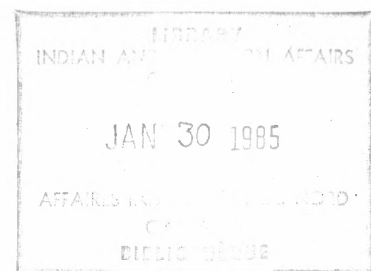


Canada. Department of Indian
Affairs.

Program Support, Minister's
Briefing.

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PROGRAM SUPPORT

MINISTER'S BRIEFING

SEPTEMBER, 1977

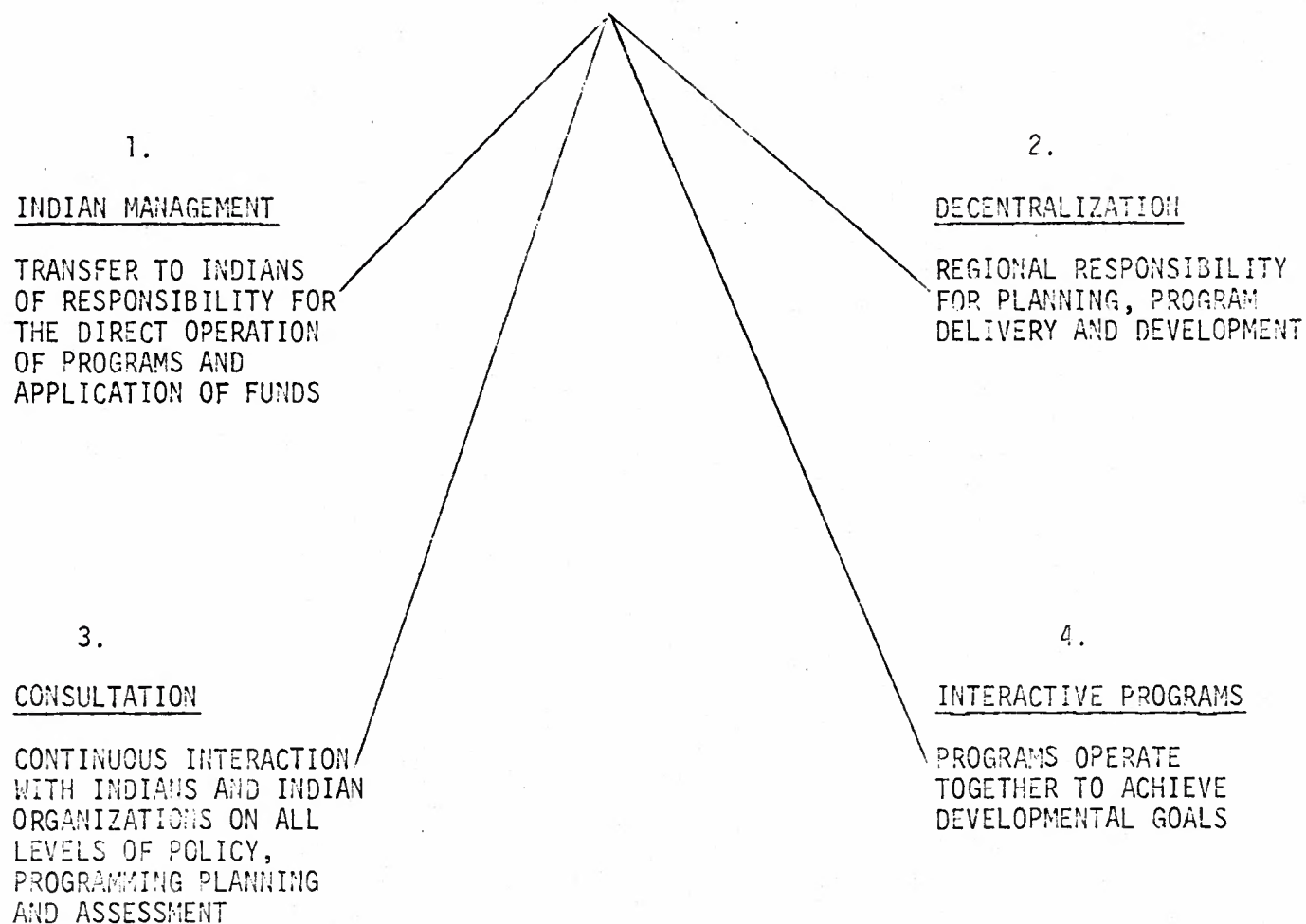
PREFACE

The following briefing material has been prepared to provide:

- a perspective on the components of the Program Support Branch
- a picture of the objectives, activities and resources of the various operating areas in the Program
- a summary of the current issues being addressed in Program Support

1.1 OPERATING PRINCIPLES

(a) FOUR COMPONENTS

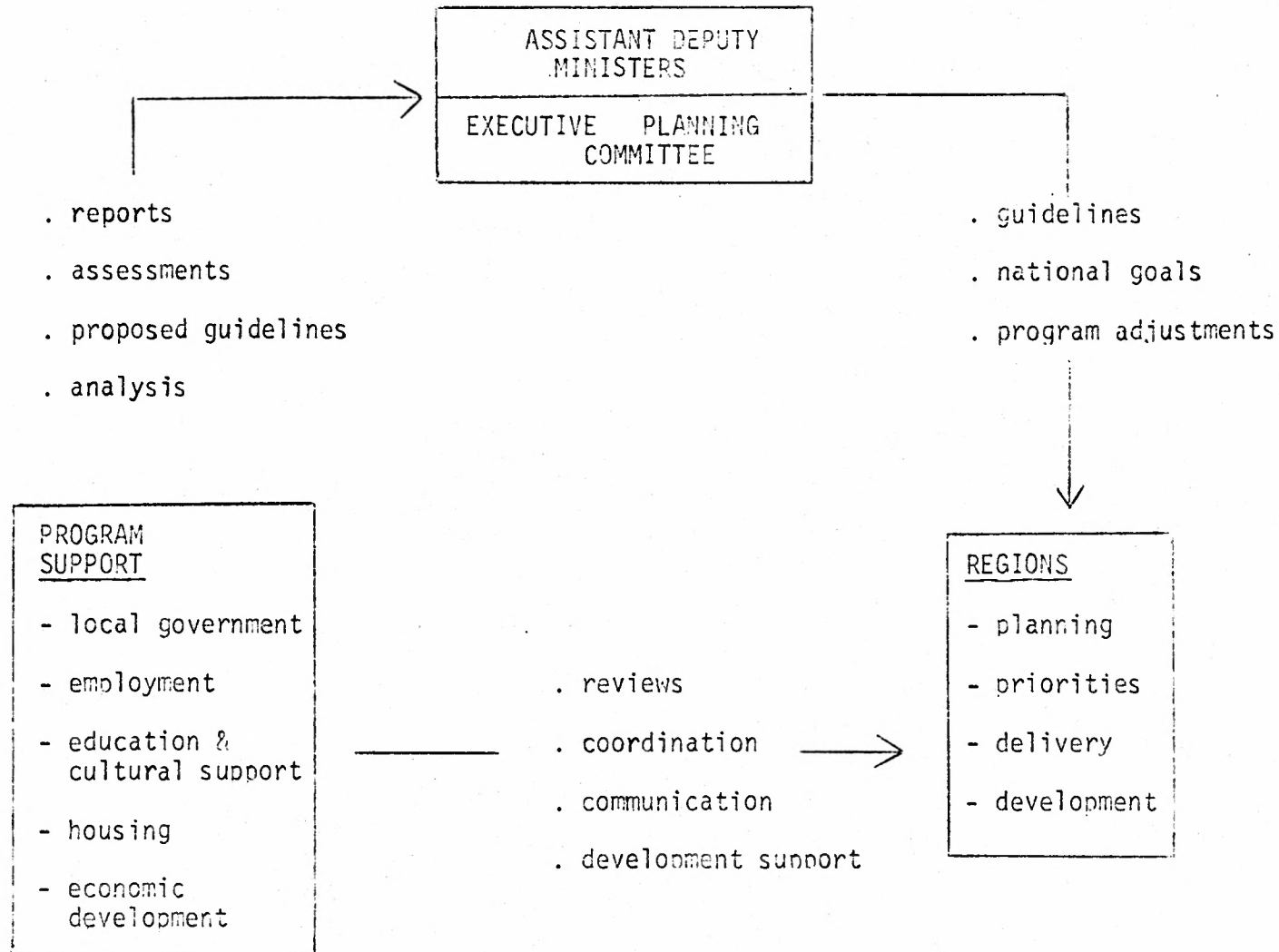


1.1 OPERATING PRINCIPLES

(b) IMPLICATIONS

- * DEVELOPMENTAL EMPHASIS IN PROGRAMS
- * FOCUS ON LOCAL OR COMMUNITY GOVERNMENT
- * INFORMATION SYSTEMS AND ORGANIZATION TO ENSURE
INDIAN INVOLVEMENT
- * EVOLVING PROGRAM AND FUNDING STRUCTURES TO ALLOW
MORE INDIAN CONTROL
- * EMPHASIS ON COORDINATING, REVIEW AND REPORTING
SYSTEMS TO PROMOTE REGIONAL AUTONOMY AND ACCOUNTABILITY
- * ORGANIZATION AND DELIVERY SYSTEMS TO PROMOTE CLOSE
INTERACTION AMONG PROGRAMS

1.2 ORGANIZATION - PROGRAM SUPPORT'S ROLE



1.3 THE ENVIRONMENT

The following tables are intended to highlight specific characteristics of Indians to which the Program must respond.

1.3.1 INDIAN POPULATION

The Indian population in Canada is 288,938 as of December 31, 1976. The geographical distribution is as follows:

British Columbia	53,342
Alberta	34,130
Saskatchewan	43,404
Manitoba	42,311
Ontario	64,690
Quebec	29,580
Maritimes	10,891
N.W.T.	7,409
Yukon	3,181
	<hr/>
	288,938

1.3.2 BANDS

There are 569 Indian Bands in Canada. A breakdown by size follows:

	<u>Number of Bands</u>
Under 500 members	384
500 - 999 members	112
1000 - 2999 members	67
3000 - 4999 members	3
5000 or more members	3
	<u>569</u>

1.3.3

E D U C A T I O N L E V E L S

Although the participation and success of Indian children in the education process has greatly improved in the last years, a continuation of this trend must be achieved.

One factor in reaching for a greater level of success is the increase in Indian cultural content in curricula, others are the employment and training of more Native teachers and greater participation of the Indian community in operation of the Education system through Indian Control of Indian Education.

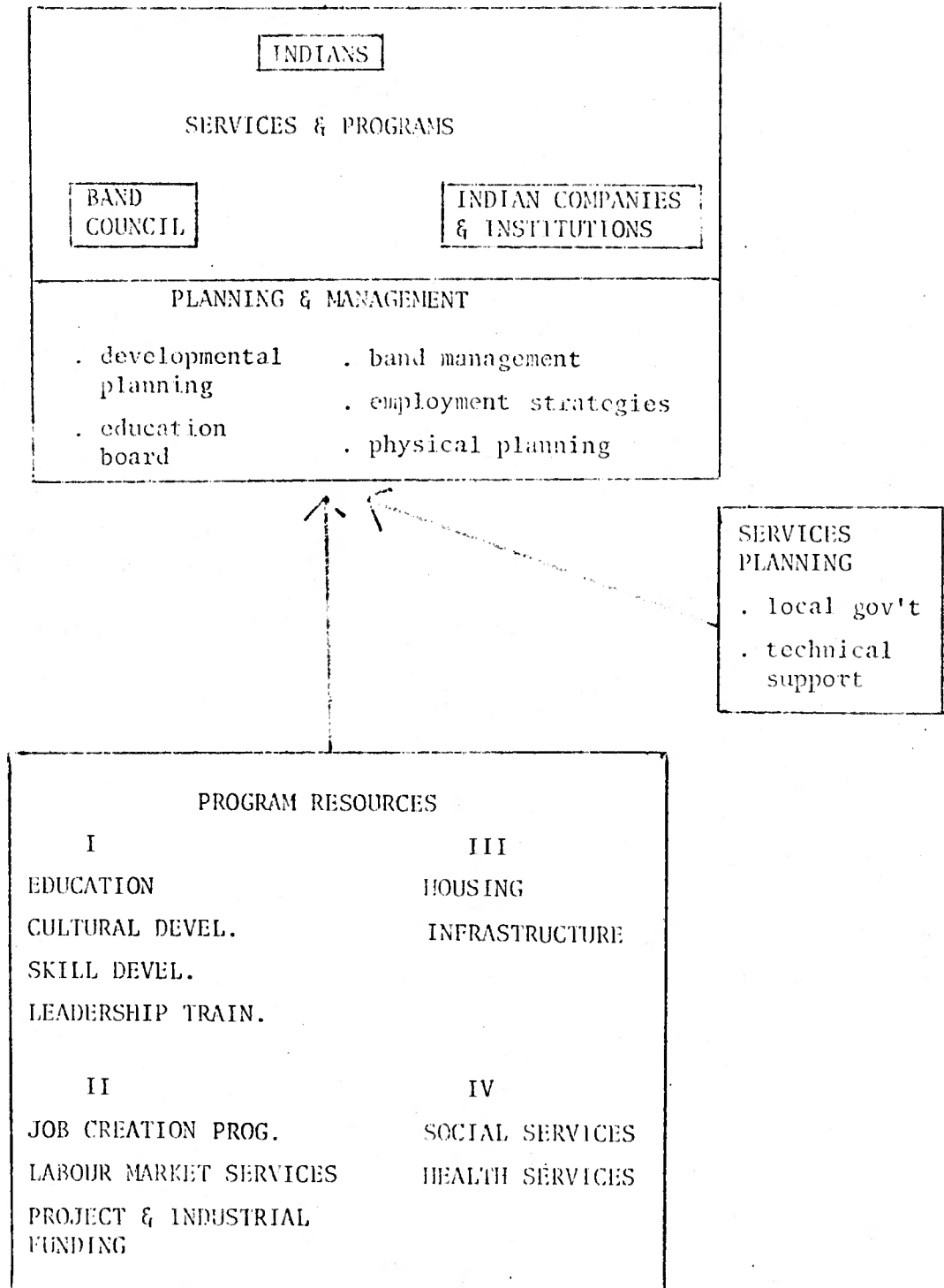
1.3.4

H O U S I N G Q U A L I T Y

The quality of the average Indian house is below the desirable standard for a family in Canada. This affects almost every element of the lives of Indian people and standards must be raised to a more appropriate level which, in turn, will be conducive to an improvement in economic, educational and health-oriented areas of their lives.

1.1 DELIVERY STRATEGY

THE COMMUNITY



1.5 GENERAL ISSUES - PROGRAM SUPPORT

- * DEVELOPING APPROACHES THAT WILL MAKE DEPARTMENTAL PROGRAMS AND SERVICES RESPONSIVE TO INDIAN NEEDS.
- * PROGRAM APPROACHES THAT ARE INTERACTIVE AND MUTUALLY SUPPORTING.
- * TRANSFERRING RESPONSIBILITY AND MANAGEMENT TO INDIANS.
- * DEALING IN THE SHORT RUN AND WITHIN AVAILABLE RESOURCES WITH MAJOR SIGNIFICANT PROBLEMS, SPECIFICALLY:
 - INADEQUATE HOUSING AND COMMUNITY SERVICES
 - UNEMPLOYMENT
 - INCIDENCE OF DISEASE
 - INCREASED PARTICIPATION
 - REINFORCING CULTURAL IDENTITY
 - ENVIRONMENTAL IMPACT OF OFF-RESERVE PROJECTS
- * MEETING INDIAN NEEDS IN A VARIETY OF SITUATIONS, PARTICULARLY SERVICES TO OFF-RESERVE INDIANS.
- * MAINTAINING CLOSE INTERACTION WITH INDIAN ORGANIZATIONS, PARTICULARLY N.I.B.

Transfers to Bands - Costs Implications

When programs are transferred to Bands, the Department invariably encounters increased costs. Many of these costs appear to be unavoidable, particularly during a period of transitional management, and should be accepted by the Department as an integral part of the normal transfer process.

For example, the transfer of a program or a part of a program to a band does not always mean the total elimination of a requirement for staff at District or Regional level for that element of the program. The reason for this is because there are undoubtedly other Bands who have not opted for control of their program, and who as a consequence must continue to obtain services from the Department.

In addition, because of inexperience in operation of a program, Band staff must be permitted a period of adjustment before they are able to achieve a high degree of efficiency in operating the program. During this adjustment period costs are higher than under Departmental administration and probably higher than after the Band has gained experience in the operation of the program.

EDUCATION

2.1 OBJECTIVES & SERVICES

OBJECTIVE

To develop policies and programs with Indians and deliver services which will meet the objectives of the Minister's educational mandate in the Indian Act and which will promote:

- a) Cultural Identity
- b) Indian Control of Indian Education

in line with the principle of parental responsibility in education as enunciated in the N.I.B. paper, "Indian Control of Indian Education".

