and Yorkton Asst. Justice Coordinator are waiting for a response to their question about a payment schedule under s.84, possibly \$50/month. Fred Chester said Gerry would be sending them the information.
17. Some First Nations have preventative strategies such as drug awareness/education campaigns.
Diversion programs needed for kids at risk, as opposed to after the fact, when they have to plead guilty.
They want to integrate with band level programs.
Cowessess is trying to establish a youth recreation centre, to be run by youth.
It would have been good to have the ICFS worker respond.
18. Governments should have minimal involvement, just funding. Initiatives should be undertaken by chief and councils.
19. Minimal involvement.
- 20 & 21. FSIN should take major role—help secure funding.
FSIN should ensure that tribal council and First Nation policies are consistent with FSIN policies on justice.
Set up a Clearinghouse of information, sharing information and experiences of other First Nations.
Provide training of trainers.

22. The northern bands and the southern bands.

25. Training is needed.

Familiarization with *CCRA*, implications of the sections; with resources available within own bands and at YTC (social services, health, housing...).

They need to become familiar with the political climate; e.g. animosity with SGEU—worried about Indians taking over the system.

26. Governments should provide funding.

Follow-up/updated meeting on *CCRA* sections, particularly for First Nations leadership.

Fund a trip for justice commission to visit the institutions to visit with their members incarcerated.

27. FSIN should provide political advocacy. See 26.

Other:

More discussion type meetings involving both the FSIN workers and government reps.

APPENDIX "M1"

COTE CONSULTATION

1. A fine option program;
 - Fort Pelly RMCP on-reserve policing;
 - Corrections service provider – parole supervision, incl. bail supervision; anger management conditions, monitoring bracelet cases.
 - a CJC and PMB;
 - Drop-in centre open from after school to 11 pm;
 - Youth worker – working with youth in conflict with the law, after the fact;
 - Recreation worker – preventative;
 - Elders in council at the school;
 - On-reserve addictions outpatient program at Saulteaux healing and wellness centre, works in conjunction with NNADAP on reserve, and with the three bands in area.
 - ICFS, based in Keesokoose;
 - Brighter Futures, through tribal council;
 - Cultural camps and youth survival camps;
 - Court worker through tribal council;
 - Alternative measures program; through tribal council;
 - Targets all ages mostly
 - Mental health therapist visits twice a week;
 - Elders' participation;
 - One sentencing circle, which came from another jurisdiction; have not received one from this area.
 - House arrests, for adults.
 - Broken Wing program involving inmates visiting schools to give their life stories.
2. Creates better communication between offenders and victims.
 - Good management of cases; offenders are following the rules.
 - Creates more awareness of justice and corrections.
 - Creates better fairness regarding crimes; not just rushed off to court and jail.
 - Offenders given a lot of space to rehabilitate themselves; offered breaks, which some take and some don't..
 - Youth now have a voice regarding crimes, an advocate, rather than having to involve DSS.
 - Has created better protection.
 - The program workers are starting to co-operate with each other.
3. Lack of proper funding.
 - lack of qualified personnel, human resources.
 - Lack of community involvement; also, need more community vigilance against crimes.
 - Lack of facilities – youth justice.
 - These programs need to be advertised better to the community.
 - Victims services, possible a counsellor.
4. Funding for prevention of criminal activities.
 - court systems are rigid, won't give up power, won't allow sentencing circles—judges, police, prosecutors. First Nations need more control over sentencing. The system needs to be more supportive of Aboriginal issues and initiatives.
 - Racism within system as a whole.
 - Taxpayers are protected and prosecuted more lightly, whereas Indians are policed and prosecuted harder, more rigidly.
 - Individuals who are willing to make amends to the community.
 - Other issues: victim support; offender restitution; violence (spousal, youth).
 - Dangerous offenders released to the community without community's knowledge.

