

Métis Nation Governing Assembly (MNGA)

Resolutions on Transparency, Accountability and Sustainable Support for Chartered Communities

Submitted to the Métis Nation Governing Assembly
for inclusion on the agenda of the February 2026 MNGA

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Submitted by:
Miki'siw Métis Association

Supported by:
Fraser Valley Métis Association
Boundary Métis Community Association
Salmon Arm Métis Association

Cover Letter

Dear Members of the Métis Nation Governing Assembly,

Chartered Communities are the frontline of Métis Nation British Columbia (MNBC). They deliver programming, support citizens, manage volunteers, administer funds and carry much of the day-to-day work of governance in communities across the province. The attached resolution package has been developed to support that reality.

These resolutions are not about restructuring MNBC's constitutional framework, nor are they about limiting the authority of the Board or administration. They are about clearly defining what MNBC is already required to do, and ensuring that those obligations are carried out in a consistent, transparent and accountable way in support of Chartered Communities.

MNBC's Constitution establishes the Métis Nation Governing Assembly (MNGA) as the governing legislative body of the Nation and requires regular reporting, audited financial disclosure and clear accountability relationships between MNBC and its affiliated bodies. The Constitution also recognizes the central role of Chartered Communities through Community Governance Charters, which are intended to define political and financial accountability between MNBC and Chartered Communities.

MNBC's Strategic Plan further acknowledges that Chartered Communities are under-resourced, carry significant volunteer and administrative burden and require improved communication, transparency and capacity support. The plan commits MNBC to strengthening Chartered Community support, improving reporting, building core organizational capacity and developing sustainable fiscal frameworks.

The resolutions in this package are designed to give practical effect to those existing commitments.

Specifically, the resolutions:

- Clarify and standardize financial reporting so Chartered Communities can clearly see how funds approved for their benefit are allocated, paid and administered, regardless of funding stream;
- Establish fair and consistent compensation and honoraria frameworks that recognize the work communities are required to do to deliver funded programs;
- Provide independent audit and organizational oversight to ensure resources intended for communities are flowing efficiently and transparently;
- Create an unmistakable and enforceable mechanism to track and report on whether MNGA directives are implemented;
- Increase transparency around workforce, administrative spending and procurement so community resources are used responsibly; and
- Require clear reporting on assets, program outcomes and long-term revenue strategies, and ensure strategic plans are transparent about resource implications and how progress will be measured.

Each resolution is intentionally drafted to be clean, stand-alone and operational. Together, they form a coherent governance package focused on transparency, accountability and sustainable support for Chartered Communities.

Where appropriate, the resolutions also establish clear mechanisms to ensure MNGA directives are tracked, implemented and publicly reported.

These resolutions do not introduce new constitutional authorities. They sit squarely within MNGA's existing legislative role and give structure to obligations MNBC has already articulated in its Constitution, Acts, Board policies and Strategic Plan.

We offer this package in the spirit of collaboration, accountability and shared responsibility, with the goal of ensuring that Chartered Communities are properly supported to continue the essential work they do on behalf of Métis citizens.

Respectfully submitted,
Tom Adams, President
Miki'siw Métis Association
On behalf of participating Chartered Communities

Appendix A: Framing Note – Financial Transparency and Governance Usability for Chartered Communities

This appendix is provided to clarify the governance intent and rationale underlying Resolution 1: Financial Transparency, Disclosure and Reporting.

MNBC's audited financial statements can be technically correct, compliant with Canadian Generally Accepted Accounting Principles applicable to not-for-profit organizations and professionally audited, and still fail to meet the practical governance needs of Chartered Communities.

This is not an accounting problem. It is a governance usability problem.

Audited financial statements are designed primarily to meet the needs of auditors, regulators and accounting professionals. They are not designed to support community-level governance, program planning or funding accountability.