SERVICES

To Achieve this objective, services and funding is provided for:

- primary & secondary education
- support in post-secondary education
- support in vocational training
- cultural development programs
- skill development & adult education

2.2 DELIVERY COMPONENTS

Elementary & Secondary Schooling

Student Residences & Group Homes

Counselling

Post-Secondary including Teacher Training

Vocational & Adult Education

Cultural Centres

Cultural Development Programs

Curriculum Enrichment

Native Languages

Education Committees

Band Training

EDUCATION

Issues

1. Continuing transfer of federal school facilities and programs to Indian Bands will result in higher costs than we would encounter under departmental administration.
2. Student Residences decreasing in number and in population:

	<u>Number of Residences</u>	<u>Number of Students</u>
1968-69	60	8,516
1976-77	20	2,598
1981-82 (Projection)	13	1,681

3. Capital Program costs are increasing dramatically due to Indian requests for schools to include community facilities.
4. In the Post Secondary area, trends are indicating that we will be asked to provide direct financial support to Universities, Community Colleges, etc. in addition to our present support to students.
5. Pressure is increasing to expand the Cultural Centres program. This is difficult because of other priorities for our limited resources, but any expansion contemplated should be designed to reach more Bands and a greater degree of co-ordination between centres is also needed.
6. Band Training and Skill Development activity must be accelerated if we are to keep pace with the transfer of programs to Band administration.

COST TRENDS
INDIAN TAKEOVER OF PROGRAMS

The takeover of Qu'Appelle (Saskatchewan) Student Residence is an example of the cost escalation encountered when facilities and programs are transferred.

Qu'Appelle Student Residence					Gordon's Student Residence			
Year	Budget	Expenditures	Number of Students	Cost per Pupil	Budget	Expenditures	Number of Students	Cost per Pupil
71-72	462,460	462,460	218	2,121	318,034	318,034	159	2,000
Above costs are for operating under Departmental administration. Following costs are for operating under Indian control								
73-74	481,400	506,300	206	2,457	332,000	395,600	158	2,503
74-75	532,900	687,052	211	3,256	383,700	442,181	157	2,816
75-76	739,500	812,132	200	4,060	477,300	487,528	156	3,125
76-77	873,100	1,010,100	170	5,941	472,300	586,219	158	3,710

Gordon's (Saskatchewan) Student
Residence continues to be
administered by the Department

2.3 ELEMENTARY AND SECONDARY EDUCATION PROGRAM

Areas of Responsibility

1. By Statute (The Indian Act) the education of all Indian children resident on Reserve or Crown Land in Canada between the ages of 6 to 16 through the elementary and secondary school levels.
2. Carrying out this responsibility under a general policy of Indian control of Indian education.

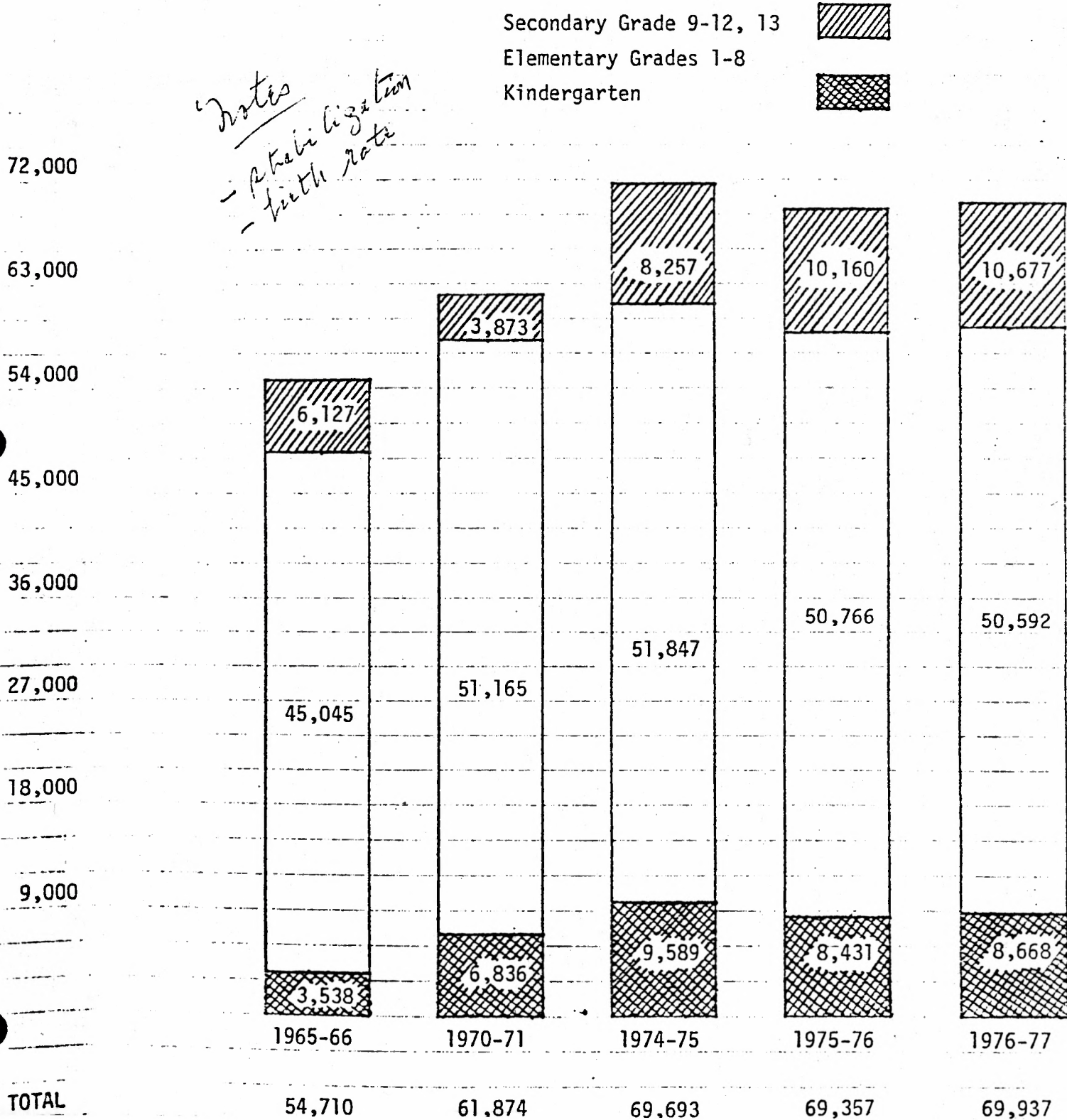
This requires the provision of the following services.

- a) Operation of a Two-Year Kindergarten Program.
- b) The education of approximately 35,000 Indian children chiefly at the elementary school level in federal and Indian operated schools.
- c) Providing for the education of an additional 38,000 Indian students at the Elementary and Secondary school levels through contractual arrangements with provincial and private school authorities.
- d) The operation of student residences, group homes and a boarding home program for students unable to attend school from their homes.
- e) All related student support services (noon lunches, transportation, counselling, curriculum adaptation, etc.).

2.3.1

REGISTERED INDIAN STUDENTS

DISTRIBUTION BY GRADE GROUPING



2.3.1

ENROLMENTS 1972 TO 1977
(FEDERAL AND NON-FEDERAL SCHOOLS)

	<u>FEDERAL AND BAND-CONTROLLED</u>	<u>PROVINCIAL AND PRIVATE</u>
1972-73	29,497	41,912
1973-74	31,391	39,374
1974-75	31,350	38,343
1975-76	32,046	37,311
1976-77	32,774	37,163

2.3.2 ELEMENTARY & SECONDARY SCHOOL COSTS

	<u>FEDERAL SCHOOLS</u>			<u>NON-FEDERAL SCHOOLS</u>		
		Percentage Difference			Percentage Difference	
1972-73 (actual)	\$23,399,242			\$31,261,178		
1973-74 (actual)	29,073,070	+24%		35,658,663	+14%	
1974-75 (actual)	35,635,894	+22%		45,270,856	+26%	
1975-76 (actual)	38,912,019	+ 9%		54,783,149	+21%	
1976-77 (actual)	51,405,024	+32%	(overspent)	72,361,851	+32%	
1977-78 (budget)	47,255,000	- 8%		66,389,100	- 8%	
1978-79 (forecast)	47,336,000	0%		67,267,100	+ 1%	

* trailing off school att.

2.3.3 ISSUES & ACTIONS

ISSUE

- 1) Procedural problems in relation to the implementation of this aspect of the policy are being experienced.
- 2) Legal status of bands
- 3) The Minister retains his responsibility for education after transfer to a band.

Factors

These include such things as:

- 1) The necessity for more widespread training of bands and band staff in the operation of education programs;
- 2) financial negotiations with bands and the development of the resultant agreements between the Department and bands;
- 3) the existence of over 600 agreements between the Department and provincial school authorities for the education of Indian children in provincial schools;
- 4) PSAC concerns when band takes over teacher hiring.

Initiatives and Activities

- 1) The main step being taken is the "working out" of guidelines for both the Department and bands related to the local control of the band programs. These guidelines have not yet been accepted by the Indian people.
- 2) Arrangements are being made with individual bands on the basis of either "letters of understanding" between the Department and the bands or band council resolutions outlining the understandings and approved by the Department.

Up to the present, 29 bands in five regions have taken over control of their programs on this basis and arrangements are underway for all of the Bands in the James Bay area to take over the operation of their schools in a similar manner.

Future Trends

Related to this move and as an indication of future trends is the fact that over 200 bands at present administer some portions of their education programs.

2.3.3 ISSUES & ACTIONS (cont'd)

ISSUE

Attendance of Indian Pupils at Provincial Schools

Approximately 40,000 Indian pupils attend provincial and private schools under contractual arrangements between this Department and provincial and private school authorities. The contractual arrangements in most cases involve capital contributions by the Department to provincial and private school authorities towards the construction of school facilities to accommodate Indian pupils.

A number of Indian bands have been requesting the construction of federal schools in their reserves to accommodate Indian children for whom accommodation has already been arranged by contract with provincial and private school authorities.

Factors

- a) While the Department agrees that it is desirable that the Indian children attend school as close to their homes as possible - the contracts are firm and the Department's position has been that there can be no duplication of capital expenditure for the construction of school facilities (i.e. a federal school cannot be constructed for Indian children for whom provincial or private school accommodation has already been provided by contract).
- b) Even if the contracts could be terminated with a reimbursement of contributions from provincial and private agencies - the reimbursements would fall short of the expenditures required to replace the facilities at today's construction costs.

Initiatives and Activities

The Department has been encouraging Indian Bands to participate in the negotiation of "tuition agreements" with provincial and private school authorities for the provision of educational programs especially adapted to the cultural background of Indian children (i.e. Inclusion to the curricula of material related to Indian culture, language, history etc.).

Future Trends

More requests for duplication of facilities are expected and the Department's position on non-duplication of facilities will become increasingly more difficult to maintain.

The Department's position has been expressed many times orally and in writing at all levels including the ministerial level. Copies of examples are attached.

- a) Letter of August 10, 1973 - Minister to all Chiefs.
- b) Letter of December 21, 1973 - Minister to all Chiefs.
- c) Letter of March 27, 1974 - Minister to all Regional Directors
- d) Letter of April 25, 1977 - Assistant Deputy Minister to Regional Director General - Manitoba.

2.3.3 ISSUES & ACTIONS (cont'd)

ISSUE

The provision of high school education on reserves.

Factor

In many cases there would be such small enrolments at the secondary level that it does not appear feasible to provide the secondary education for them on the reserve in a way (staffing, physical facilities, etc.) that would adequately meet the educational needs of the students.

Initiatives and Activities

- 1) This matter is at present being reviewed by Departmental staff and with the Indian people so that the goals of both in this area can be clarified and met to the extent that human and financial resources can be made available (for example, if the review indicates a full-scale program of high school construction on reserves, we do not see its implementation as being possible in the foreseeable future in view of the capital funds that we anticipate will be available).
- 2) In the meantime, proposals are being examined on an individual basis and in some cases, bands are having their school programs on reserve extended to include Grade 10 and higher but on an experimental basis and the continuation or extension of them will depend on an evaluation of the programs by the Indians and Departmental officials and on the outcome of the review previously mentioned.

Future Trends

The future trends in this area are indicated by the requests referred to for the extension of the Education program on some reserves to include the Grade 10 level and higher.

2.3.3 ISSUES & ACTIONS (cont'd)

ISSUE

Demands by Indian Bands (and political pressures) for the construction of elaborate federal schools. This issue is amplified by rapidly increasing construction costs.

Factors

- a) Indian Bands under the general umbrella of the National Indian Brotherhood's policy of "Indian Control of Indian Education" are demanding elaborate school facilities - large gymnasias for small enrolments, specialized resource areas (language, culture, adult education etc.).
- b) Treasury Board is applying pressure on the Department to keep its construction costs to a minimum and is requiring long analysis periods for each project which naturally cause delays with the construction project which in turn bring pressure from Indian Bands and Indian Organizations.

Initiatives and Activities

In cooperation with Treasury Board and with the Indian people, the Department is striving to reach an overall construction formula (in relation to enrolments and program needs) which will meet the requirements of the Indian Bands and at the same time will enable the Department to carry out its school construction program within the financial constraints laid down by Treasury Board.

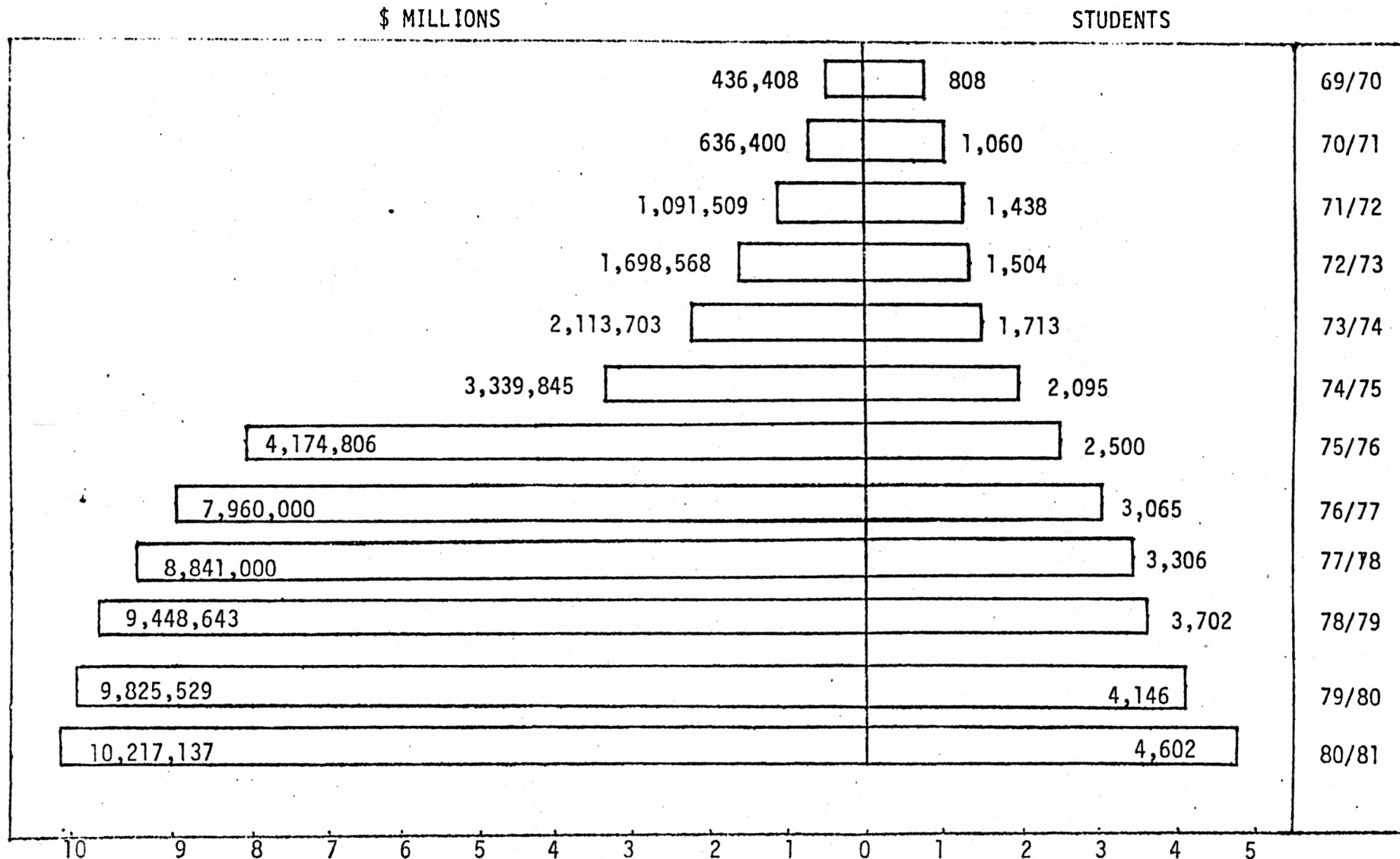
Future Trends

- a) Continued pressure for high cost school construction.
- b) Cost sharing of construction of community school facilities (i.e. cost sharing between this Department, the Department of National Health and Welfare and other agencies to provide for community facilities - adult education, community recreation, Band Training, etc.).

2.4 POST-SECONDARY EDUCATION

The purpose of the Post-Secondary Education Program is to provide financial and counselling assistance to Indian youth and adults who are able through post secondary training to enhance their employment potential and who will be in a position to provide leadership and professional input into local control programs.

2.4.1 UNIVERSITY, TEACHER TRAINING AND OTHER PROFESSIONS



NOTE: Student populations shown for years prior to 1976/77 have been adjusted mathematically to accommodate a more restrictive definition of the population to be reported.

