

SELF - GOVERNMENT
WALPOLE ISLAND BAND
ONTARIO

E78.05
C361



FOREWORD

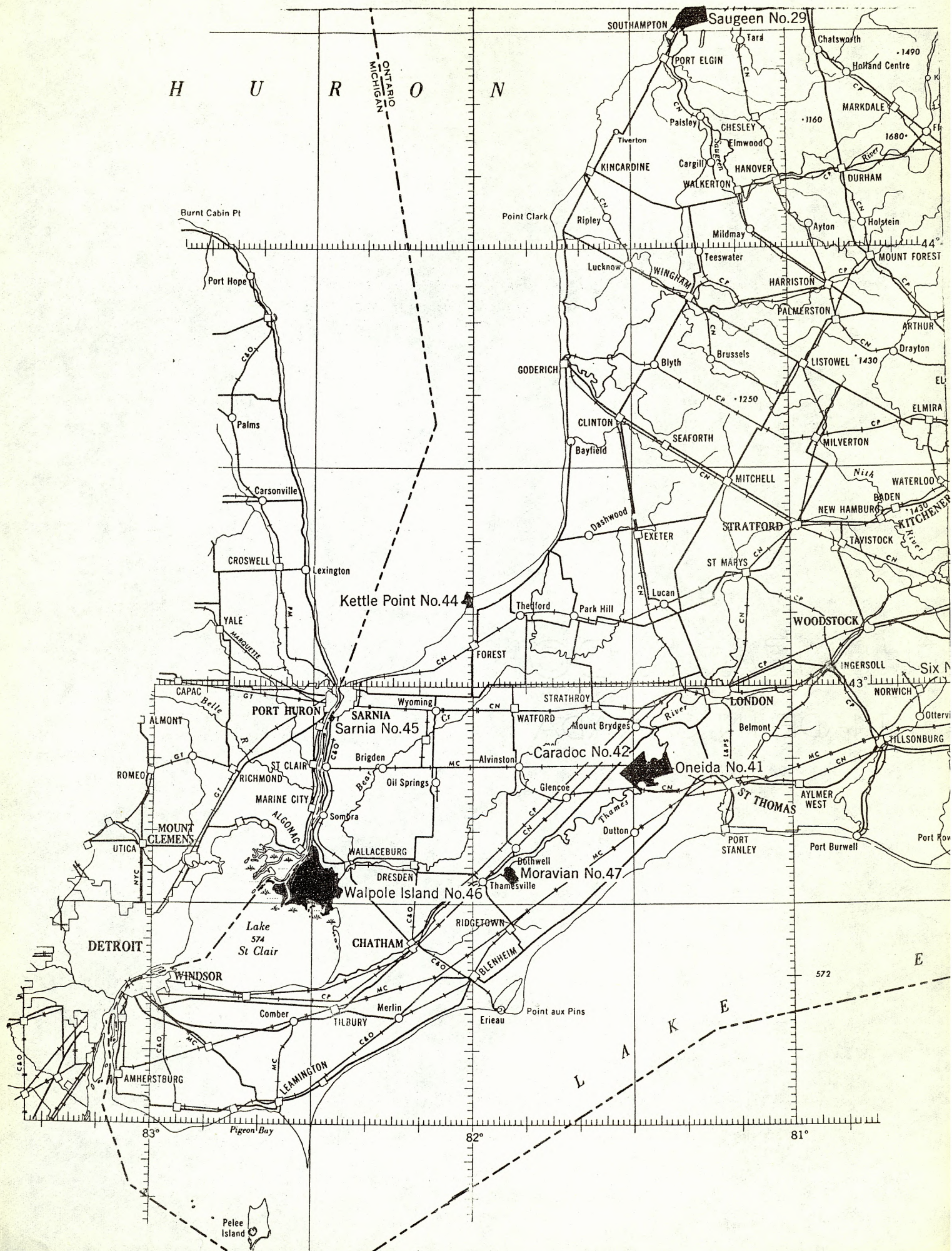
Obviously much of the groundwork and detail leading to self-government of the Walpole Island Band cannot be included in this report. An attempt is made, however, to set out the order of events that preceded this historic move so that other Indian bands might benefit from this experience.

The Walpole Island Band went under Section 68 of the Indian Act following Order-in-Council P.C. 1959-1151, September 11, 1959. Some time elapsed though before the dying embers, fanned by leadership training, were to ignite.

This epoch of the Walpole Island Council has evoked interest among many Indian leaders across the nation who share the philosophy that an enlightened band administration is the spark plug of community development.

The opportunity to participate fully in determining their own destiny should be the goal of all Indian people as Canada approaches the Centennial of Confederation.