When it is stated that MNBC already provides audited financial statements, that statement can be accurate while still missing the core issue. Audited financial statements do not answer the questions Chartered Communities need answered in order to carry out their responsibilities effectively.

Audited financial statements typically present consolidated information, including total revenues by broad category, total expenses by functional area and organization-wide financial results, supported by notes written for accounting interpretation. They do not typically present information in a way that shows how funding flows to individual Chartered Communities or how approved funds are administered at the community level.

Specifically, audited financial statements do not generally show how much funding was approved for each Chartered Community, how much was actually paid, when payments were delayed or withheld, what conditions are attached to specific funds, how board discretionary funds are allocated, how program dollars flow across Chartered Communities or how year-end balances relate to community-level approvals.

In practical terms, audited financial statements show what MNBC spent in aggregate. They do not show what Chartered Communities experienced. As a result, Chartered Communities are not routinely provided with clear, standardized information showing what funding was approved for them, what was paid, when payments were made and what conditions applied. In the absence of consistent Chartered Community-level reporting, significant differences can exist between Chartered Communities in funding amounts, timing and treatment without being visible, comparable or readily explainable. This limits the ability of Chartered Communities to understand their own funding position, to compare experiences across Chartered Communities and to assess whether funding is being administered equitably and consistently.

The governance principle underlying Resolution 1 is that Chartered Communities are entitled to understand how funds approved for their benefit are administered, not only whether MNBC's books balance at year end. This principle is consistent with fiduciary duty and stewardship under non-profit accounting standards, MNBC's constitutional obligation to support and be accountable to Chartered Communities and MNBC's Strategic Plan commitments to improved communication, transparency and community capacity support.

Resolution 1 does not seek forensic accounting, alter accounting standards or interfere with the audit process. It seeks decision-useful information that allows Chartered Communities to understand funding approvals, payments, timing and conditions in a clear, standardized and comparable way.

Resolution 1 addresses this governance gap by requiring standardized reporting templates, disclosure at the Chartered Community and funding-stream level, reconciliation to audited financial statements and explanations for material variances, delays or reallocations. These requirements are intended to make existing financial information usable for the people MNBC is constitutionally required to support.

Audited financial statements are necessary, but they are not sufficient. They are not designed to show Chartered Community-level funding flows or to support planning by Chartered Communities. Resolution 1 is intended to complement, not replace, MNBC's audited financial reporting by ensuring that financial information is transparent, meaningful and accessible to Chartered Communities.

Proposed MNGA Resolutions

Resolution 1: Financial Transparency, Disclosure and Reporting

Be it resolved that the Métis Nation Governing Assembly directs Métis Nation British Columbia to implement a standardized financial transparency and reporting framework that applies to all funds paid, allocated or administered by MNBC for the benefit of Chartered Communities, regardless of funding source, internal classification or delivery mechanism, including but not limited to Chartered Community Funding, board-discretionary funding, program-based funding, flow-through funding and any other MNBC-controlled funding streams.

This framework shall include:

- Annual public disclosure of total compensation paid to all elected officials, executives, directors and committee members;
- Standardized financial reporting to all Chartered Communities using approved templates, including approved budgets, actual expenditures and variances, provided at least twice annually, with authority retained by MNGA to require more frequent reporting as capacity permits, and with the first report delivered within one fiscal quarter of adoption of this resolution;
- Annual disclosure, by Chartered Community and by funding stream, of all funds paid or allocated, including amounts approved, amounts paid, timing of payments, purpose, conditions and current status;
- Annual disclosure of all restricted, unrestricted, deferred, unspent, reallocated and returned funds, including purpose, conditions and status;
- Mandatory reconciliation of all departmental, program-level and funding-stream financial summaries with audited financial statements, including written explanations for all material variances and reclassifications;
- Quarterly reporting on liquidity, unrestricted cash, deferred revenue movements and material cash obligations; and
- Confirmation that all financial statements and reporting are prepared in accordance with Canadian Generally Accepted Accounting Principles applicable to non-profit organizations.