2.4.2 ISSUES

- 1) In 1969-70 there were 808 Indians enrolled in University and Professional courses. In 1976-77 this enrolment had increased to 3,065. Increased retention rates at the high school level, which will produce more high school graduates, and the mature student admissions policies in various Canadian universities, produce a realistic projection for 1980-81 of 4,602 students enrolled in this program.
- 2) Increased costs in tuition and maintenance of students have been experienced over the past 4 years and are expected to continue for the foreseeable future or until inflationary pressures are diminished.
- 3) Special programs have been established in Education, Law and Social Work by Universities and Colleges, and although the programs have proven to be professionally successful, costs have increased dramatically. These special programs in conjunction with the Cultural Education Centres Program have at least in part, led to the development of Indian managed post-secondary institutions such as the one at Blue Quills and the proposed Federated College at the University of Regina. The basic issue here is the requirement to pay the full institutional cost of the programs which are specially provided for Indian students.

FACTORS

- 1) University and Professional Training increases the employment opportunities for Indian people as well as the potential for success in the local control of programs providing services to

2.4.2 (Continued)

Indians. These opportunities are presently reducing the costs of social programs and will continue to do so in the future.

- 2) Increased enrolments combined with increased costs per student presently create and will continue to create budgetary difficulties for the Program. This problem would be reduced if Post-Secondary Education were to be designated as an "uncontrollable" budget item, thereby making it eligible for price and volume increases.
- 3) The success of local control of Education and other developmental programs will, to a large extent, depend on the success of the post-secondary education program.
- 4) The mobility of Indian people to areas of high employment within Canada, will be accelerated by a dynamic post-secondary program.

ACTIVITIES

Program activities within the post-secondary education program are related to the provision of professional counselling and social family counselling as well as to the provision of funds for the payment of tuition, books, supplies and maintenance of students. In the 1976-77 fiscal year, the post-secondary education budget was \$7,960,000. Budget for the current fiscal year, 1977-78, is \$8,841,100.

2.4.3 ACTION PLAN

- 1) A new policy for providing post-secondary educational assistance to Indians has now been developed in consultation with Indian people and is ready for submission to Treasury Board.
- 2) Program staff are negotiating with universities and cultural education centres regarding funding support for special programs particularly in the areas of teacher training and paraprofessional training.
- 3) The Program has received a proposal for the establishment of a federated college at the University of Regina which would be controlled and operated by Indian people and which would be funded by the Education Program of this Department. ^{Handwritten: Tully} Treasury Board has recommended that a special budget be established for support of institutions.
- 4) A proposal has also been received to fund an extension service of an existing university to provide special programs in a rural area to Indian people who would be involved in the management and direction of programs.
- 5) The proposals mentioned in numbers 3 and 4 raise not only serious financial implications, but also issues in regard to the provision of post-secondary education and constitutional issues in regard to the direct funding of a post-secondary institution by the Federal Government rather than a Province. These issues are currently being clarified by the Policy, Research and Evaluation Branch.

*should be
for that*

2.5

VOCATIONAL TRAINING

// This is an employment oriented training service which is supplementary to that provided by Manpower. Trainees are sponsored for short and long term training programs which require less than secondary school graduation for admission which are offered by technical institutes, C.E.G.E.P.S. and community colleges. The content of programs can include job skills for immediate employment and remedial academic education for future job skill training. Much of the training is provided in the Indian communities through extension services of the colleges. This program provides training services only when Manpower is unable to provide the required service. During 1976/77, services were provided to 4,048 trainees for an annual budget of \$3,586,700.

2.6 ADULT EDUCATION

Adult education is a community oriented service initiated by Indian people to assist them in improving their standard and quality of life. It is a process through which adults may acquire new skills allowing them to make efficient adaptations to their rapidly changing socio-economic environment thereby enabling them to participate more effectively in their community. Programs have developed into a service to individuals in response to their needs and the identified needs of their communities. These include functional literacy, skill development, cultural activities, community libraries and a wide range of topics in support of basic community developmental organizations. The 1977-78 budget allocation for adult education is \$5,891,400.

2.6.1 ISSUES

- 1) For the past several years, Adult Education participation has not been actively encouraged in Indian communities. The resultant budget savings have been used to offset unavoidable budget over runs in the Post-Secondary Education Program. As more Bands take over the Continuing Education Programs, increased demands for Adult Education services will probably create new budget pressures.
- 2) Except in selected remote communities, the existing format of Adult Education services are rapidly becoming redundant. Improved productivity at the elementary and secondary levels are rapidly lowering the rate of adult illiteracy among the present adult population. As well, unless future efforts are closely aligned with the new Indian Housing Program, home management skill training may suffer from a lack of a reality context or be viewed by Indian communities to be a patronizing Euro-Canadian intrusion on their privacy.
- 3) Accurate program and financial data on the Adult Education program services are inadequate for planning or evaluation purposes.

2.6.2 ACTION PLAN

- 1) In co-operation with Indian communities and their leaders to develop a new basis for delivery of Adult Education at the community level. It may be expected that the new program formulation will stress the involvement of the total community and the individual adult learners in the process of identifying their learning needs and the best strategies for meeting these needs. The Adult Education process will be presented to the communities as a potential resource for self-development at the community level.
- 2) An effective Management Information System is to be established for the program to permit effective program monitoring, evaluation and planning.
- 3) A submission to Treasury Board will be prepared to acquire specific authorization for the Community Adult Education Program.

CULTURAL PROGRAM

MAJOR ELEMENTS AND BUDGET LEVELS

	<u>1977-78 BUDGETS</u>
Cultural Development	\$93,000
Curriculum Enrichment and Native Languages	\$2,866,300
Cultural Centres	\$5,000,000
Cultural Grants	<u>334,000</u>
	<u>\$8,293,300</u>

2.7.1 CULTURAL/EDUCATIONAL CENTRES

1. GOALS & OBJECTIVES

The Cultural/Educational Centres Program, established under Cabinet authority in July 1971, is designed to provide financial and other supportive assistance to Indian/Inuit people in their attempt to retain their cultural heritage and to make the process of education more relevant to their perceived needs.

2. NATIONAL PARTICIPATION (AUGUST 1977) - 161,659 - 53%

Financial disbursements of the Program (in millions);

<u>Year</u>	<u>Requests</u>	<u>T.B. Authority</u>	<u>Expenditures</u>	<u># of Centres (band/provincial)</u>
1972-77	34.5	26.9	18.8	50

3. BUDGET: \$5,000,000 in Department's Estimates for 1977-78.

2.7.2 1. CURRENT ISSUES

- A. The current Treasury Board authority expires September 30, 1977. *update*
- B. During the extension periods granted by Treasury Board, funding levels have been decreased, and funds for new programs or centres have not been provided.
- C. Some 50% of the registered Indian population are not participating in the program at present, a drop of some 10% since April 1976 because of Treasury Board restraints.

2. ACTION PLAN

- A. A submission to the Governor-in-Council requesting approval of the program as an on-going program has been forwarded to the Minister.
- B. An interim request for three months to December 31, 1977 has been made to the Treasury Board.
- C. Provide opportunity for full participation by registered Native people in the Program.
- D. Assist in the development of Centres' self-sufficiency in terms of human resources both administratively and professionally.
- E. Assist in the establishment and consolidation of regional and national consultative bodies.
- F. Support the Centres in the enlargement of their developmental role both with the Department and the communities they serve.
- G. Implement in co-operation with the National Steering Committee of Cultural/Educational Centres selective decentralization of the Program to Indian/Inuit people.
- H. In order to accomplish the above, there is need to:
 - a) retain the Program as a centralized Program administered by the Department's Education and Cultural Support Branch.
 - b) strengthen joint administrative and development relationships with Centres' Committees.

2.7.3 CULTURAL DEVELOPMENT PROGRAM

Objective

To assist Indian people to strengthen their Cultural identity.

(Sub-Objectives)

1. To ensure that maximum effort is strived for to make the Indian people and the general public aware of the accomplishments of contemporary Indian art.
2. To encourage the development of Indian writers.
3. To provide functional direction to our regions in the administration of the Cultural Grants Program.

Financial

1977-78	- Cultural Development Budget	-	\$195,000
	- Cultural Grants Program	-	\$334,000 - \$80,000 for H.Q.s projects

Current Issues and Work Plan

1. Development of a working relationship paper with the National Indian Arts Council.
2. Maintaining liaison with other Government Departments involved in Cultural Development such as the Canada Council, Secretary of State and External Affairs.
 - a) A working paper on expanding the criteria of the Canada Council.
 - b) Participation in the Visual Arts Committee (External Affairs).
 - c) Development of an Indian Policy committee within the Canadian Museums Association.

2.7.4 CULTURAL ENRICHMENT OF CURRICULUM AND NATIVE LANGUAGE PROGRAMS

Objective

To improve the quality of education available to Indian students of all ages and to assist the students in the reinforcement of their cultural identity.

Current Issues

- (i) There has been a dramatic increase both in the numbers of cultural enrichment projects and native language programs offered in federal and provincial schools, as well as in the Indian parental involvement in the education process over the past 7 - 8 years.

Indications are that this trend will accelerate. As more and more Bands become involved in the management and control of their educational programs, additional \$'s will be required to support curriculum development projects and new native language programs all across Canada.

At the present time, it takes 3 years before projects can be funded regionally. This results in frustration on the part of Indian Bands and a questioning of the credibility of the Department in its avowed support of the program.

- (ii) Subjective evaluation of the enrichment of the school program and the teaching of the mother tongue in the primary grades indicates that this approach is beneficial, both to the children and to the community, but precise measurement tools must be developed to assess the real outcomes of the program.

an evaluation model

Action Plan

- (i) A contingency fund of \$500,000 should be established to enable bands to initiate projects as soon as they indicate they have completed their planning and are ready to proceed with the implementation. Access to the contingency fund would be for 2 years, until Regions can fund the projects from their A level allotments.
- (ii) Officers from the Education and Cultural Support Branch and the Policy, Research and Evaluation Branch, are meeting with two ARD(E)'s (Quebec and B.C.), one provincial Director of Native Education and a curriculum evaluation team from U.B.C. to develop evaluation models and in-house procedures for the identification of the long-range effects of these programs.

BAND TRAINING

2.8 GOALS AND OBJECTIVES

1. The purpose of Band training is to foster the development and growth of local government by providing training to the leaders and staff of Indian and Inuit settlements.
2. Goals of the Band Training Program
 - i) to assist the Bands in the development of a Band definition of local government;
 - ii) to assist the Bands in the identification of features and elements of local government;
 - iii) to assist the Bands in identification of the skills required in the development of local government components;
 - iv) to assist the Bands in the identification, implementation and evaluation of appropriate training in the process of skill development required in i); ii); and iii).

2.8.1 ISSUES & ACTION

1. Band training activities have expanded both in scope and effectiveness over the past three years. As well, the Indian Bands and Inuit communities have become increasingly more involved in the development, implementation and administration of programs. Their leaders and staff, 5,500 in all, have articulated their need for more skills to carry out the responsibilities they have assumed. Consequently, they are expecting the Band Training Program to be able to meet their increasing training needs.
2. In order to enable the field staff to react quickly and effectively to Band training needs, all Band training funds have been decentralized to the Regions.
3. A need exists for courses and training packages for Bands, having immediate and practical application to their situation and needs, to provide skills required for self-government at the community level.
4. A need exists for mechanisms to evaluate the Band Training Program to increase the effectiveness. In addition, the Band Training Program requires a professional resource to act as consultative service on every aspect of the Program.

ACTION PLAN

1. The Band training budgets will be part of regional "A" level submissions and should generally reflect a 30% increase in costs in 1978-79 from the 1977-78 budget of \$2,210,000.
2. The Band Training Unit, Continuing Education in Headquarters will provide the major extra-regional consultative service to regional Band Training Programs by assisting in:
 - the development of regional training plans;
 - course design to meet local needs;
 - evaluating effectiveness of regional Band Training Programs;
 - advising regions on new and creative training processes occurring in other regions.
3. Through the Headquarters Band Training Unit regions will be offered the use of "CENTRAD" in helping them develop training packages in the main areas of Band activity. Packages are already available for Small Business Management and Band Economic Development. Also, in distribution are Basic Education Kits for Adults: Basic Literacy, Learning Individualized

for Canadians (preparation for vocational training), Fluency First, Life Skills, Language Through Recreation, Generic Skills in Reading, Writing, Listening, Mathematics. A program to train facilitators to deliver these courses was developed by the Centre and has been in use by Indian people across the country. In preparation are training packages for Local Government, Housing and Local Control of Education.

2.8.2 REGIONAL ALLOCATIONS - BAND TRAINING

<u>REGION</u>	<u>1975-76</u>	<u>1976-77</u>	<u>1977-78</u>	<u>(Anticipated) 1978-79</u>
Atlantic	\$ 66,076.54	\$ 74,967.52	\$ 130,778.00	\$ 227,553.00
Quebec	96,870.29	190,644.61	197,570.00	205,473.00
Ontario	145,521.66	302,693.00	341,072.00	385,411.00
Manitoba	127,090.37	213,262.21	291,204.00	398,949.00
Saskatchewan	156,485.50	448,687.00*	381,855.00	412,403.00
Alberta	140,183.09	131,743.05	307,071.00	408,404.00
British Columbia	103,067.45	276,409.62	420,663.00	639,407.00
Yukon	23,158.05	32,305.98	52,743.00	85,971.00
Northwest Territories	---	25,394.74	49,039.00	94,645.00
	<u>\$858,452.95</u>	<u>\$1,696,107.73</u>	<u>\$2,171,995.00</u>	<u>\$2,858,216.00</u>

*Includes C.D. Funds (\$160,000)

2.8.3 BAND TRAINING - CATEGORIES

C A T E G O R Y	1 9 7 5 - 7 6		1 9 7 6 - 7 7		1 9 7 7 - 7 8	
	TRAINING DAYS	COST	TRAINING DAYS	COST	TRAINING DAYS	(ANTICIPATED) COST
ocal Government	4,063	\$ 95,753.19	8,739	\$ 267,531.56	11,535	\$ 354,140
and Committees	5,132	135,356.13	34,694	522,156.80	45,796	689,248
and Management	21,517.5	431,345.78	32,925.5	399,060.12	43,461	526,759
itizen Development	1,054	21,349.10	1,269	43,854.97	1,675	57,887
rofessional/ ara-Professional Services	4,226	108,895.06	10,636	261,755.25	14,039	345,516
rotective Services	3,021	31,015.55	4,105	43,613.82	5,418	57,568
esource Management	233	8,453.51	1,832	71,790.08	2,418	94,762
echnical Services	1,105	26,284.63	2,101	86,345.13	2,773	113,975
TOTALS	40,351.5	\$858,452.95	96,301.5	\$1,696,107.73	127,117	\$2,171,995

EDUCATION CAPITAL PROGRAM

2.9 DESCRIPTION

The provision of Education facilities for Indian students by construction of schools on reserves or the provision of spaces in schools operated by Provincial School Boards.

2.9.1 ISSUES

- 1) The interpretation of the policy of Local Control combined with limited retention and success in Provincial schools has resulted in many bands requesting federal schools on reserves.
- 2) Requests for the provision of high school facilities at a time when insufficient facilities are available for primary and elementary grades.

2.9.2 FACTORS

- 1) Construction costs have increased by approximately 40% since 1974 as a result of inflation.
- 2) During 1976-77 fiscal year the Education Capital budget is 30 million dollars.
- 3) The D.P.W. implements programs in excess of 250 thousand dollars.
- 4) Day labour which creates employment for Indian residents has proven to be more costly and less controllable than construction by contract.
- 5) Duplication of Joint school spaces through the construction of Band requested on reserve facilities has been resisted.

2.9.3 ACTIVITIES AND INITIATIVES

Activities

- 1) Funds for construction of schools on reserves have been decentralized to regions.
- 2) Funds for the purchase of pupil spaces in Provincially administered Joint Schools are retained at Headquarters.
- 3) Restructuring of the Engineering and Architectural Branch and the Prairie Design Centre will increase design and implementation capability.
- 4) Funds from DOE and DREE are utilized for construction of infrastructure where projects qualify.

Initiatives

- 1) A review of construction methods has prompted a study of the rise of pre-engineered corrugated (steel) structures which are very satisfactory and cost much less to erect.
- 2) Project management is being utilized. A three year test program has been launched with the P.C.O., D.P.W. and D.I.A.N.D.

Up to the present, 29 bands in 5 regions have taken over control of their programs on this basis and arrangements are underway for all of the Bands in the James Bay area to take over the operation of their schools in a similar manner.

2.9.4. FUTURE TRENDS

Related to this move and as an indication of future trends is the fact that over 200 Bands at present administer some portions of their Education programs.

STUDENT RESIDENCES

ISSUES:

Continued operation of the student residences which in 1977-78 are 20 in number and which cost approximately \$14 million per annum.

FACTORS:

Increased pressure by Treasury Board to discontinue the operation of the residences because of the high unit costs partially due to decreasing enrolments.

program decisions

Agreement by the Department in line with the National Indian Brotherhood's "Indian Control Paper" to have Indian children attend school as close to home as is possible.