T. L. Bonnah,
Regional Director, S. Ont.,
Indian Affairs Branch,
1849 Yonge Street,
Toronto 7, Ontario.



SELF-GOVERNMENT PROJECT
WALPOLE ISLAND BAND

One of the basic principles of our democratic way of life is the right to have a say in the determination of our own affairs. When this involves Indian people, however, it takes on a new dimension. At Confederation the Government of Canada legislated for the Indians and lands belonging to them. Apart from Section 80 of the Indian Act, which up to recently has been little used by many bands, the Indians have actually little say in their own affairs. Looked at in this light the project undertaken with the Walpole Island Council is of major significance.

The Walpole Island Band, like several other Indian Bands in this Region, has had an enviable record of electing councils that would do credit to any rural municipality. Like their neighbours they still have a long way to go to bring Council activities in tune with the needs of a community in the space age in which we are entering.

Considering that progress on Walpole Island came about despite complex problems resulting from the amalgamation of two tribes, the achievement of the residents is all the greater.

While it is not my purpose in this review to single out any individual or particular Band Council for special praise, the progress (Appendix A) of the Walpole Island people up to the time of application for self-government can be attributed in no small measure to the unselfish devotion of many community-minded Indians and those Indian Affairs staff members who have not learned how to watch the clock. With this progress also developed a new generation of Indian people on the Island. Improved educational facilities and an almost totally integrated school system with the town of Wallaceburg in recent years has produced a higher standard of education than heretofore.

For several years prior to this writing a complete physical change gradually came over Walpole Island. Where a few short years before wild ponies roamed the island, land was now being leased and put to the plow. Half-acre garden plots gave way to larger cultivated farms until a maximum of approximately 2700 acres came under cultivation in one holding alone. Scrub trees, brush, weeds along with tall wild grass yielded to miles of corn, soya beans and other cash crops. Seldom is a corn crop now seen that at maturity is under seven feet tall. While this apparent prosperity was going on the Indians learned little farming. Individual Indian locatees preferred to lease their lands to outside farmers in preference to farming themselves.

While many considered it easier to collect the rentals than toil all day on the land, the lack of training in a very specialized branch of agriculture, plus inadequate financing, kept the progressive minded Indian off his own land. Nowhere could he turn to for the kind of money required to finance an agricultural project of the type required or the extent undertaken by outside lessees on the Island. Neither Band Funds nor the government Revolving Fund is of much help for it is not uncommon to see the larger leaseholders spend over \$30,000 in one year on fertilizer alone. Only a couple of Indians therefore are actually farming and their operations are comparatively small when considered in the light of what should be undertaken to show a profit.

At a Band Council Meeting held August 28, 1963, the Council of the day decided their work had increased to the extent where it was advisable to select a "Band Manager" to conduct the affairs of the Band that were outside the area of responsibility carried on by the Indian Affairs Branch agency staff. It was also their hope that some of the most perplexing problems might be solved better through their own efforts.

A competition was held among Band members and a candidate appointed after interviews were completed. He was sent to Coady International Institute for special training for one year in the self-help economic program of the Institute. The philosophy and principles of co-operation along with co-op service organizations formed part of the training together with studies in economics, communication and community development. The Council figured this added training along with that supplied through the Branch's annual local Leadership Institutes (See Appendix N-N1) would fit the manager to fill his new role well.

It may be significant here to note that the candidate selected was also a member of the existing Band Council although before assuming duties he had resigned this office. He was about 38 years old, married and maintained a family. His education might be considered the equivalent of Gr. XII. He was previously employed as an electrician. During his year of study the Band Council paid him a salary of \$55.00 per week to maintain his family.

Expenses at Coady Institute for the school term (approximately \$1600) were split two ways between the Band and Indian Affairs Branch. The fact that the candidate turned down employment offering approximately twice what the Band could afford to pay him as manager (approx. \$4,000 - \$5,000) was indication of his dedication to the cause and interest in seeing the Band on the way to eventual self-determination.

Even with the passing of the Baldwin Act in 1849 the road to self-government did not come easy for any municipality in Ontario. The Walpole Island Indian Community was to be no exception. Indeed the problem on the Island was aggravated because of the indifference on the part of too many Band Members to what went on in their community and the dependency of some Councillors on the Indian Agency staff.

While no blame is attached to anyone for the existence of such a condition, it is obvious that no municipal council, Indian or otherwise, can develop under such a handicap. Worst of all, it provided little climate for the encouragement of the best talent among the Indian people to offer their services to the good of the Indian community.

Had more of the Indian people offered constructive criticism, even if they did not want to serve on the Band Council, it would have been better than maintaining a stoic silence until it was too late.

This lack of interest in public affairs by some of the elite of the Indian band destroyed the incentive many others may have had in public affairs and made it that much more difficult to generate a real interest in local Band elections. The Indian community in this regard suffers an ailment common to many non-Indian municipalities.