5. They need a youth justice program in school to educate the youth about the law and court system, and about their rights.
 - More involvement of inmates coming to reserve to talk to youth about life in prison (more Broken Wing inmate participants).
 - Educate youth on Young Offenders Act – Robert Stevenson used to do this, but he's gone back to province.
 - General justice issues workshops.
 - Need a stronger dialogue between CSC and the community.
6. Links to the youth worker and recreation co-ordinator, NNADAP and Sauteaux program, mental health therapist, Brighter futures/health. Welfare worker is not involved, and has not been involved as far as anyone can remember—not interested, just hands out cheques.
 - Need an interagency group here, especially to deal with child welfare. There used to be one, a long time ago, which would meet regularly. Need better communication. Confidentiality is an issue.
7. Community has been really receptive to the idea of offender reintegration; have collected many support letters for an inmate who is applying under s.84. Need more education for leaders on CCRA. The suggestion was made that it should be done on a pilot project basis first. More dialogue on this subject within the community should take place.
8. Lack of funding is the main obstacle.
 - Lack of facilities.
 - Lack of authority to assume control of corrections by First Nations.
 - Too many restrictions in policies and acts, e.g. CCRA.
 - Trying to get CJC recognized by attorney general; have submitted letters, but no response yet. A lot of departments don't recognize CJs.
 - Training – youth and youth justice workers, court workers, probation workers, counselling.
 - Not enough community support.
9. Community isn't really educated about CCRA, some CJC members know, some don't. They need more seminars on it. Most of the members who do know about it are in jail.
 - Cote has 14 members at Sask pen, a high number. They are interested in reintegrating members.
10. More crime prevention and awareness.
 - More community involvement with youth, including the RCMP.
 - A qualified social worker to work with the youth.
 - More youth programs, beyond recreation: cultural, counselling services, justice, family oriented, personal development. Get ahead of them before they get into trouble.
 - Develop a specific class on crime prevention and justice. Not so much after the fact.
 - Peacemaker program (Peacekeepers Program?)
11. Youth preventative program – educate youth on judicial system and consequences.
 - A Healing Lodge for residential school survivors to deal with issues.
 - Introducing speed limits on reserve roads.
12. Information.
 - Funding – with flexible guidelines and criteria, so that holistic healing and restorative justice can take place.
 - Acknowledgement.
 - Acknowledgement of treaty – the right to self-government.
 - The legal authority to control programs.
13. Links to DSS, court worker, RCMP, probation services (provide corrections services provider with funding).
 - National Aboriginal Justice Learning Network are willing to do workshop on setting up a justice office on reserve, but want band to fund this workshop. No links to Sask Justice or CSC.

14. Information

- funding
- Training for people to carry out justice positions.
- Need training for CJC, have had it for PMB.
- Political support for gaining more sentencing circles from jurisdiction.
- More visits to communities to deal with and educate on issues.
- FSIN could lobby MPs when First Nations are negotiating with Canada.
- One participant suggested more direct funding to First Nations; the FSIN skims too much off the top for administration.

15. Chief and council have not been too supportive, financially. Putting all pressure on councillor with the justice portfolio. No financial support, but political support for all programs. Have a BCR to provide support and keep politics out of justice area. Justice portfolio is the only one without a budget. Need a BCR supporting s.84. Everything done voluntarily, with no office. FSIN could lobby for more funding with MPs, especially for funding off-reserve members; 2800-2900 membership, 1600-1700 on reserve.

16. (In 1998-99) NCPI forced the band to partner with the other two bands and supposedly ordered by FSIN to partner with Kamsack or else have their proposal turned down: Cote/Keeseekoose/Key First Nation proposal, thru PMB, sent to Wendy Stone. Bands refused to partner with Kamsack. Racial division. No one came to pow wow (4 whites).

- Cote has a Residential school sector and a board; submitted proposal to AHF for a healing lodge. Sauteaux Healing and Wellness Centre submitted proposal to AHF for residential program.