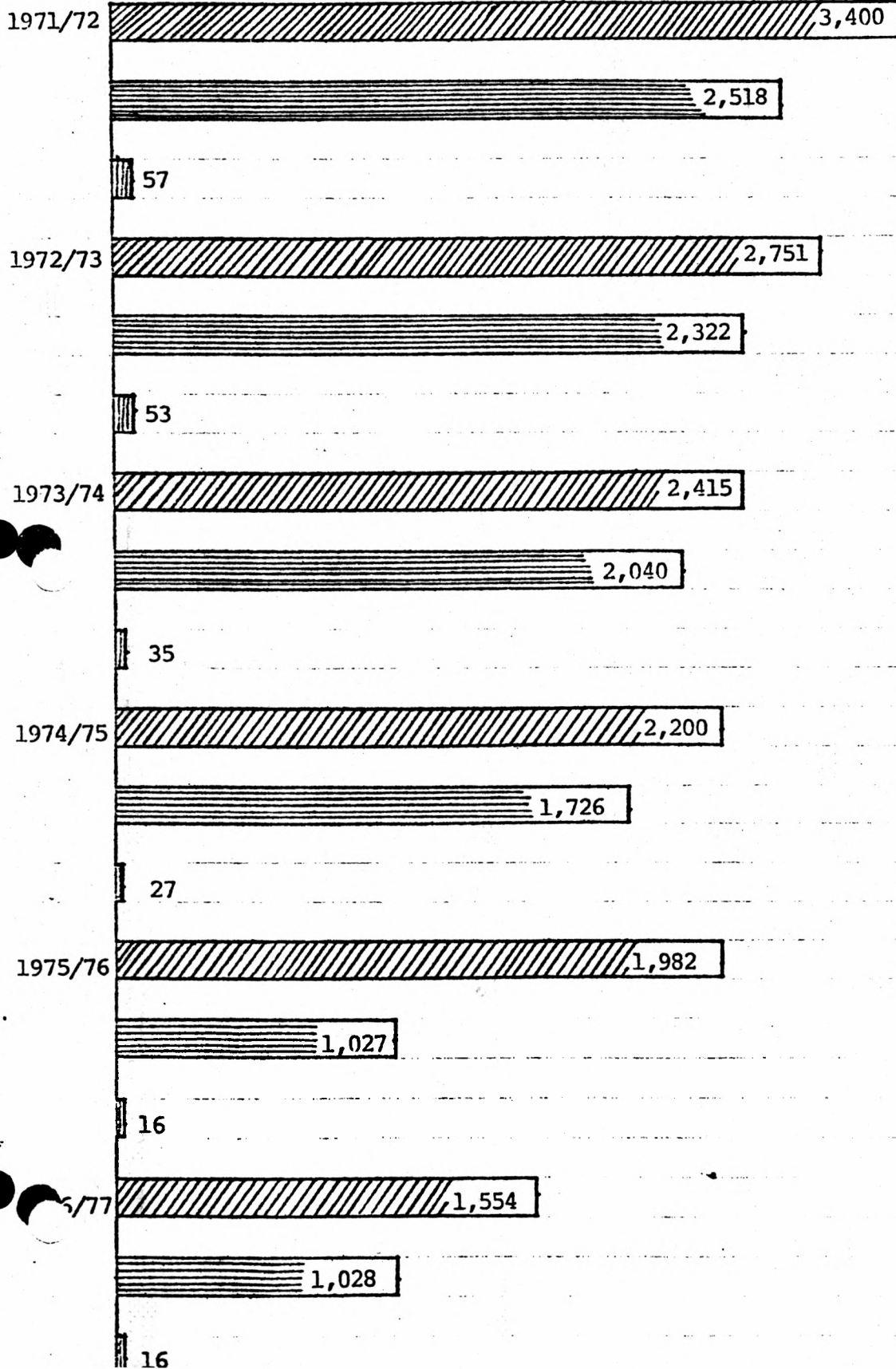
Political pressures, particularly in Saskatchewan, to continue the operation of the student residences.

INITIATIVES AND TRENDS:

The problem has been thoroughly reviewed within the past three months. The review has resulted in the development of a 5-year plan for gradual closures. The plan has been prepared for presentation to Treasury Board.

FUTURE TRENDS:

An expected reduction in the operations of student residences to 13 by 1982. Growth in the establishment of Group Homes is expected.

STUDENT RESIDENCE ENROLMENT
BY CATEGORY EDUCATIONAL SOCIAL MEDICAL

LOCAL GOVERNMENT

5.1 - INTRODUCTION

5.2 - ISSUES

LOCAL GOVERNMENT

PROBLEMS

1. Band Funding
 - deficiencies and restrictions in budget process.
2. Band Councils
 - Legal powers, status and jurisdiction of Band Councils are unclear.
3. Department Responsibilities
 - Changes which occur as Bands achieve Local Government.
4. Policing
 - Rising costs, authority of Band Constables and Indian Associations approach to the Special Constable Program.
5. Child Welfare
 - Delineation of responsibility and concern over placing Indian children in non-Indian homes.

5.1

INTRODUCTION

- 5.1.1 - PHILOSOPHY
- 5.1.2 - OBJECTIVE
- 5.1.3 - FUNCTIONS
- 5.1.A - HISTORICAL BACKGROUND
- 5.1.B - NUMBER OF BANDS MANAGING PROGRAMS
AND DOLLARS MANAGED
- 5.1.C - LOCAL GOVERNMENT BUDGET

5.1.1 PHILISOPHY

INDIAN BANDS HAVE A RIGHT TO A FORM OF SELF-GOVERNMENT.

5.1.2 OBJECTIVE

TO ASSIST INDIAN BANDS IN DEVELOPING EFFECTIVE LOCAL GOVERNMENTS WHICH MAXIMIZE OPPORTUNITIES FOR SELF-DETERMINATION AND LOCAL CONTROL IN CANADIAN SOCIETY.

5.1.3 FUNCTIONS

WHILE LOCAL GOVERNMENT IS MORE A PROCESS AND PHILISOPHY THAN AN ACTIVITY, AS A HEADQUARTERS ORGANIZATION LOCAL GOVERNMENT IS RESPONSIBLE FOR THE FOLLOWING ACTIVITIES, (1) SOME OF WHICH ORIGINATE DUE TO JURISDICTIONAL AMBIGUITIES IN THE BNA ACT:

A - BAND GOVERNMENT

INCLUDES:

- (2) CORE FUNDING
- (3) BAND FINANCIAL MANAGEMENT
- (4) POLICING
- (5) RECREATION

B - SOCIAL SERVICES

INCLUDES:

- (6) SOCIAL ASSISTANCE
- CHILD WELFARE
- REHABILITATION
- CARE OF ADULTS

CHART 5.1.A - HISTORICAL BACKGROUND

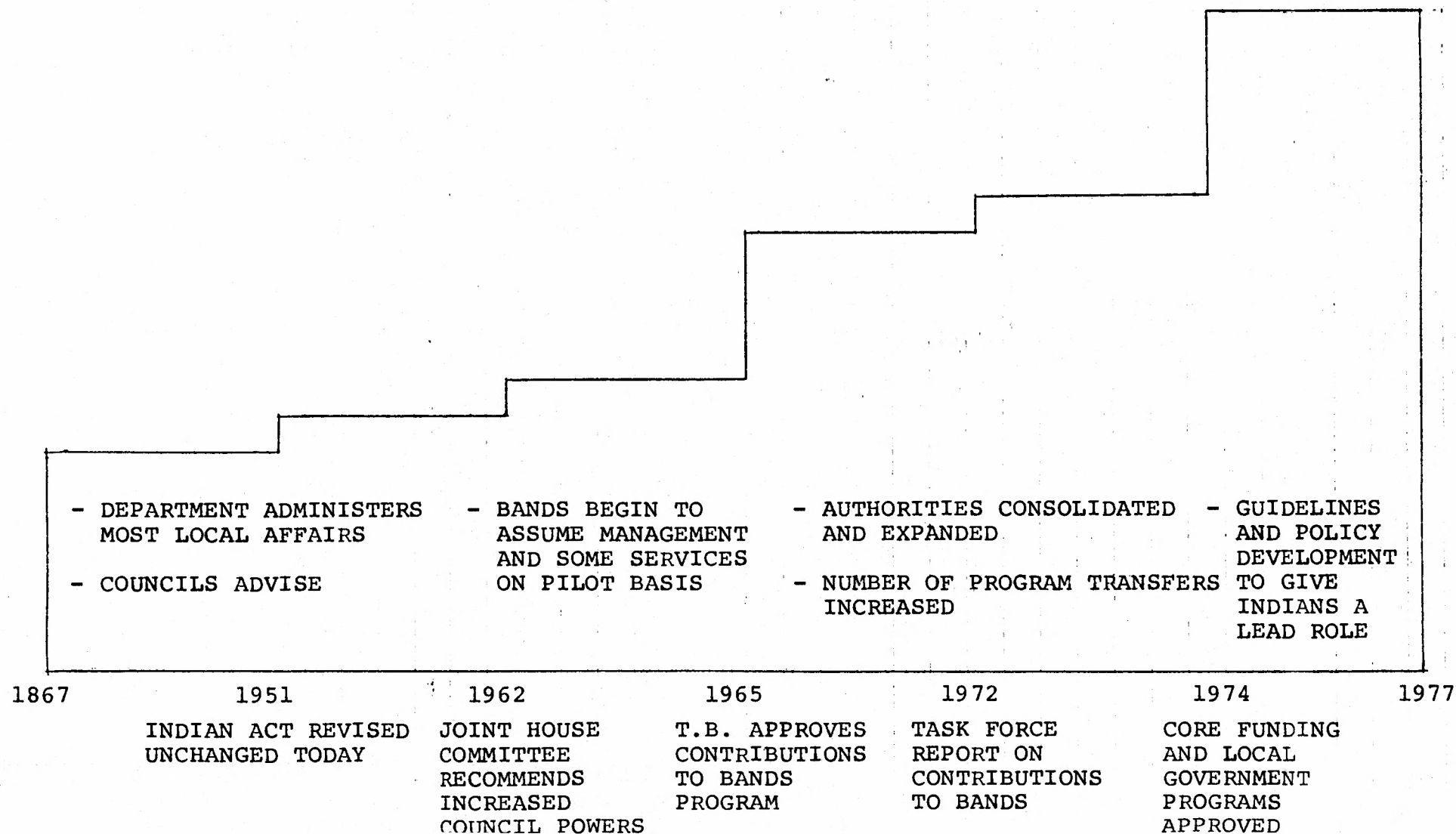


TABLE 5.1.B - NUMBER OF BANDS MANAGING PROGRAMS
AND DOLLARS MANAGED 1972-73 TO 1976-77

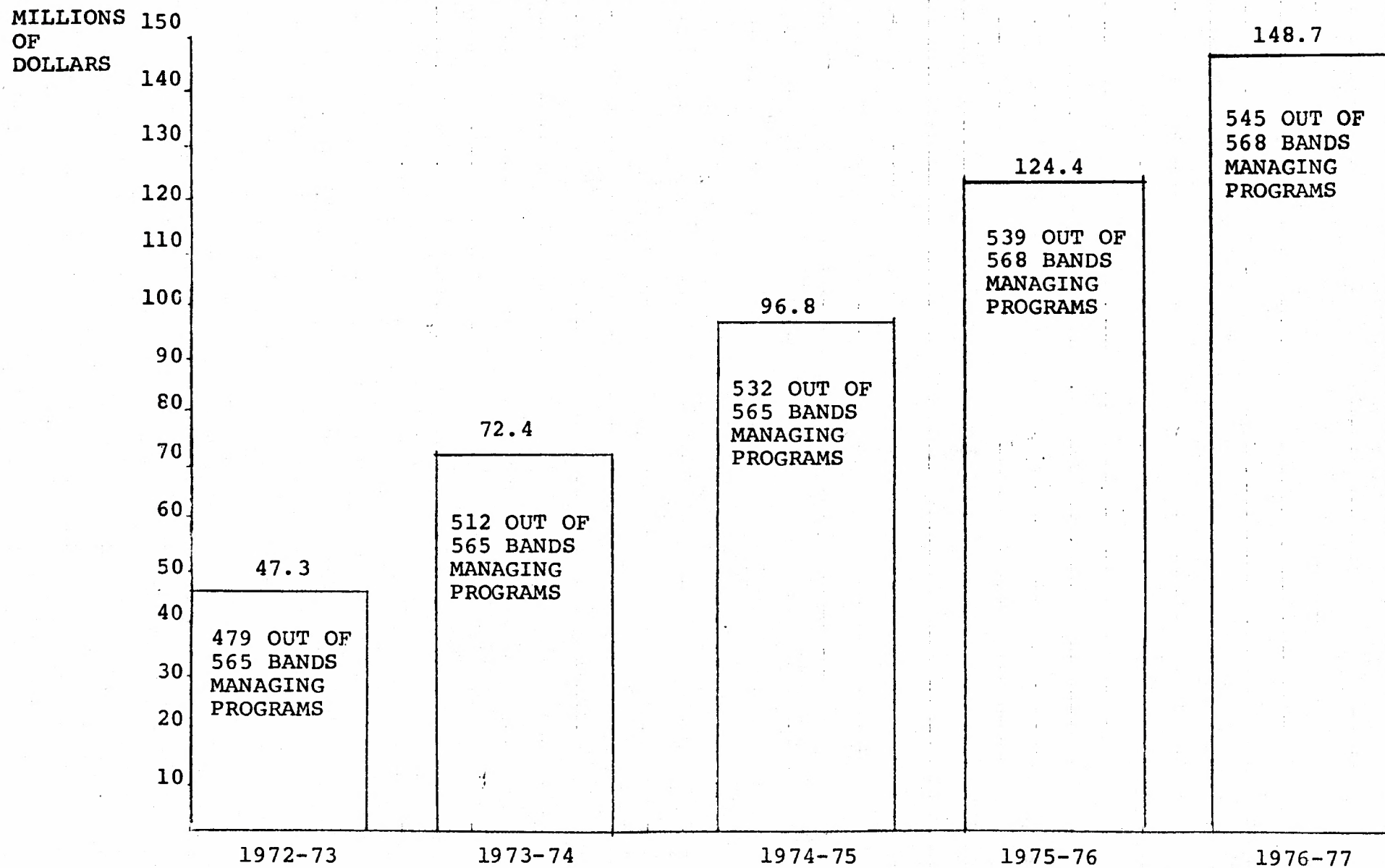


CHART 5.1.C - LOCAL GOVERNMENT BUDGET 1972-73 TO 1976-77⁽²⁾

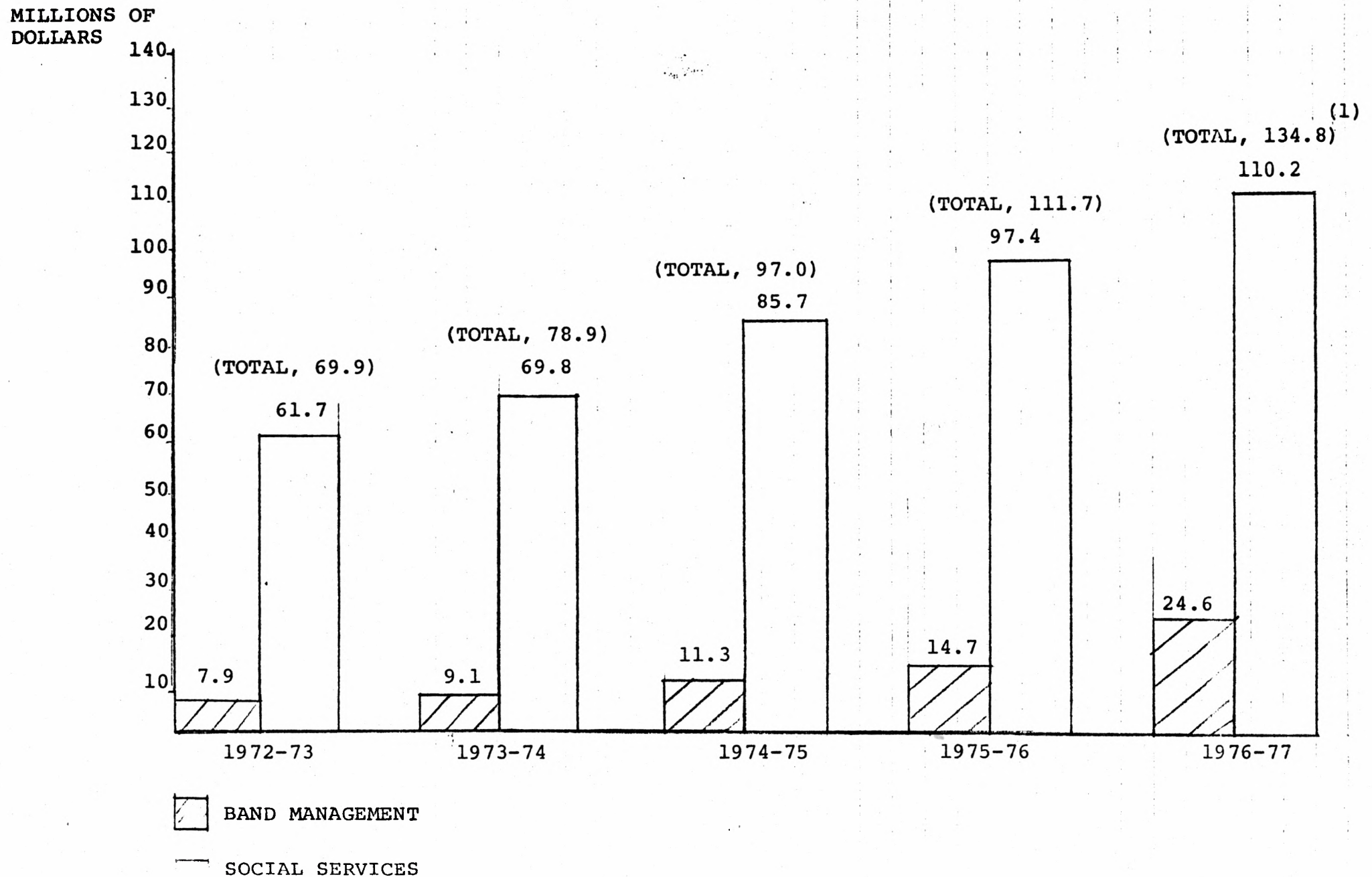


TABLE 5.1.D - INDIANS IN FEDERAL PENETENTIARIES - 1973

INDIANS AS A PERCENTAGE OF TOTAL FEDERAL PRISON POPULATION	8.60%
INDIANS AS A PERCENTAGE OF TOTAL CANADIAN POPULATION	1.25%

TABLE 5.1.E - INDIANS RECEIVING SOCIAL ASSISTANCE - 1974

PERCENTAGE OF INDIAN POPULATION RECEIVING GENERAL SOCIAL ASSISTANCE	23.82%
PERCENTAGE OF NON-INDIAN POPULATION RECEIVING GENERAL SOCIAL ASSISTANCE	7.00%

5.2

ISSUES

5.2.1 - BAND FUNDING

5.2.2 - LEGAL POWERS OF BAND COUNCILS

5.2.3 - ROLE AND RESPONSIBILITIES OF
THE DEPARTMENT IN LOCAL GOVERNMENT

5.2.4 - POLICING

5.2.5 - CHILD WELFARE

5.2.1 BAND FUNDING

PROBLEM

- (1) - THE ACHIEVEMENT OF THE GOAL OF LOCAL GOVERNMENT IS HINDERED BY DEFICIENCIES AND RESTRICTIONS IN THE BUDGET PROCESS.