Be it further resolved that MNBC shall make any consequential amendments necessary to legislation, policies, procedures or internal financial frameworks to accurately implement the requirements of this resolution.

Resolution 2: Compensation, Remuneration and Standardized Honoraria Framework

Be it resolved that the Métis Nation Governing Assembly directs Métis Nation British Columbia to develop and implement a single, comprehensive compensation and remuneration framework that includes:

- Standardized, province-wide honoraria and per diem rates for all MNBC committees, tables and working groups, with per diem rates aligned to those used by the Government of British Columbia and adjusted, where appropriate, for high-cost or peak-season locations;
- A consolidated compensation policy covering elected officials, directors and executives, including salary bands, travel and accommodation standards;
- Explicit recognition and compensation for administrative, reporting and implementation work required of Chartered Communities by federal and provincial funders; and

- Demonstrated alignment of compensation and remuneration practices with the MNBC Strategic Plan through the annual budget and reporting process.

Be it further resolved that MNBC shall make any consequential amendments necessary to legislation, policies, procedures or internal compensation frameworks to accurately implement this resolution, and that the framework be presented to MNGA for review and endorsement within twelve months.

Resolution 3: Independent Audit and Organizational Oversight

Be it resolved that the Métis Nation Governing Assembly directs Métis Nation British Columbia to establish strengthened independent audit and organizational oversight, for the purpose of supporting transparency, accountability and capacity for Chartered Communities, by requiring:

- An external audit and review conducted by an independent third party examining recent fiscal years of Chartered Community funding flows, including timeliness, transparency, compliance and any withheld or delayed amounts;
- Inclusion within the audit scope of an organizational efficiency review across MNBC departments and functions, assessing alignment with core mandates to support communities and citizens;
- Benchmarking of executive and senior management salary bands against comparable provincial, regional, local government and Indigenous governance organizations of similar scale;
- Identification and reporting of work generated by paid MNBC personnel that is delivered or implemented by unpaid Chartered Community volunteers, including how such work is communicated and assigned; and
- Public reporting of audit findings, recommendations and management responses to MNGA and all Chartered Communities, in a format that clearly identifies impacts and implications for Chartered Communities.

Be it further resolved that MNBC shall make any consequential amendments necessary to legislation, policies, procedures or internal frameworks to accurately implement the requirements of this resolution.

Resolution 4: Governance Accountability and MNGA Directive Enforcement

Be it resolved that the Métis Nation Governing Assembly establishes clear and enforceable governance accountability by directing:

- The creation of a Governance Accountability Committee deriving its authority directly from MNGA, composed primarily of Chartered Community representatives, with a defined mandate, term and reporting relationship to MNGA;
- That, as an initial priority, the Governance Accountability Committee shall review existing governance assessments and reports relevant to MNBC governance and accountability, including *A Governance Review of Métis Nation British Columbia* (<https://www.mnbc.ca/media/2802>), and determine any additional information required to fulfill its mandate;
- That the sole mandate of the Governance Accountability Committee shall be to monitor, track and publicly report on the implementation status of all resolutions and directives duly adopted by MNGA;
- Development and maintenance of a publicly accessible resolution tracking mechanism that records each MNGA resolution, actions taken, current status and outstanding items;
- Regular reporting by the Governance Accountability Committee to MNGA and Chartered Communities on compliance, delays and non-implementation of MNGA directives;

- Authority for the Governance Accountability Committee to require written responses from MNBC leadership where MNGA directives have not been implemented within approved timelines; and
- Provision of adequate and dedicated financial and administrative resources to support the operations, reporting and public disclosure functions of the Governance Accountability Committee.

Be it further resolved that MNBC shall make any consequential amendments necessary to governance legislation, policies, procedures or internal legislation and budgeting frameworks to give full effect to the authority and functions established by this resolution.