APPENDIX "M2"

COWESSESS CONSULTATION

1. Cowessess has access to Court workers.
 - Mediators, diversion, sentencing circles organized out of YTC; work mostly with Young Offenders, but are available to adults. Most resource people come from YTC.
 - Counsellors on reserve. YTC also uses the reserve's resource people.
 - A Justice board (7 people).
2. All programs are working well.
3. Response time could be better, not only in immediate response, but also in simply dealing with the problem. Current system works against victim.
 - They need to increase awareness, sense of community responsibility.
 - More community involvement; most members are involved, but could have more.
4. Drug and alcohol problem with youth.
 - They need more programs for youth.
 - They need to make sure that women and elders are protected and taken care of, and have a full voice in community matters.
 - Vandalism of community buildings, car theft, sex assaults, usually substance related.
5. They want to put together pamphlets on crimes. Draw attention to helping both offenders and VICTIMS. They want to make the offender accountable for his actions. Under Peacekeepers program, want to have offenders ride with them to get perspective from victims. Therefore, they need reference materials to incorporate.
 - "Broken Wing" program – inmates share testimony of life in prison with schoolchildren.
 - They need information on the CCRA.
 - Clarification of residential school healing fund for inmates, who are calling about fund uses.
 - Materials on sexual abuse for victims—help them realize it's not their fault.
 - Information on training avail through governments; e.g. setting up bylaws.
6. The band is strengthening links between health, housing, justice, counselling, more so through the Peacekeepers program. Health and Education are already working closely together, and lands and justice will be working more closely due to a claim. Dennis communicates with the councillors holding the portfolios regularly.
7. Band survey and meeting has resulted in the justice worker and Justice Board being given direction to work towards building a standalone police force, and to work towards healing offenders, not keeping them behind bars.
8. Lack of funding is the main obstacle.
 - They have all the dedicated resource people that they need. When Dennis took over file, he had no money to start boards, etc. For the Peacekeepers program, they have applied for grants, including the National Crime Prevention Initiative.
 - Jurisdiction is a major concern. Governments have a hard time letting go; lack of faith in First Nation's ability to take responsibility. Too paternalistic.
9. The justice worker hasn't presented information on S. 81 and s. 84 to community. He has spoke to a few people on the sections. Community members are concerned about s. 84; they need to have more information, especially about funding, responsibility.

10. Youth don't have any activities or programs right now. YTC came and looked at a building, and are planning to renovate it as a youth centre. They want to get youth involved so that they have sense of ownership. They could start peer counselling if they want.
 - Ride-Along Program with the Peacekeepers, especially for those who have committed minor crimes.
 - In the past two years, the school has started some extracurricular sports—volleyball and basketball. Hockey is off reserve. They would like to see a youth complex built, including a hockey rink (for whole community's use).
 - They would like to start an auxiliary of the Peacekeepers for kids to learn handgun/rifle safety, managing interpersonal relationships, to meet requirements if kids want to get into justice area.
 - They would like to start employment skills program—resumes, interviews, etc.
11. Peacekeepers Program has been approved in one funding area for \$50K; will get details at end of month, got through the NCPI. They hope to have some codes and bylaws set up in near future, and also develop policies on how to help victims and offenders, and to make sure women and elders are taken care of. As part of this program, would like to set up own court system, through a tribunal of elders. They would utilize community's resource people. Elders' decision would reign.
 - They would like to be more involved with education; not enough kids going to college, and they are the future leaders.
12. They would like First Nation's justice to be considered sovereign. They would like to be able to collaborate with government departments on equal partnership, maintain good relations, share programs. They realize the band can't handle major crimes yet—no crime labs, etc.
13. RCMP and their Aboriginal Policing, Sask Justice - Provincial Aboriginal policing (Don Bird), NCP Centre, FSIN Director of Policing; Susan Joli-Maxie of DSS (as needed by both). The Policing units have been trying to set up a PMB, a tripartite agreement.
14. Political support is the biggest need from FSIN for Cowessess right now—vindication of their proposals, direction, etc. Right now, Policing seems to be pushing tripartite agreements first with the RCMP to come in a police the reserves, as opposed to supporting the establishment of tribal policing. Want RCMP only to deal with the major crimes, not the misdemeanors. Cowessess has talked to RCMP about the role they'd like to play in on-reserve policing. Major crimes only, but good working relationship with them.
 - The FSIN should share and disseminate information, reference materials.
15. Chief and councils are pretty supportive, BCR was signed for the Peacekeepers program and for going for funding. Land claims should be ratified this year, so land codes will be put in place.
16. They will be applying for residential school healing fund because the First Nation has a lot of survivors. Want to build an Elders' lodge, especially for off-reserve Elders. Re: the NCPI, they are applying for Peacekeepers' program, to all three sub-funds.