FACTORS

- (2) - SOME DEFICIENCIES ARE INHERENT IN THE GOVERNMENT FISCAL CYCLE
 - SOME CONSTRAINTS ARE MORE IMAGINED THAN REAL
- (3) - SOME CONSTRAINTS ARE CONTAINED IN BASIC AUTHORITIES
 - REGIONS AND OTHER UNITS ARE DEALING WITH SOME ASPECTS OF THIS ISSUE.

ACTION

FOUR PROJECTS ORGANIZED TO DEAL WITH THIS ISSUE HAVE RESULTED IN:

- (4) - REVIEW OF CANADIAN AND AMERICAN FISCAL CYCLES TO DEAL WITH FINANCIAL AUTHORITY RESTRICTIONS, PARTICIPATION IN THE FISCAL CYCLE AND THE REFLECTION OF NEEDS FOR BANDS
- (5) - DISTRIBUTION OF A MEMO CLARIFYING PROGRAM AND BAND FINANCIAL AUTHORITIES
 - RECOMMENDATIONS FOR REVISION OF VOTE STRUCTURE
 - DEVELOPMENT OF A PROPOSAL FOR A COMMUNITY IMPROVEMENT REVOLVING LOAN FUND
- (6) - DEVELOPMENT OF AN ADDITION TO BUDGET INPUTS REFLECTING BAND NEEDS
 - DEVELOPMENT OF DRAFT PROPOSALS FOR ALLOCATING O & M AND CAPITAL FUNDS TO BANDS
- (7) - DEVELOPMENT OF PROPOSED CRITERIA AND INCREASES FOR CORE, BAND MANAGEMENT AND PLANNING FUNDING.

5.2.2 LEGAL POWERS, STATUS, AND JURISDICTION OF BAND COUNCILS

PROBLEM

- LEGAL POWERS, STATUS AND JURISDICTION OF COUNCILS ARE UNCLEAR DUE TO AMBIGUITIES IN LEGISLATION AND LACK OF A CONSISTENT BODY OF CASE LAW.

FACTORS

- (1) - LEGAL CAPACITY AND JURISDICTION OF COUNCILS GENERALLY AS WELL AS IN MAKING AND ENFORCING BY-LAWS AND IN RELATION TO BANDS, IS UNCLEAR
 - FULL NATURE AND EXTENT OF MINISTER'S TRUST RESPONSIBILITY IS UNDETERMINED
- (2) - INDIAN ACT RESTRICTS POWERS OF COUNCILS SUCH AS OBJECTS AND METHODS OF EXPENDING BAND FUNDS
 - INDIAN REQUESTS THAT FEDERAL GOVERNMENT PROVIDE OR PAY FOR LEGAL SERVICES INVOLVING LIABILITY OF COUNCILS, INDIAN RIGHTS AND ENFORCEMENT OF BAND BY-LAWS
 - FOR MANY YEARS, GOVERNMENT COMMITTED TO WAITING FOR NIB RECOMMENDATION BEFORE AMENDING INDIAN ACT.

ACTION

- (3) - ONGOING SUPPORT OF LEGAL ACTIONS INVOLVING INDIAN RIGHTS AND CLAIMS
- (4) - GROUP ESTABLISHED TO DISCUSS REVISION OF INDIAN ACT WITH NIB AS FIRST STEP TO PROVING A BROADER BASE FOR INDIAN LOCAL GOVERNMENT
 - PREPARATION OF A PILOT PROJECT TO PROVIDE LEGAL SERVICES TO BANDS THROUGH DEPARTMENT OF JUSTICE

5.2.3 DEPARTMENTAL ROLE AND RESPONSIBILITIES IN LOCAL GOVERNMENT

PROBLEM

- (1) - AS BANDS ACHIEVE LOCAL GOVERNMENT THE DEPARTMENT'S ROLE IN ADVANCING AND SUPPORTING LOCAL GOVERNMENT WILL CHANGE CREATING MANY DIFFICULTIES AND UNCERTAINTIES.

FACTORS

- IT IS DIFFICULT TO DETERMINE WHICH DEPARTMENTAL RESPONSIBILITIES ARE TRANSFERABLE TO BANDS
- MANY ASPECTS OF THE DEPARTMENT'S PRESENT ROLE AND RESPONSIBILITIES, SUCH AS THE TRUSTEE ROLE, ARE ROOTED IN LEGISLATION
- THE UNEVEN PROGRESSION OF BANDS TOWARD LOCAL GOVERNMENT MAY REQUIRE ASSUMPTION OF DUAL, OR EVEN MULTIPLE, SETS OF ROLES AND RESPONSIBILITIES
- THE NATURE OF THIS ISSUE REQUIRES EXTENSIVE BAND INPUT.

ACTION

- PROJECT SET UP TO PREPARE A POLICY STATEMENT DEFINING REQUIRED CHANGES IN DEPARTMENTAL ROLE AND RESPONSIBILITIES IN LOCAL GOVERNMENT AND RECOMMEND MEANS OF MAKING THEM
- (2) - A NUMBER OF DRAFTS PREPARED FOR DISCUSSION PRIOR TO DEVELOPMENT OF A FINAL POLICY PAPER.

5.2.4 POLICING

PROBLEM

- ON RESERVE POLICING IS HAMPERED ⁽¹⁾ BY RISING COSTS AND STATIC FUNDING, THE UNCLEAR AUTHORITY OF BAND CONSTABLES AND THE HESITATION OF SOME INDIAN ASSOCIATIONS TO SANCTION PARTICIPATION IN THE SPECIAL CONSTABLE PROGRAM.

FACTORS

- (2) - SOME FORM OF AGREEMENT EXISTS FOR SUPPORTING SPECIAL CONSTABLES WITHIN PROVINCIAL POLICE FORCES IN SIX PROVINCES PLUS COST SHARING AGREEMENTS FOR FUNCTIONALLY SUPERVISED BAND EMPLOYED CONSTABLES IN ONTARIO, QUEBEC AND PART OF MANITOBA
- INDIAN POLICE COMMITTEES OR COMMISSIONS WHERE THEY EXIST EMPHASIZE ON RESERVE POLICING WHILE PROVINCIAL POLICE SUPERVISION EMPHASIZES POLICING AMONG NATIVES AND IN HIGH CRIME AREAS, OFTEN OFF RESERVE
- PROVINCES OFTEN GRANT LIMITED AUTHORITY TO ENFORCE THEIR STATUTES TO BAND CONSTABLES AS PEACE OFFICERS BUT THIS AS WELL AS AUTHORITY TO ENFORCE BAND BY-LAWS, THE INDIAN ACT AND OTHER FEDERAL STATUTES IS SOMETIMES UNCLEAR.

ACTION

FOLLOWING ESTABLISHMENT OF A PROJECT WORK HAS PROCEEDED ON:

- DEVELOPING A METHOD OF DIRECT FUND TRANSFER TO PROVINCIAL SOLICITORS GENERAL IN COST-SHARING AGREEMENTS FOR THE SPECIAL CONSTABLE PROGRAM
- OBTAINING T.B. APPROVAL FOR COST-SHARING IN THE BAND CONSTABLE PROGRAM IN PROVINCES WHERE THE SPECIAL CONSTABLE PROGRAM IS NOT OPERATING
- UPDATING FUNDING GUIDELINES FOR BAND CONSTABLES, INTERIM AUTHORITY FOR INCREASED FUNDING HAS BEEN GRANTED
- CLARIFICATION OF JURISDICTIONS AND AUTHORITIES WITH PROVINCES AND THE DEPARTMENT OF JUSTICE

5.2.5 CHILD WELFARE

PROBLEM

- CHILD WELFARE SERVICES ARE HAMPERED BY LACK OF A CLEAR CUT POLICY OR DELINEATION OF RESPONSIBILITIES AS WELL AS CONCERN OVER POSSIBLE SOCIO-CULTURAL EFFECTS OF PLACING INDIAN CHILDREN IN NON-INDIAN HOMES.

FACTORS

- THE NUMBER OF CHILD WELFARE CASES HAS INCREASED TO 6,000
- BNA ACT GRANTS PROVINCIAL JURISDICTION FOR CHILD PROTECTION AND FEDERAL JURISDICTION FOR INDIAN AFFAIRS. THIS PRESENTS CONFLICTS AND VARYING INTERPRETATIONS.

ACTION

- A PROJECT HAS BEEN ESTABLISHED TO DEFINE ROLE, RESPONSIBILITIES AND STANDARDS FOR CHILD WELFARE SERVICES BY VARIOUS LEVELS AND WITHIN EXISTING JURISDICTIONAL SITUATIONS AND HAS RESULTED IN A POLICY STATEMENT WHICH HAS GENERAL EPC APPROVAL
- IT IS INTENDED TO REVIEW CHILD WELFARE SERVICES ON THE BASIS OF THIS POLICY AND RECOMMEND DESIRABLE IMPROVEMENTS
- WORK IS PROGRESSING ON PILOT PROJECTS WHEREBY BAND/PROVINCIAL AGREEMENTS ALLOW BANDS TO ADMINISTER SOCIAL ASSISTANCE AND CHILD WELFARE PROGRAMS.

4. HOUSING

The Community Housing and Facilities Branch administers programs both for on-reserve and off-reserve housing accommodation for registered Indians and Inuit. The purpose is to assist Indian and Inuit people to obtain housing consistent with their preferences and requirements.

In addition, the Branch is responsible for Infrastructure services such as Water and Sanitation, Roads, Electricity, Community Facilities and Fire protection.

Existing housing and infrastructure programs have failed to keep pace with the growing need for new houses and for the replacement and renovation of existing units.

The lack of housing has meant serious over-crowding of two or more families into small substandard houses which often lack basic services. Poor housing and inadequate sanitary facilities are contributing to the high infant mortality rate, respiratory diseases and deaths by fire.

The new programs, currently being finalized for implementation, will be an integral part of an overall socio-economic development strategy for Indian-communities. Benefits will range from improved study environments for Indian students to job creation and training skills.

4.1 INTERACTION WITHIN PROGRAM SUPPORT

Housing and Infrastructure services are co-ordinated with other programs within Program Support to provide an overall socio-economic development strategy for Indian communities.

Employment programs form an integral part of the funding mix required to provide sufficient dollars to adequately construct houses. The Housing Program serves as a training ground for various construction trades and creates one of the larger on-reserve employment programs.

Planning Services are utilized to ensure that housing and infrastructure are developed in accordance with precise local needs and are compatible with overall community plans. In some cases, houses constructed under earlier programs were completely inadequate and are being replaced; many in planned, serviced communities. Where reserves are situated close to relatively large non-Indian urban centres, houses can be connected to municipal water and sewerage services.

Local Government programs assist Band Councils and Band administrations in developing and acquiring the expertise to effectively manage and administer housing and infrastructure programs.

4.2 ELEMENTS OF THE PROGRAM

1. The Indian On-Reserve Housing Program provides assistance to Indians for housing on reserves which will contribute to an environment satisfactory for human development and which respond to the way Indian people wish to live. The current budget for 1977-78 is \$37.4 million providing for an estimated 2,100 new units and 1000 renovations.
2. The Indian Off-Reserve and Eskimo Housing Program provides assistance to Indians and Inuits living away from their reserves and settlements, who are regularly employed and who can give assurance of continuing employment, in obtaining housing assistance by securing a loan from CMHC or an approved lender, and a forgivable loan to a maximum of \$12,000 from DIAND.

In 1976-77, 211 loans were made resulting in a DIAND expenditure of \$1.8 million.

3. The Infrastructure Programs provide assistance for Water and Sanitation, Roads, Electricity, Community Facilities and municipal services contributing to environments satisfactory for human development and responding to the way in which Indian and Inuit people wish to live. The 1977-78 Capital budget for these programs is \$24.0 million with \$14.5 million targeted for Water and Sanitation, \$4.5 million for electricity, and \$5.5 million for Roads.

4.3 SUMMARY OF PAST AND FUTURE PROGRAMS

- Prior to 1950 Indian homes were constructed entirely by the individual with some minor financial assistance from the Indian Affairs Branch or from band funds.
- By 1955 materials were paid for by the Department, but individuals provided labour with some departmental supervision.
- By the early 1960s CMHC standards were followed and floor space increased by over 100%. In some cases homes were built using band funds.
- In 1962 a basic formula was established for housing assistance to Indians whose incomes did not exceed \$2,500 annually.
- In 1966 the ceiling on income was raised on a sliding scale to \$9,000 and the maximum amount of assistance allowed was increased to \$7,000.
- In June 1966, the Department was authorized to transfer funds to band councils for administering housing programs, under the same conditions which apply to assistance to individual Indians under the departmental administered Indian Subsidy Housing Program.
- Payment for shipping costs of building materials was approved in 1968.
- The maximum amount of allowable assistance was increased to \$10,000 in 1973.
- National Housing Act and Regulations were amended and Indian On-Reserve Housing Regulations were approved in 1967, whereby CMHC loans were guaranteed by the Minister of Indian Affairs and Northern Development.
- Both the housing and infrastructure programs are currently being revised as a result of the Cabinet's Decision of August 8, 1977.
- A comprehensive in-house review of the off-reserve housing program was completed in January 1977. A preliminary meeting was held with the National Indian Brotherhood in March, 1977 with a view of making joint recommendations to DIAND senior management.

4.4 NEW HOUSING POLICY FOR INDIANS ON RESERVES

Background

From January until May, 1976, a Joint Working Group composed of representatives from NIB and DIAND met for the purpose of developing recommendations for a new Indian Housing Policy. The Work Group's recommendations were presented in the form of a technical report which was accepted by the Executive Council and General Council of the National Indian Brotherhood and the Minister of Indian Affairs. The recommendations included seven policy principles, a Joint Indian/Government Delivery System and identified four basic funding sources.

Interdepartmental Process

The Technical Report of the Joint NIB/DIAND Work Group did not include the participation of the other federal departments and agencies. The report was first presented to representatives from M & I, CMHC, DREE and Treasury Board in August 1976.

In December, 1976, at an Interdepartmental meeting of Deputy Ministers and senior officials, the proposed policy was presented and accepted in principle. It was agreed to assign responsibility for the development of an Interdepartmental Discussion Paper to senior staff. The NIB participation in the Interdepartmental work which was completed in February, 1977.

In April, 1977, Deputy Ministers and Senior Officials met to consider a Draft memorandum, a Draft Discussion Paper and a Background Paper on a Proposed Housing Infrastructure Program.

Subject to some minor changes the Draft Cabinet Memorandum and Discussion Papers were considered acceptable. The Cabinet Memorandum and supporting documentation was developed for presentation to Cabinet on May 18, 1977.

NIB Review

On May 13, 1977 the Minister met with the President of NIB. It was agreed that the NIB Executive Council would re-evaluate the Joint NIB/DIAND Housing Proposals agreed to in May, 1976 and submit their final recommendations to the Department by June 9, 1977. Where possible, the Executive Council's concern and requested adjustments were incorporated into the documentation.

Cabinet Decision

On the 8th of August, Cabinet rendered its decision relative to the new housing and community infrastructure policies:

- The DIAND Subsidy increased from \$10,000 maximum to \$12,000 maximum;
- CMHC will make available funding of \$10.4 million in 1977-78 and \$15.2 million in 1978-79;
- Changes to be incorporated to the NHA will enable Band Councils to utilize section 15.1 NHA without having to incorporate and, enable RRAP Loans under section 34.1 to be utilized on Indian reserves;
- The housing program will provide for 12,000 new units and 5,500 renovations over a 5 year period;
- The Infrastructure Program will provide for services to 12,000 new units and 3,300 existing units over a 6 year period;
- Evaluation systems will be developed to assess the efficiency of the housing programs. As a first step, Cabinet has instructed the Department to conduct a housing survey. The results of this survey must be filed with Treasury Board no later than 31 March, 1978;
- DIAND will work with Health and Welfare Canada to determine if a relationship can be developed between the capital front-end subsidy and the income scale of the recipient.