Resolution 5: Workforce, Payroll, Administrative Spending and Procurement Controls

Be it resolved that the Métis Nation Governing Assembly directs Métis Nation British Columbia to strengthen workforce and spending accountability by requiring:

- Annual public reporting of total workforce headcount, including salary bands and disclosure of individual salaries for all personnel and elected representatives earning more than \$75,000 per year;
- Defined caps on administration, travel, legal, meetings and consulting expenditures, expressed as a proportion of total organizational spending and disclosed annually;
- Annual publication of a comprehensive procurement, contractor and vendor ledger listing all contractors, consultants and suppliers, including aggregate payment totals;
- Maintenance of a public registry of agreements, contracts and memorandums of understanding, including date, scope, purpose, location, value and term; and
- Adoption of transparent procurement policies aligned with core British Columbia public-sector procurement principles, adapted to MNBC's governance role.

Be it further resolved that MNBC shall make any consequential amendments necessary to legislation, policies, procedures and procurement frameworks to implement this resolution.

Resolution 6: Capital Assets, Program Outcomes, Revenue Strategy and Strategic Alignment

Be it resolved that the Métis Nation Governing Assembly directs Métis Nation British Columbia to strengthen long-term sustainability and strategic accountability by requiring:

- Full public disclosure of all idle or underutilized capital assets and land holdings, including operating plans and timelines for use;
- Annual outcome reporting for all major programs, including programs exceeding five million dollars, with clear objectives, measures and results;
- Development and publication of a rolling three-year economic development and own-source revenue strategy; and
- Formal MNGA review and opportunity for comment on multi-year strategic plans prior to adoption, including disclosure of anticipated resource implications, any governance or policy changes required to support implementation, and the measures that will be used to track progress against the strategic plan over its term.

Be it further resolved that MNBC shall make any consequential amendments necessary to strategic planning and reporting frameworks to give effect to this resolution.

Appendix B: Plain-Language Guide to MNGA Resolutions

This appendix explains each resolution in plain language to support understanding by Chartered Community leadership, members and delegates. The explanations describe what each resolution is intended to do and why it matters. The resolutions themselves remain the authoritative governance directions.

What the Resolution Does	What This Means in Plain Language
Resolution 1: Financial Transparency, Disclosure and Reporting	
Establishes standardized financial reporting for all funds administered by MNBC for the benefit of Chartered Communities, regardless of funding source or delivery method.	Chartered Communities should be able to clearly see, in plain non-technical language, what funding was approved for them, what was paid, when it was paid and under what conditions, no matter which program or funding stream was used.
Requires regular, standardized financial reporting to Chartered Communities, with reporting provided at least twice annually and authority for MNGA to require more frequent reporting where appropriate.	Chartered Communities should not have to wait a full year to understand their funding position. Regular reporting supports planning, program delivery and early identification of issues.
Requires public disclosure of compensation paid to elected officials, executives, directors and committee members.	This provides transparency about how leadership and governance roles are compensated.
Requires disclosure of restricted, unrestricted, deferred, unspent and reallocated funds.	Chartered Communities can understand what money is available, what is delayed, what is restricted and what has been moved or returned.
Requires reconciliation of program and Chartered Community-level reporting with audited financial statements, with explanations for material differences.	The information Chartered Communities receive should match the audited statements, with clear explanations where it does not.
Requires quarterly high-level reporting on liquidity and cash position.	This gives Chartered Communities visibility into MNBC's overall financial position without replacing audited financial statements.
Resolution 2: Compensation, Remuneration and Standardized Honoraria Framework	
Directs MNBC to develop a single, province-wide framework for honoraria, per diems and compensation.	People doing similar work across the province should be treated consistently, rather than different rules applying in different places.
Includes elected officials, directors and executives within the framework.	Leadership compensation is addressed openly and consistently.
Recognizes administrative and reporting work carried out by Chartered Communities.	The unpaid work Chartered Communities do to deliver programs and meet reporting requirements is acknowledged as real work with real costs.
Requires the framework to align with the Strategic Plan and be brought to MNGA for review within twelve months.	MNGA will have an opportunity to review whether compensation practices support long-term goals and fairness.
Resolution 3: Independent Audit and Organizational Oversight	
Calls for an independent audit and review of recent years of Chartered Community funding flows.	An outside reviewer will examine whether funding intended for Chartered Communities was paid in full, on time and according to agreed terms.