Some Important Areas of the New Program include:

Area/Regional Indian Housing Councils

The policy recommends that Area/Regional Indian Housing Councils be formed with membership representing Indian interests across the region, the Department of Indian Affairs, and participating departments and agencies.

The purpose of the Housing Council is to ensure there is significant Indian input into policy formulation, priority assignment, and program management activities related to the region.

Band Housing Groups

As most if the critical housing activities will take place at the Band level, it is recommended that the Band Council establish a Band Housing Group. The Band Housing Group will be responsible to Band Council for the day-to-day management of housing activities.

A comprehensive report on the establishment of Band level housing responsibilities has been prepared. A condensed version is currently being developed for presentation to Bands, Indian Associations and Departmental staffs in Regional and District Offices.

4.5 ISSUES

- Cabinet Decision of August 8, 1977 did not provide sufficient capital and O&M funding to construct the needed houses, establish the necessary delivery support mechanisms and assist families meet maintenance costs.
- The new role for Headquarters requires an examination of the Minister's guarantee for CMHC project loans with a view of delegating that responsibility.
- There is currently insufficient O&M Funds to support capital expenditures in the housing and infrastructure programs.
- Some Bands want to deal only with DIAND and will not consider utilizing resources of other Federal departments and agencies.
- The off-reserve housing program must be revised to enable applicants to acquire sufficient resources to meet today's house costs.
- The recent restructuring of the National Indian Brotherhood has changed the working relationship between the National Indian Brotherhood and DIAND and has stopped the consultation process with resulting delays in proposed program changes.

4.6 SUBSIDY HOUSING PROGRAM ON RESERVES

DIAND Subsidies depending on income, may be made available to individual Indians for the construction of houses on Indian Reserves. In addition to the maximum subsidy allowable, actual costs in respect to transportation of materials may be paid provided such charges are supported by receipts. The subsidy is intended only as a contribution towards the cost of the house. This program is administered by departmental staff but increasingly by Bands themselves with the assistance of District Staff.

4.7 THE INDIAN ON RESERVE HOUSING PROGRAM
INDIVIDUAL CMHC LOANS - SECTION 59 NHA

The Indian On Reserve Housing Program provides for Central Mortgage and Housing Corporation loans under two types of circumstances:

- (1) to persons who do not obtain assistance under the Subsidy Housing Program but who, nevertheless, wish to borrow money for the construction of houses on Indian reserves; and
- (2) as supplementary assistance to persons who qualify for direct housing aid under Subsidy Housing Program but who wish to build more expensive houses than is possible with the basic subsidy for which they are eligible.

4.8 BAND HOUSING PROJECT LOANS

SECTION 15 N.H.A.

DIAND will consider proposals from Bands wishing to undertake housing programs in which they intend to make use of loans from Central Mortgage and Housing Corporation. Such loans can be used to totally finance a housing project or they can be combined with funds made available by the Department. A Band Council must be prepared to administer its housing program for the amortization period of any C.M.H.C. loan obtained.

4.9 INDIAN OFF RESERVE AND ESKIMO HOUSING PROGRAM

Objective

The Program was designed in 1966 to assist individual Registered Indians who for employment or other reasons wish to live off the reserve and therefore not eligible for housing assistance being provided to on reserve residents. (The Program was extended in 1968 to include Registered Inuit).

To qualify for assistance the individual applicant must give assurance of continuing employment and that he can qualify for a repayable 1st mortgage loan from C.M.H.C. or an approved lender in addition to the forgivable 2nd mortgage loan from the Department. The Department 2nd mortgage loan is forgivable over a period of 10 years provided the borrower meets certain conditions laid out in the Regulations.

Responsibility for delivery of the ORH Program is shared between DIAND and CMHC.

4.10 WATER AND SANITATION SYSTEMS

Objectives

To assist in the development of systems for the provision of potable water and for the disposal of waste according to Indian needs, and in conformity with acceptable health standards.

Domestic water systems may be constructed where the Indian people are living in communities and existing supplies of water are inadequate or are in danger of contamination. Provision may also be made for plants to pump water to pressure systems.

A total of \$65.1 million has been expended for water and sanitation systems on Indian Reserves during the period April 1, 1966 to March 31, 1977.

4.11 ROAD SYSTEMS

Objectives To provide for the construction and maintenance of roads on reserves, and of access roads to facilitate travel between reserves and adjacent municipalities.

Provision of roads is recognized as being essential in overcoming the isolation of many reserves by facilitating the movement of people between Indian communities, by permitting Indian children to participate in off-reserve activities, and by providing Indian adults with access to centres of employment and marketing.

A total of \$39.6 million has been expended for roads and bridges on Indian reserves during the period April 1, 1966 to March 31, 1977.

4.12 ELECTRIFICATION

Objective: To arrange for the supply of electricity to all homes on Indian reserves.

Contributions are frequently made to provincial hydro-electric authorities towards the costs of electrification on reserves or for the purchase of electrical generating equipment. This is done on the understanding that the residents will assume responsibility for payment of meter rates or operation of generating equipment.

Capital expenditures for electrification have amounted to \$20.8 million for the period April 1, 1966 to March 31, 1977.

COMPARISON .

4.13 HOUSING AND INFRASTRUCTURE
PAST AND FUTURE POLICIES

	<u>Existing</u>	<u>Proposed</u>	<u>Decision</u>
Maximum Subsidy	\$10,000	\$15,000	\$12,000
<u>TARGETS</u>			
Housing New Units	2,000/Yr.	4,000/Yr.	2,400/Yr.
Repairs	1,000/Yr.	1,800/Yr.	1,080/Yr.
<u>INFRASTRUCTURE</u>			
New Units Existing			2,000/Yr. 500/Yr.
<u>NATIONAL HOUSING ACT</u>			
Section 15.1	Bands Must Incorporate	Bands Not Have to Incorporate	Bands will Not have to Incorporate
Section 34.1	Reserves Must be Located in Designated NIP Area to Qualify	All Reserves Qualify	All Reserves Will Qualify
<u>C.M.H.C.</u>			
	Funding Provided from Regular Budgets	New Funding Required	Funding of \$10.4 & \$15.2 Million be Available from Current Budgets

HOUSING

RESERVE HOUSING LOANS (NHA)

<u>1966-67</u>	<u>1976-77</u>
<u>\$179,184</u>	<u>\$7,875,899</u>

BAND HOUSING LOANS (CMHC)

<u>1970-71</u>	<u>1976-77</u>
<u>\$2,141,088</u>	<u>\$12,588,073</u>

OFF RESERVE HOUSING MORTGAGES

<u>1967-68</u>	<u>1976-77</u>
<u>\$443,416</u>	<u>\$15,306,778</u>

WATER AND SANITATION (CAPITAL EXPENDITURES)

<u>1966-67</u>	<u>1976-77</u>
<u>\$1,825,890</u>	<u>\$65,067,805</u>

ROADS AND BRIDGES (CAPITAL EXPENDITURES)

<u>1966-67</u>	<u>1976-77</u>
<u>\$1,722,331</u>	<u>\$39,611,879</u>

ELECTRIFICATION (CAPITAL EXPENDITURES)

<u>1966-67</u>	<u>1976-77</u>
<u>\$959,000</u>	<u>\$20,814,231</u>

EMPLOYMENT PROGRAMS BRANCH

This Branch was formed in March 1977 to reflect the high priority given the high Indian unemployment situation and to provide a more efficient/effective organizational structure within which existing employment programs and services could be co-ordinated and new approaches tested.

4.1

BRANCH OBJECTIVE

To reduce high unemployment amongst Indian People by:

- (a) providing job opportunities
- (b) removing barriers to employment
- (c) supporting Band governments achieve community employment objectives.

4.2

DELIVERY COMPONENTS

1. Job Creation Programs

- (a) High School Summer Employment
- (b) Summer Job Corps
- (c) Grants to Indian Associations

2. Band Work Process

- (a) Creation of employment opportunities
- (b) Community Employment

3. Labour Market Services

- (a) Training on the Job
- (b) Placement Services
- (c) Relocation Services

4.

EMPLOYMENT PROGRAMS BRANCH

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- a) providing job opportunities;
- b) removing barriers to employment;
- c) supporting Band governments
achieve community employment
objectives.

DELIVERY COMPONENTS

Existing Indian Affairs programs fall into two broad categories: labour market services and direct job creation programs. Authority to provide labour market services in the areas of training-on-the-job, placement and relocation was granted by Treasury Board in 1968 with the understanding that these would not duplicate similar Manpower and Immigration programs and that, gradually, resources in this area would be transferred to Manpower.

The job creating programs include three summer employment programs for young people (primarily students): a High School Employment Program, a Summer Job Corps and a Grants to Associations program. Funds for these programs come from the Interdepartmental Student Summer Employment and Activities Program (SSEAP). These programs are delivered in the field by Indian students hired by the Department for the summer months.

The principal program tool of the Employment Programs Branch is the Band Work Process. A small demonstration program, Band Work supports Bands in the development of employment strategies that utilize all available resources in the creation of employment opportunities. A \$2 million development fund is available to Bands as seed money or to meet funding shortfalls in implementing community employment plans.

The financial resources for these three major program areas for 1977-78 are:

Band Work Process	\$ 2.0 million
Youth Programs	4.5
Labour Market Services	3.6
Administration	.8
	<hr/>
	\$10.9 million

In addition to these funds, we have been able to influence Manpower to dedicate approximately \$40 million of its total budget for the benefit of status Indian people in 1977-78.

EMPLOYMENT

ACTION PLAN

1. Evaluation of Employment Services, Youth Programs and Band Work Process.
2. Participation in the Inter-Departmental Committee on Employment Development in the areas of:
 - (a) Native Committee
 - (b) Youth Committee
 - (c) Canada Works-Economic Growth
 - (d) Long Term Employment Study
3. Providing input to the work of the Cabinet Committee on Socio-Economic Development Strategy.

a) Employment Services (T.O.J., Placement, Relocation)

Treasury Board have agreed to a 12-month extension of our authority in this area. A new submission, seeking a continued mandate and describing approaches more complimentary to Manpower's will be drafted for your consideration late this fall.

Regional officials have, in past years, transferred funds from this area to other parts of their over-all budgets to meet deficits (usually in post-secondary education). This has resulted in a steadily diminishing budget in Employment Services. The ADM asked, in his Employment Programs memorandum of March 24, 1977, that this practice be discontinued and that funds allocated for employment be used for that purpose.

b) Youth Programs

There are presently about 6 youth employment programs available to Indian students during the summer months. Manpower and Immigration, Secretary of State and many provincial governments all offer programs. These programs are similar in design but with separate delivery processes and management information demands. Considerable confusion exists both within the target group and with field staff. A proposal will be presented to the newly formed Interdepartmental Committee on Youth in October calling for the consolidation of programs for Indian young people. Such a consolidation would require an established budget well in advance of the fiscal year, sufficient application lead time, and a direct Department-client relationship (existing programs are delivered through Band Councils often without meaningful youth involvement).

c) Band Work Process

Program Authority for Band Work was received from Treasury Board in August for the current fiscal year. The DM has agreed to an \$8 million "B" level for 1978-79, although it is not likely approval will be forthcoming. Band Work was presented at a \$10 million level to the Social Policy Committee of Cabinet as part of the federal employment strategy for 1978-79. Ministers chose not to include Band Work as an integral part of this strategy but as a "B" level item.

..cont'd

a) Program Evaluations

Employment Services, Youth Programs and the Band Work Process are in the process of being thoroughly evaluated to assist us in our approach to Treasury Board for program extension/increase, to provide sound material for our negotiations with Manpower and Immigration and to provide basic input to our members of the Native and Youth Committees of the Inter-departmental Committee on Employment Development.

b) Inter-departmental Committee on Employment Development

In October, 1976, the Minister, M.&I., announced a five-year federal employment strategy which included large direct job creation programs such as Canada Works. At the same time, Cabinet asked that an Inter-departmental Committee on Employment Development (ICED) be established at the Deputy Minister level to review the strategy on a year-by-year basis and provide feedback along with recommendations for the following year's program mix. Although this process tends to be manipulated by M.&I. - the co-ordinating department - with their programs receiving virtually all of the attention, we were successful in having Band Work included in the 1978-79 recommendations. It is an excellent forum for both influencing approaches used by other departments in the delivery of services to Indian people and for negotiating a share of over-all resources committed by Cabinet for employment purposes. We plan to participate actively in four major areas:

- 1) Native Committee
- 2) Youth Committee
- 3) Canada Works - Economic Growth
- 4) Long Term Employment Study

c) Cabinet Committee - Socio-Economic Development Strategy

This Branch will continue its participation in our Program's Work group to ensure that all of the important dimensions of the severe Indian unemployment situation are displayed for this Committee and relevant alternatives offered for consideration.

d) Manpower and Immigration - Relationship

Federal responsibility and the bulk of resources for employment programs continues to rest with this Department (M.&I.). There has, however, been considerable concern expressed by Indian leaders in various representations to the Minister about the effectiveness of the M.&I. programs and the role of DIAND in the field of employment development. Manpower will table a Native Employment Policy for discussion by the NIB-Cabinet Committee. The policy is unlikely to be agreed to by the Brotherhood as it merely extends existing programs and approaches which to varying degrees do not meet the longer term developmental needs of the unemployed Indian.

BARRIERS TO EMPLOYMENT

<u>BARRIERS</u>	<u>RELATED PROGRAMS</u>
1) Prejudice/Discrimination	Federal/Provincial Human Rights Acts
2) Lack of job opportunities	Indian and Eskimo Affairs: <ul style="list-style-type: none"> - Band Work Process (BWP) - Employment Services - Work Opportunity Program (WOP) - Indian/Eskimo Recruitment and Development Program - Economic Development - Youth Employment Program Manpower and Immigration: <ul style="list-style-type: none"> - Labour Market Services - Job Creation Regional Economic Expansion: <ul style="list-style-type: none"> - Special ARDA Programs
3) Low educational achievement	Indian/Eskimo Affairs and Provincial Education Systems Indian Cultural Centres
4) Lack of job experience	Indian/Eskimo Affairs: <ul style="list-style-type: none"> - Training-on-the-job - New career development - Indian/Eskimo Recruitment and Development Program Manpower and Immigration: <ul style="list-style-type: none"> - Manpower Industrial Training Program
5) Relevant Training	Manpower and Immigration: <ul style="list-style-type: none"> - Industrial and Institutional training Indian/Eskimo Affairs: <ul style="list-style-type: none"> - Continuing Education Program - Training-on-the-job
6) Different Lifestyles/Culture	Indian Education Cultural Centres Various Lifeskill Training Programs
7) Health	National Health and Welfare
8) Heterogeneous Socio-Economic Regions (Geographical Location)	Department of Regional Economic Expansion

..cont'd

BARRIERS

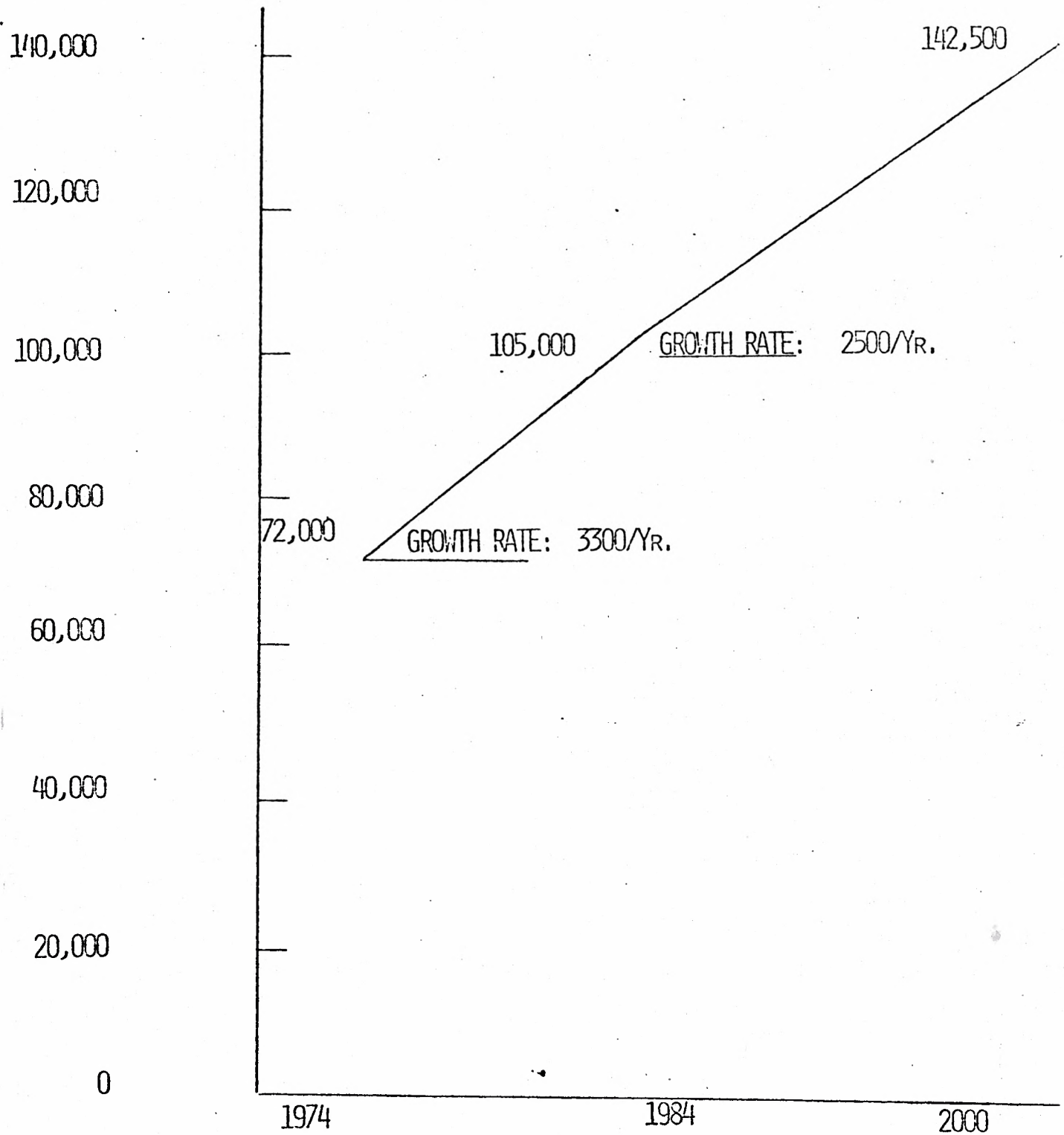
- 9) Lack of social support services in urban centres
- 10) Housing (Family accommodation in urban centres)

RELATED PROGRAMS

Community Agency and Municipal Programs
Indian Friendship Centres
Central Mortgage and Housing (CMHC)
Municipal Low Rental Housing Programs
Indian/Eskimo Affairs:
- Off Reserve Housing Program

PROJECTED LABOUR FORCE
ON AND OFF RESERVE
REGISTERED INDIAN POPULATION
DECEMBER 31, 1974

POPULATION



LABOUR FORCE, EMPLOYMENT, UNEMPLOYMENT AND INCOME

DECEMBER 31, 1974

	LABOUR FORCE	UNEMPLOYMENT RATE	MAN-YEARS EMPLOYMENT	WAGE INCOME MAN-YEAR/PERSON	
URBAN	10593	60%	4237	\$4920	\$2348
SEMI-URBAN	14979	63%	5542	4902	1902
RURAL	25802	81%	4902	5008	1395
ISOLATED	20626	85%	3094	5111	1237
TOTAL:	72000	75%	17775	\$4999	\$1528
				AVERAGE INCOME	

6.1

THE ECONOMIC DEVELOPMENT ACTIVITY PROVIDES A MEANS OF
HELPING INDIAN PEOPLE IN THEIR OVERALL DEVELOPMENT.

THE PROGRAM HAS BASIC WAYS OF DOING THIS

- DIRECT LOANS
- GUARANTEED LOANS
- GRANTS / CONTRIBUTIONS
- ADVISORY SERVICES
- SECTORAL PROGRAMS
- INDIAN DEVELOPMENT CORPORATIONS

INTRODUCTION INDIAN ECONOMIC DEVELOPMENTORIGINAL OBJECTIVES

- SOURCE OF FINANCING FOR INDIAN BUSINESS ACTIVITY
- PROVIDE ACCESS TO MANAGEMENT ADVISORY SERVICES
- INTEGRATE INDIANS AND SECTIONS OF CANADIAN BUSINESS AND FINANCIAL COMMUNITY
- INCREASE INVOLVEMENT OF INDIANS IN DESIGN AND DELIVERY OF ECONOMIC PROGRAMS
- INCREASE INDEPENDENCE OF INDIAN PEOPLE THROUGH EMPLOYMENT AND INCOME OPPORTUNITIES

PROGRAM RE-CAP

- IN 1938, THE INDIAN REVOLVING LOAN FUND BEGAN WITH \$350,000
- IN 1970, I.R.L.F. WAS ABSORBED INTO THE INDIAN ECONOMIC DEVELOPMENT FUND WITH \$ 50 MILLION
- CURRENTLY - LOAN AUTHORIZATION LEVEL \$ 70 MILLION
 - GUARANTEE AUTHORIZATION LEVEL \$ 30 MILLION
- TOTAL DIRECT LOANS DISBURSED SINCE INCEPTION \$ 86 MILLION
- TOTAL PRINCIPAL LOAN REPAYMENTS \$ 29 MILLION
- ASSOCIATED GRANTS AND CONTRIBUTIONS APPROVED TO DATE \$ 31 MILLION
- 1977-78 FISCAL YEAR APPROPRIATIONS FOR ECONOMIC DEVELOPMENT ACTIVITY \$ 46 MILLION

PROGRAM DESCRIPTIONMAJOR PROGRAM ELEMENTS 1977-78I.E.D.F. (VOTE 153B) -

	<u>NON-BUDGETARY</u>	<u>BUDGETARY</u>	
LOANS			
- AUTHORITY LOANS	\$ 70,000,000		
- LOANS OUTSTANDING	58,000,000		
- FREE BALANCE	\$ <u>12,000,000</u>		
GUARANTEES			
- AUTHORITY	\$ 30,000,000		
- GUARANTEES OUTSTANDING	24,000,000		
- FREE BALANCE	\$ <u>6,000,000</u>		
GRANTS AND CONTRIBUTIONS ONGOING ECONOMIC DEVELOPMENT 77-78		\$ 3,764,800	
STABILIZATION PROGRAM (CONTROLLED)		3,000,000	
ADMINISTRATION (BUSINESS SERVICES)		<u>461,100</u>	
			\$ 17,225,900

SECTORAL AND DEVELOPMENT PROGRAMS

ARTS AND CRAFTS	\$ 3,277,200	
AGRICULTURE	4,447,000	
FORESTRY	502,900	
FISHERIES	1,505,900	
COMMUNITY RECREATION, TOURISM, OUTFITTING AND GUIDING	203,100	
WILDLIFE, FUR AND TRAPPING	548,300	
INDUSTRIAL, REAL ESTATE AND COMMUNITY DEVELOPMENT	833,400	
ALTA SYNCRUDE AGREEMENT	900,500	
ADMINISTRATION	<u>425,800</u>	
		\$ 12,654,100

SUPPORT SERVICES

BAND ECONOMIC DEVELOPMENT COMMITTEE	\$ 1,000,000	
CANADIAN EXECUTIVE SERVICE OVERSEAS	330,000	
UNIVERSITY OF WESTERN ONTARIO	175,000	
BAND SUPPORT	360,000	
AREA PLANNING	120,000	
ADMINISTRATION	<u>583,400</u>	
		\$ 3,132,400

GENERAL

SALARIES	\$ 6,574,300	
ADMINISTRATION	<u>916,700</u>	\$ 7,491,000
<u>CAPITAL</u>	\$ 5,500,000	\$ 5,500,000
		<u>\$ 16,005,400</u>

I.E.D.F. RESOURCES F.Y. 77/78

(CAPITAL NOT INCLUDED)

LOANS (DIRECT)

NON-BUDGETARY

REMARKS

AUTHORIZED

\$ 70,000,000

CURRENT OUTSTANDING

58,000,000

FREE BALANCE

\$ 12,000,000

THERE HAS BEEN SUCCESS IN DEALING WITH INDIVIDUAL AND SMALL INDIAN BUSINESSES. PROBLEMS AND FAILURES WITH LARGE AND MEDIUM PROJECTS HAVE BEEN RECOGNIZED AND A PROGRAM IMPROVEMENT EXERCISE IS BEING IMPLEMENTED.

SINCE 1970 THE PROGRAM HAS CREATED AND MAINTAINED APPROXIMATELY 12,000 MAN YEARS OF EMPLOYMENT FOR INDIAN PEOPLE.

GUARANTEED LOANS

AUTHORIZED

\$ 30,000,000

CURRENT OUTSTANDING

24,000,000

FREE BALANCE

\$ 6,000,000

A SUBSTANTIAL PORTION OF THE GUARANTEED LOAN FUND HAS BEEN COMMITTED TO LARGE ACCOUNTS. (FOR EXAMPLE, 6 PROJECTS HAVE ACCOUNTED FOR \$22 MILLION).

GRANTS AND CONTRIBUTIONS

BUDGETARY

ONGOING ECONOMIC

DEVELOPMENT

\$ 3,764,800

IN TERMS OF PROJECTS, THE I.E.D.F. PORTFOLIO IS STRUCTURED AS FOLLOWS

- LARGE PROJECTS OVER \$500,000	40
- MEDIUM PROJECTS \$100,000 - \$500,000	113
- SMALL PROJECTS UNDER \$100,000	1,949
	<u>2,107</u>

STABILIZATION
(CONTROLLED)

3,000,000

TREASURY BOARD MINUTE 750181 OF JULY 21, 1977
APPROVED IN PRINCIPLE \$26 MILLION FOR THE STABILIZATION OF OUR PORTFOLIO OF ACCOUNTS OVER THE NEXT THREE YEARS. THE FUNDING IS TO BE USED TO LIQUIDATE DEFUNCT PROJECTS, RESTRUCTURE PROJECTS, WRITE OFF LOANS AND PROVIDE FURTHER SUPPORT TO CONTINUING PROJECTS. IT WILL HAVE THE EFFECT, IF PROPERLY MANAGED, OF REPLENISHING THE LOAN FUND, CLEARING THE PORTFOLIO AND PROVIDING A CREDIBLE BASIS FOR THE NEGOTIATION OF ADDITIONAL FUNDING.

ADMINISTRATION
(BUSINESS SERVICES)

461,100

TOTAL (081)

\$ 17,225,900

EFFECTSARTS AND CRAFTS

\$ 3,277,200

AGRICULTURE

M.I.A.P. 2,125,000

S.I.A.P. 2,125,000

GENERAL 197,000

FORESTRY

502,900

FISHERIES

I.F.A.P. 1,133,000

GENERAL 322,900

COMMUNITY RECREATION, TOURISM,
OUTFITTING AND GUIDING

208,100

WILDLIFE FUR AND TRAPPING

548,300

INDUSTRIAL, REAL ESTATE AND
COMMERCIAL DEVELOPMENT

833,400

ALBERTA SYNCRUDE AGREEMENT

900,500

ADMINISTRATION

425,800

TOTAL (CND)\$ 12,654,100

THE MAJOR PORTION OF THE FUNDS, 2.9 MILLION, IS ALLOCATED FOR THE OPERATION OF THE N.I.A.C.C.

M.I.A.P. THE MANITOBA AGRICULTURAL PROGRAM IS IN ITS 3RD YEAR. IT IS DESIGNED TO CREATE 180 ECONOMIC FARM UNITS OVER A FIVE YEAR PERIOD. THE THRUST OF THE PROGRAM IS, FARM ADVISORY SERVICES, TRAINING AND LOANS AND CONTRIBUTIONS FOR FARM DEVELOPMENT AND IMPROVEMENT. THE EMPHASIS IS ON THE DEVELOPMENT OF THE "FAMILY FARM" TYPE BUSINESS.

S.I.A.P. THE SASKATCHEWAN AGRICULTURAL PROGRAM, ALSO IN ITS 3RD YEAR, WAS ORIGINALLY INTENDED TO ESTABLISH 350 INDIVIDUAL FARM UNITS OVER THE INITIAL 5 YEAR PERIOD. HOWEVER, THE THRUST OF THE PROGRAM IS BEING MODIFIED WITH MAJOR EMPHASIS NOW ON THE DEVELOPMENT OF LARGE (5-10,000 ACRE) BAND OWNED FARMS. THIS IS A PROGRAM CHANGE BUT IS IN LINE WITH THE DEVELOPMENT CONCEPTS NOW PREVALENT IN SASKATCHEWAN.

I.F.A.P. THE 10 YEAR PROGRAM TO ASSIST FISHERMEN IN B.C. IS NOW COMPLETED AND HAS ACHIEVED ITS GOALS, I.E.

- TO MAINTAIN THE INDIAN FLEET AT NOT LESS THAN 14.35% OF TOTAL B.C. FLEET / OBJECTIVE EXCEEDED.
- TO IMPROVE THE AVERAGE GROSS RETURNS TO A LEVEL OF NOT LESS THAN 12.6% OF TOTAL B.C. FLEET / OBJECTIVE ACHIEVED - 12.3%.
- TO MAINTAIN TONNAGE WITHIN INDIAN FLEET / EXCEEDED OBJECTIVE TONNAGE ACTUALLY INCREASED.

THE WILD FUR PROGRAM HAS SIGNIFICANTLY INCREASED THE HARVEST OF FUR, PARTICULARLY IN MANITOBA.

A CO-OPERATIVE AGREEMENT TO SUPPORT THE INDIAN OIL AND TAR SANDS DEVELOPMENT CORPORATION.

6.2.3

SUPPORT SERVICES AND GENERALSUPPORT SERVICESEFFECTSBAND ECONOMIC DEVELOPMENT COMMITTEE \$ 1,000,000C.E.S.O. 880,000UNIVERSITY OF WESTERN ONTARIO 175,000BAND SUPPORT 360,000PLANNING 120,000ADMINISTRATION 588,400

B.E.D.C. THE INFUSION OF ADDITIONAL FUNDING INTO THE B.E.D.C. PROGRAM HAS PROVIDED RESOURCES TO PERMIT MORE INDIAN BANDS TO START A PLANNING PROCESS. THE N.I.B. IS REQUESTING THAT \$32 MILLION BE SPENT ON COMMUNITY BASED PLANNING OVER THE NEXT THREE YEARS.

C.E.S.O. THE USE OF C.E.S.O. WORKERS HAS PROVEN TO BE AN EFFECTIVE ADVISORY SERVICES TOOL. DURING 1976-77 THEY WERE INVOLVED IN OVER 200 ACTIVE PROJECTS WITH OVER 300 COMPLETED PROJECTS SINCE THE INCEPTION OF THE PROGRAM.

U. OF W.O. BANDS AND INDIAN BUSINESSMEN HAVE USED M.B.A. STUDENTS TO ASSIST THEM WITH SHORT TERM ECONOMIC DEVELOPMENT PROBLEMS.

GENERAL, ETC.

CAPITAL ALLOCATIONS 5,500,000

SALARIES (REGION & H.Q.) 6,574,300

ADMINISTRATION PROGRAM (H.Q.) 916,700

\$ 16,123,400

O.C.D.A. THE ONTARIO COOPERATIVE DEVELOPMENT AGREEMENT IS A FEDERAL/PROVINCIAL AGREEMENT TO PROVIDE RESOURCE PEOPLE TO ASSIST IN THE DEVELOPMENT OF COOPERATIVE ACTIVITIES IN NORTHERN ONTARIO.

CAPITAL ALLOCATIONS AS A PART OF THE MOVEMENT TOWARDS GLOBAL BUDGETING AND BETTER CONTROL OF AVAILABLE RESOURCES IT IS ANTICIPATED THAT CAPITAL FUNDS CURRENTLY IN VOTE 10 WILL BE TRANSFERRED TO VOTE 5.

- NEED 45,000 INDIAN JOBS, FOCUS HAS BEEN ON BUSINESS OPPORTUNITY NOT JOB CREATION OR INDIVIDUAL, HUMAN, TRAINING OR COMMUNITY DEVELOPMENT.
- NEED TO PRODUCE IMPROVED DEVELOPMENT RESPONSE JOINTLY WITH INDIAN PEOPLE AT NATIONAL, REGIONAL, COMMUNITY/BAND LEVEL.

N.I.B./CABINET COMMITTEE - JOINT WORKING GROUP

STEERING COMMITTEE - OPERATIONAL IMPROVEMENT

INDIAN ASSOCIATIONS/REGIONAL INTERFACE

PROJECT REVIEW COMMITTEES/REGIONAL LOAN ADVISORY COMMITTEES

BAND ECONOMIC DEVELOPMENT COMMITTEES/DISTRICTS

PROGRAM REVIEW PROCESS/NATIONAL/REGIONAL/BAND

INDIAN CONTROLLED CORPORATIONS

- N.I.A.C.C.

- INDIAN OIL AND TAR SANDS DEVELOPMENT CORPORATION

- MANITOBA INDIAN AGRICULTURAL CORPORATION

- INDIAN SECTORAL PROGRAM MANAGEMENT

- INDIAN BUSINESSES

NEEDS - PROGRAM LINKAGES

- NEED A NEW POLICY FRAMEWORK WHICH IS BROAD ENOUGH TO INCLUDE IMPROVED ELEMENTS OF EXISTING PROGRAMS, ADDRESSES NEW AREAS FOR DEVELOPMENT EMPHASIS AND SETS PRIORITIES BETWEEN WAYS AND MEANS OF ACHIEVING GOALS.