Includes an organizational efficiency review within the audit scope.	This looks at whether MNBC's internal structure supports Chartered Communities effectively or creates unnecessary barriers.
Requires benchmarking of executive and senior management compensation.	This checks whether compensation levels are reasonable compared to similar organizations.
Requires identification of work delivered by unpaid Chartered Community volunteers that originates from MNBC operations.	This makes visible how much work is being downloaded onto volunteers so it can be addressed appropriately.
Requires public reporting of audit findings to MNGA and Chartered Communities in a usable format.	Chartered Communities should be able to understand how the findings affect them, not just see technical audit language.
Resolution 4: Governance Accountability and MNGA Directive Enforcement	
Establishes a Governance Accountability Committee reporting directly to MNGA and composed primarily of Chartered Community representatives.	Chartered Communities have a formal role in ensuring MNGA decisions are followed through.
That, as an initial priority, the committee will review existing governance assessments and reports, including <i>A Governance Review of Métis Nation British Columbia</i> .	The committee starts with existing governance work already produced for MNBC, so it can move quickly and avoid duplicating past reviews.
Sets the committee's sole mandate as monitoring, tracking and publicly reporting on the implementation of MNGA resolutions and directives.	This committee does not manage operations. Its job is to make implementation visible and ensure MNGA decisions are not stalled or forgotten.
Requires a publicly accessible resolution tracking mechanism.	Everyone can see what has been implemented, what is delayed and what remains outstanding.
Allows the committee to request written responses from MNBC leadership.	MNBC is expected to explain delays or non-implementation rather than remaining silent.
Requires that the committee be adequately resourced.	Accountability work is supported properly and not placed on unpaid volunteers.
Resolution 5: Workforce, Payroll, Administrative Spending and Procurement Controls	
Requires reporting on workforce size, salary bands and individual salaries above \$75,000.	Chartered Communities can better understand how staffing and compensation align with priorities and resources.
Requires limits on administrative and professional spending as a proportion of total expenditures.	This supports responsible use of funds and helps ensure resources flow to programs and Chartered Communities.
Requires publication of contractor, vendor and agreement information.	Chartered Communities can see who is being paid, for what purpose and under what terms.
Requires procurement policies aligned with public-sector standards.	Purchasing decisions follow transparent and fair practices.
Resolution 6: Capital Assets, Program Outcomes, Revenue Strategy and Strategic Alignment	
Requires disclosure of idle or underused land and assets and plans for their use.	Chartered Communities can see what assets exist and how they are intended to support the Nation.
Requires outcome reporting for major programs.	This shows whether programs are achieving their intended results, not just spending money.
Requires publication of a rolling three-year economic development and revenue strategy.	This supports long-term sustainability and reduces reliance on short-term funding.

<p>Requires MNGA review and opportunity for comment on multi-year strategic plans prior to adoption, including disclosure of anticipated resource implications, any governance or policy changes required to support implementation and the measures that will be used to track progress against the strategic plan over its term.</p>	<p>A plan without resources is a wish. Chartered Communities and MNGA should be able to see what resources are needed to carry out the plan, what governance or policy changes may be required and how progress will be measured before the plan is finalized.</p>
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Appendix C: Constitutional and Strategic Alignment of MNGA Resolutions

This table summarizes how each proposed MNGA resolution aligns with existing obligations and commitments set out in the MNBC Constitution (September 2025) and MNBC Strategic Plan 2023–2027. It demonstrates that the resolutions give practical, operational effect to existing governance duties and strategic commitments, rather than creating new constitutional authorities.