<u>EXISTING ELEMENTS</u>	<u>NEW AREAS FOR EMPHASIS</u>	<u>WAYS AND MEANS OF DELIVERY</u>
I.E.D.F. - PROJECTS	PHASED PROJECT DEVELOPMENT	IMPROVED DELIVERY SYSTEM
BUSINESS AND DEVELOPMENT FUNDING	INVESTMENT STRATEGY INDIAN CONTROL PILOT PROJECTS (B.E.D.C.) EMPLOYMENT/TRAINING	REGIONAL PRIORITY SETTING INDIAN DEVELOPMENT CORPORATIONS BAND CORPORATIONS OR TRUSTS INTEGRATION WITH OTHER PROGRAMS
LIMITED COMMUNITY DEVELOPMENT INVOLVEMENT	SOCIO-ECONOMIC STRATEGY (N.I.B./CABINET PAPER)	COMMUNITY PLANNING AND DELIVERY MECHANISMS
SECTORAL PROGRAMS	EVALUATION TO PROVIDE BASIS FOR FUTURE FUNDING	EXPANDED WITH INCREASED INDIAN MANAGEMENT AND CONTROL
ADVISORY SERVICES	EVALUATION OF TECHNICAL AND ADVISORY SERVICES	BAND ORIENTED DELIVERY
ARTS AND CRAFTS	EVALUATION OF C.I.M.S./N.I.A.C.C.	IMPROVED DELIVERY

MAJOR ISSUES

I.E.D.F. STABILIZATION

SOCIO-ECONOMIC STRATEGY .

FLEXIBLE FUNDING

REGIONAL GLOBAL BUDGETING

EXISTING PROJECT DELIVERY SYSTEM

6.4.1.

I.E.D.F. STABILIZATION

THIS IS CLEARLY A CRITICAL, HIGH PROFILE
PROCESS.

TREASURY BOARD HAS APPROVED \$26 MILLION OVER
THREE YEARS TO CLEAN UP THE PORTFOLIO.

REVISED AUTHORITIES TO ENCOURAGE SMALLER
PROJECTS WITH HIGHER EQUITY / DEBT RATIO.

REGIONS INVOLVED IN SYSTEMATIC ANALYSIS OF
THEIR PROJECTS WITH HEADQUARTERS SUPPORT
AND GUIDANCE.

TREASURY BOARD APPROVED PROCEDURES AND
GUIDELINES FOR PROCESSING LARGE, MEDIUM AND
SMALL PROJECTS.

OPPORTUNITY TO CLEAR PORTFOLIO, REPLENISH
LOAN FUND AND PROVIDE CREDIBLE BASIS FOR
ADDITIONAL FUNDING.

6.4.2.

SOCIO-ECONOMIC STRATEGY

JOINT WORKING PROCESS WITH THE N.I.B. UNDER
THE AEGIS OF THE N.I.B. / CABINET COMMITTEE.

PROVIDES THE BASIS FOR IMMEDIATE CHANGE AND
BROADER DEVELOPMENT FOCUS.

DECISION POINT ON CABINET DOCUMENT EXPECTED
THIS FISCAL YEAR.

IMPORTANT PART OF NEW POLICY FRAMEWORK WHICH
WILL INCLUDE IMPROVED ELEMENTS OF EXISTING
PROGRAMS AND ADDRESS NEW AREAS FOR DEVELOP-
MENT EMPHASIS.

6.4.3.

FLEXIBLE FUNDING

URGENT NEED TO OBTAIN ADDITIONAL FUNDING.

FORMAL EVALUATION AND ANALYSIS OF EXISTING ELEMENTS
WILL PROVIDE SUBSTANTIATED BASIS FOR NEGOTIATION.

RESTRUCTURING OF EXISTING RESOURCES TO ALLOW MORE
FLEXIBLE USE WILL INVOLVE H.Q. PREPARATION OF
TREASURY BOARD SUBMISSIONS INVOLVING:

- ECONOMIC DEVELOPMENT CAPITAL
VOTE 10 TO VOTE 5
- SUB-ACTIVITY ANALYSIS
- REVIEW OF NON-DISCRETIONARY
BUDGET ITEMS
- REVISED/COMPREHENSIVE TERMS
AND CONDITIONS FOR FLEXIBLE
USE OF CONTRIBUTIONS

APPLICATION OF MORE FLEXIBLE FUNDING CAN BE ACHIEVED
THROUGH REGIONAL GLOBAL BUDGETING.

REGIONAL
GLOBAL
BUDGETING

- PRIORITY SETTING
- STRATEGIC ALLOCATION OF RESOURCES
- COMMITMENT CONTROL
- INTEGRATION WITH OTHER PROGRAMS

REGIONAL GLOBAL BUDGETSCOMPONENTS

IDENTIFICATION OF ALL "DISCRETIONARY"
ECONOMIC DEVELOPMENT EXPENDITURES BY
REGION.

DEVELOPMENT OF A SINGLE ECONOMIC
DEVELOPMENT FUND

- CONTRIBUTIONS FOR PLANNING, TECHNICAL
SUPPORT DEVELOPMENT, SUBSIDY, EQUITY

ESTABLISH AN ALLOCATION FORMULA

PRIORITY IDENTIFICATION BY EACH REGION

APPLICATION OF AN "INVESTMENT STRATEGY"
BY REGION

TASKS

- REVIEW OF EXISTING
EXPENDITURES

- TERMS AND CONDITIONS

- ALLOCATION OF FORMULA
DEFINITION

- DEVELOPMENT OF AN
INVESTMENT STRATEGY
FRAMEWORK

PROBLEMS WITH PROJECT DELIVERY SYSTEM

- RANGE OF SERIOUS PROBLEMS STEMMING FROM THE INITIALLY SMALL INDIAN BUSINESS FUND ATTEMPTING TO MEET A BROAD RANGE OF DEVELOPMENT OBJECTIVES.
- LIMITED CONTRIBUTION FUNDS AND GREATER FLEXIBILITY OF LOAN FUNDS HAS FAVOURED THE USE OF LOANS.
- MANY PROJECTS TOO HEAVILY DEBT LOADED OR REQUIRED SIGNIFICANT DEVELOPMENT TYPE FUNDING BEFORE BEING CAPABLE OF NORMAL OPERATION.
- DEVELOPMENT PROJECTS HAVE INVOLVED EXTRA RISK, INCURRED HEAVY START-UP COSTS AND FREQUENTLY RELIED ON PEOPLE INEXPERIENCED IN MANAGEMENT.
- PATTERN OF FUNDING SHOWS THE FUND HAS BEEN USED INCREASINGLY TO SUPPORT EXISTING PROJECTS IN ISOLATION OF OTHER PRIORITIES.
- THIS HAS HIGHLIGHTED INABILITY TO SET PRIORITIES AND ALLOCATE RESOURCES.
- POOR INTERACTION WITH OTHER PROGRAM ELEMENTS HAS OCCURRED.
- ALSO CLEARLY REVEALED IS THAT THE EXISTING PROJECT DELIVERY SYSTEM MUST BE RE-DESIGNED TO SUPPORT PROJECTS WITH
 - OBTAINABLE AND APPROPRIATE GOALS
 - PROPER DEVELOPMENTAL FINANCING
 - APPROPRIATE FINANCIAL CONTROLS
 - ADEQUATE REVIEW AND MONITORING PROCEDURES

CHANGES IN DELIVERY SYSTEM

PROJECT
REVIEW
COMMITTEES



COMMITTEES AT REGIONAL LEVEL TO REVIEW
PROJECTS AT EACH PHASE

H.Q. COMMITTEE TO PROVIDE GENERAL LARGE
PROJECT REVIEW, MONITORING AND EXCEPTIONS.

STANDARD
CONTRIBUTION
AGREEMENTS



PAYMENT SCHEDULES

OBJECTIVE STATEMENT

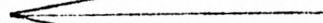
REVIEW PROCESS DESCRIPTION

REGULAR
PAYMENT
CONTROL



PAYMENTS MADE FROM REGIONAL FINANCE AFTER
REVIEW FOLLOWING AN AGREED SCHEDULE

COMMITMENT
CONTROL
SYSTEM



MULTI-YEAR COMMITMENTS MADE

RELATED TO ANNUAL GLOBAL BUDGETS

CONTRIBUTIONS PAID OUT ONLY IN THE YEAR USED.

PHASED PROJECT DEVELOPMENT

PHASE I - PLANNING

FEASIBILITY STUDY

MARKET STUDY

PLANNING

FUNDING IDENTIFICATION

ORGANIZATION PLAN

1 CLEAR OBJECTIVES FOR EACH PHASE.

CONTRIBUTION AGREEMENTS FOR EACH PHASE.

PHASE 2 - DEVELOPMENT

TRAINING

LIMITED PRODUCTION

LIMITED CAPITAL INVEST.

SYSTEMS DEVELOPMENT

MARKETING TESTING

2 PROJECTS REVIEWED AFTER EACH PHASE.

PHASES NOT LONGER THAN 1 YEAR.

PHASE 3 - CONTROLLED OPS

CONTINUING WORKING CAPITAL SUPPORT

SYSTEMS TESTING

EXPANDED CAPITAL

PHASE 4 - INDEPENDENT OPS

EQUITY & FINAL FINANCING

3 GLOBAL AMOUNTS APPROVED AND DRAWN DOWN

WORK PROGRAMTARGET DATES

- | | | |
|-----|---|----------------|
| 1. | STABILIZATION - STABILIZATION PROCESS | CONTINUING |
| | - PHASE II LARGE/MEDIUM PROJECTS | |
| | - SMALL PROJECT CLEAN-UP | |
| 2. | SOCIO-ECONOMIC STRATEGY PAPER | DECEMBER 1977 |
| 3. | PHASED PROJECT DEVELOPMENT | NOVEMBER 1977 |
| 4. | STANDARD LEGAL AGREEMENTS | SEPTEMBER 1977 |
| 5. | SECTORAL PROGRAM EVALUATION | CONTINUING |
| 6. | ECONOMIC DEVELOPMENT CORPORATION AS DELIVERY MECHANISMS | DECEMBER 1977 |
| 7. | GLOBAL CONTRIBUTION FUNDS | DECEMBER 1977 |
| | - VOTE 10 TO VOTE 5 | |
| | - SUB-ACTIVITY STRUCTURE | |
| | - REVIEW OF NON-DISCRETIONARY BUDGET ITEMS | |
| | - PROGRAM FINANCIAL MANAGEMENT | |
| 8. | PROJECT OPERATING CONCEPTS | NOVEMBER 1977 |
| 9. | INVESTMENT STRATEGY | NOVEMBER 1977 |
| 10. | MONITORING SYSTEMS - GENERAL | OCTOBER 1977 |
| 11. | MANAGEMENT REPORTING SYSTEMS | OCTOBER 1977 |
| 12. | EVALUATION - ADVISORY SERVICES | NOVEMBER 1977 |
| 13. | ECONOMIC DEVELOPMENT INFORMATION SYSTEM | MARCH 1978 |
| 14. | LOAN OPERATING STANDARDS | NOVEMBER 1977 |
| 15. | LOAN ADMINISTRATION STANDARDS | NOVEMBER 1977 |
| 16. | EVALUATION CRITERIA FOR ARTS AND CRAFTS | OCTOBER 1977 |

APPENDIX

STRATEGIC CONSIDERATIONS

A RANGE OF WAYS AND MEANS TO SUPPORT DEVELOPMENT HAS BEEN BRIEFED. THE SELECTION OF THE VARIOUS MEANS HAS TO BE INTEGRATED WITH THE GLOBAL REGIONAL PLANNING AND BUDGETING PROCESS. CERTAIN STRATEGIC AND DEMOGRAPHIC CONSIDERATIONS HAVE TO BE ADDRESSED SUCH AS

- GEOGRAPHIC LOCATION OF RESERVES (E.G. URBAN, SEMI URBAN AND REMOTE)
- INADEQUACY OF RESERVE ECONOMIC BASE
- DIFFERENCE IN ECONOMIC STATUS E.G. POOR BANDS VS WEALTHIER BANDS
- MAXIMIZE RESERVE ECONOMIC POTENTIAL
- POPULATION DISTRIBUTION
- DEMOGRAPHIC CHARACTERISTICS
 - APPROXIMATELY HALF OF THE POPULATION IS UNDER 14 YEARS OF AGE.
 - GROWTH RATE IN AGE GROUP 0-14 YEARS HIGHER THAN NATIONAL AVERAGE
 - 64% OF THE TOTAL POPULATION IS LOCATED IN RURAL AND ISOLATED AREAS.
HIGH OF 84% IN YUKON
LOW OF 38% IN ATLANTIC
 - REGIONAL BREAKDOWN OF POPULATION BY TYPE OF COMMUNITY.
 - APPROXIMATELY 1/4 OF TOTAL POPULATION LOCATED IN ONTARIO.
 - FOR FIRST TEN YEAR PERIOD EXPECTED GROWTH RATE IN WORK FORCE IS 3,300 PER YEAR.
 - BEGINNING IN 1984 THIS RATE DECREASES TO 2,500 PER YEAR.
 - BY YEAR 2,000 WORK FORCE WILL BE APPROXIMATELY DOUBLE THE CURRENT NUMBER.
 - UNEMPLOYMENT EXCESSIVELY HIGH EVEN IN URBAN AND SEMI URBAN AREAS.
 - AVERAGE INCOME PER PERSON \$1,523. (DECEMBER 31, 1974)

THE FOLLOWING GRAPHS AND CHARTS HIGHLIGHT POPULATION DISTRIBUTION AND DEMOGRAPHIC CHARACTERISTICS

FUNCTION AND OBJECTIVES

FUNCTION:

TO FACILITATE COMPREHENSIVE SOCIO-ECONOMIC
AND ENVIRONMENTAL PLANNING AT THE COMMUNITY,
REGIONAL AND NATIONAL LEVEL.

OBJECTIVES:

TO ASSIST BANDS IN THE DEVELOPMENT, MAINTENANCE
AND IMPLEMENTATION OF COMPREHENSIVE COMMUNITY
PLANS.

TO ENCOURAGE INDIAN INVOLVEMENT IN THE PLANNING
PROCESS IN ORDER TO ASSIST THE ARTICULATION OF
THEIR OWN NEEDS AND DESIRES AND TO PROMOTE THE
POLITICAL DEVELOPMENT OF THE BAND.

ORGANIZATION

REGIONAL PLANNER IN EACH REGION (HIRED AT VARYING TIMES SINCE 1972);

ORGANIZATIONS VARY - SMALL, CENTRALIZED STAFF

- DISTRICT PLANNERS
- BAND PLANNING COMMITTEES

HEADQUARTERS - LIAISON, CROSS FERTILIZATION; PLANNING INPUT TO
POLICY/PROGRAM.

RESOURCES:

	<u>SALARIES AND PROFESSIONAL SERVICES</u>	<u>\$/BAND</u>	<u>PLANNING PERSONNEL</u>	<u>TOTAL PROGRAM BUDGET</u>
1972 - 73	\$ 372,000	\$ 640	9	290 MILL
1977 - 78	\$1,100,000	\$2,000	30	600 MILL

PLANNING

ISSUES

1. Planning as a process.
2. Community should be an integral part of Region.
3. Implementation of Community Planning Objectives.

ISSUES

7.3.1 - PLANNING AS A PROCESS:

- (A) CHANGE FROM "PHYSICAL PLANNING" TO COMPREHENSIVE PLANNING.
- (B) PROVISION OF PLANNING ASSISTANCE MORE DIRECTLY AND CONTINUOUSLY TO THE COMMUNITY.
- (C) PROMOTE INTERRELATIONSHIPS BETWEEN PROGRAM ELEMENTS - "TEAM" APPROACH TO PLANNING.

7.3.2 - COMMUNITY AS AN INTERGRAL PART OF REGION:

- (A) IMPROVE ABILITY TO RESPOND - BOTH PROGRAM AND COMMUNITY TO PROVINCIAL AND OTHER FEDERAL INITIATIVES PLANNED AT REGIONAL/SUB REGIONAL LEVEL.
- (B) MORE EFFECTIVE INTEGRATION OF COMMUNITY - BASED FUTURE DEVELOPMENT STRATEGIES ARISING OUT OF COMPREHENSIVE PLANNING PROCESS AND PROGRAM REGIONAL STRATEGIC PLANNING.

7.3.3 - COMMITMENT TO IMPLEMENTATION OF COMMUNITY PLANNING OBJECTIVES:

- (A) BAND CONTROL OVER PLANNING PROCESS - BOTH WHEN AND HOW.
- (B) INVOLVEMENT OF BAND MEMBERSHIP IN COMMUNITY PLANNING.
- (C) COMMUNITY-BASED STRATEGIES NEED TO FORM BASIS FOR PROGRAM DEVELOPMENT STRATEGIES WITHIN DIA IN TERMS OF PROGRAM FORECASTING, PLANNING AND FLEXIBILITY.

ACTION

EVALUATION BY REGIONAL PLANNERS, AS A GROUP, OF PROGRESS MADE ON ISSUES SINCE LAST MARCH. (OCTOBER)

INTERRELATIONSHIP BETWEEN PROGRAM ELEMENTS BEING REINFORCED THROUGH STRATEGIES LIKE BAND WORK PROCESS; AND THROUGH PROBABLE PROGRAM RESPONSE TO N.I.B. SOCIO-ECONOMIC STRATEGY STUDY.

SOME REGIONS, PARTICULARLY SASKATCHEWAN, CURRENTLY DEVELOPING MECHANISMS TO INCORPORATE COMMUNITY-BASED STRATEGIES INTO REGIONAL PROGRAM PLANNING AND FORECASTING.

AN ORGANIZATIONAL PROPOSAL TO ASSIST BANDS IN RESPONDING TO ENVIRONMENTAL ISSUES OCCURRING OFF-RESERVE WHICH HAVE AN IMPACT ON THEIR COMMUNITIES (E.G. MERCURY, PIPELINES, HYDRO/COAL/GAS DEVELOPMENTS) WILL BE PRESENTED TO E.P.C. (OCTOBER)