Resolution	Alignment with MNBC Constitution	Alignment with MNBC Strategic Plan
Resolution 1: Financial Transparency, Disclosure and Reporting	<p>The MNBC Constitution requires MNBC to prepare audited financial statements and to provide financial and activity reporting to the Métis Nation Governing Assembly. It also establishes accountability relationships with affiliated bodies, including Chartered Communities, through Community Governance Charters. Resolution 1 operationalizes these requirements by specifying how financial information must be disaggregated, reconciled and shared so that Chartered Communities can meaningfully understand how funds approved for their benefit are administered, without altering accounting or audit standards.</p>	<p>The Strategic Plan commits MNBC to improved transparency, clearer communication and strengthened support for Chartered Communities. Resolution 1 supports these commitments by requiring standardized, comparable financial reporting that enables planning, equity and accountability at the Chartered Community level.</p>
Resolution 2: Compensation, Remuneration and Standardized Honoraria Framework	<p>The Constitution anticipates the development of governance policies and frameworks to support elected officials, committees and effective leadership. Resolution 2 aligns with this authority by directing MNBC to formalize compensation and honoraria practices within existing governance and policy-making powers.</p>	<p>The Strategic Plan acknowledges the administrative and volunteer burden carried by communities and emphasizes fairness, respect and sustainability. Resolution 2 supports these commitments by recognizing Chartered Community administrative work and promoting consistent, transparent compensation practices aligned with strategic priorities.</p>
Resolution 3: Independent Audit and Organizational Oversight	<p>The Constitution establishes audit, reporting and oversight as core governance functions of MNGA and authorizes the creation of committees and oversight mechanisms. Resolution 3 exercises this authority by directing independent review of funding flows, organizational efficiency and workload distribution affecting Chartered Communities.</p>	<p>The Strategic Plan emphasizes effective use of resources, accountability and organizational efficiency. Resolution 3 aligns with these commitments by requiring independent assessment of whether MNBC's structures and practices are supporting communities as intended.</p>

Resolution 4: Governance Accountability and MNGA Directive Enforcement	The Constitution establishes MNGA as the legislative authority of MNBC and provides for accountability for the implementation of MNGA resolutions and directives. Resolution 4 gives practical effect to this authority by creating a formal, resourced mechanism to track, monitor and publicly report on implementation.	The Strategic Plan identifies the need for clearer governance processes, transparency and follow-through. Resolution 4 supports these commitments by ensuring that MNGA decisions are implemented, monitored and communicated in a visible and consistent manner.
Resolution 5: Workforce, Payroll, Administrative Spending and Procurement Controls	The Constitution anticipates responsible stewardship of MNBC resources and transparency in their use. Resolution 5 aligns with this obligation by strengthening visibility into staffing, compensation, administrative spending and procurement practices across MNBC.	The Strategic Plan commits MNBC to responsible resource allocation, improved internal controls and long-term sustainability. Resolution 5 supports these goals by promoting transparency, cost discipline and alignment between spending and organizational priorities.
Resolution 6: Capital Assets, Program Outcomes, Revenue Strategy and Strategic Alignment	The Constitution assigns MNBC responsibility for stewarding assets and resources for the benefit of the Nation. Resolution 6 aligns with this duty by requiring disclosure of asset use, program outcomes and long-term revenue planning, while preserving the Board's role in implementation.	The Strategic Plan emphasizes sustainability, economic development and outcomes-based planning. Resolution 6 gives effect to these commitments by requiring multi-year economic development planning, outcome reporting and transparent linkage between strategic objectives, resource implications and progress measurement.

Closing note

This alignment table is provided for clarity and reference. The resolutions themselves remain the authoritative governance directions of the Métis Nation Governing Assembly.