When addressing the 33rd annual convention of the Ontario Association of Rural Municipalities this year (1965) the Honourable J.W. Spooner, Minister of Municipal Affairs, asked his audience to "take a hard look at the actual operation of our much-vaunted democratic system". He went on:

"While we expend millions of words crying for more autonomy we cannot get more than a mere forty percent of our voters out to the polls! Why? Is it really because we are too well off? Are we really as lazy and indolent and soft as the detractors of western democracy would have us believe?.... I feel strongly that THE REAL REASON is you cannot get people enthusiastic about things they know very little about! It stands to reason that an understanding, properly informed people have at least the basis for a wise choice".

Applicable as the above quotation is to organized municipalities in Ontario, it could well apply to every Indian community as well. If anything, the Indian people on the whole are less informed today than any other segment of Canadian society. This democratic right must be restored.

Democracy germinates better in well informed minds. It is a community development process where people generate an awareness of their own needs. Having arrived at this stage they are then better able to select the right people to run their affairs.

The Walpole Island people were learning that the selection of a Council was not the solution to all their problems. With the needs of the community growing every year and new demands coming from the people, the Council was patiently awaiting the school year end when their own Manager would return to take over the heavy administrative task of the Council and bring some continuity to Band administration for the first time.

At the time this was to happen a Band election took place and only 5 of the old Council were returned to office along with the former Chief. Some new faces appeared on the scene in the person of younger men who were not too sure they liked the "status quo" and were bent on doing something about it. They were joined in some of their moves by a few of the older members of the Council. It was evident a new era was dawning.

As might be expected in a tense situation of this kind the Band Manager found himself caught in the squeeze for he had just taken over his new post about one month prior to the band election. The same Council that had appointed him no longer was in control. A new order was developing at a rapid rate. In a short time battle lines were being established within the new council. And what goes on within a council is sometimes reflected in the community.

Band politics had taken on a new meaning at Walpole Island. It is not likely to return to the old order without a struggle.

While the new Manager no doubt attempted to conduct the affairs of the Band in a creditable manner, it was considered by some on the Council that he had not taken a neutral stand but rather had lined up with the "old guard".

To complicate matters, the Manager, having long association with the agency staff, was looked upon in some quarters as being just another government employee.

Conditions do not improve in such a setting and the parallel between the position of Band Manager and that of City or Town Manager became apparent. This level of administration is comparatively new in Ontario and although several cities have a City Manager it is learned that unless the incumbent is a diplomat of the highest order his position is often untenable.

My own observations lead me to believe that until the Provincial Department of Municipal Affairs gives the post of City Manager recognized status it will continue to be a difficult role to fill unless the Province embarks on an intensive training program for councillors in the meantime.

From our experience in the training of Band Councillors and Band employees over the past four years under our Leadership Institute Training programs, it is going to take a long time before the two (Manager and Councillor) can be married up to live happily together ever after.

Indians in the service of their people, as well as those who are elected representatives, must understand two essential requirements are necessary to successful self-government.

- 1) The duty of one appointed by the Band Council to a Band Civil Service staff is to carry out the policy decisions of the elected council and provide the latter with reliable information on which to make sound decisions.
- 2) Elected Councillors must, where necessary, determine policy within the legislative framework provided, interpret this policy to the people and if need be see that its decisions are properly carried out by the Band Staff.

In the Walpole project neither Manager nor Council observed these main requirements in the initial stage.

On the other hand, little criticism could be voiced since each side had "dug in" and maintained an attitude of right. Under these circumstances, outside help, where offered, is seldom welcome.

While there must be close working relationship between the Band Staff and the Council, there must be a clear delineation of activity. The elected Council having selected a competent staff should place confidence in their ability to carry out administrative procedures. There is no substitute for mutual trust and co-operation.

With elections every two years and heavier demands being made on succeeding Indian Councils, our whole training program must be stepped up and put into the hands of a competent person on a regional basis. This person must be first of all able to relate to Indians and be geared to our program of self-government. He should be appointed to carry out this training program on a continuing basis, keeping in mind no program of this nature can be fully effective unless it embraces the aspirations of the Indian community as well. A favourable climate must be created in the Indian settlement that will be conducive as well as receptive to good local government.

This period of "growing pains" continued until August 1964 when a delegation of Council pressed for the right to run some of their own affairs then handled by the agency staff.

While every encouragement was given the delegates it was necessary to keep in mind the Band Staff at that time (Manager, Welfare Administrator, Treasurer and Council Clerk) were not trained to accept such additional responsibilities nor were they set up in an office that was adequate for the conduct of Band business on such a scale. It had also to be remembered that other members of the Council did not favour such a radical departure from the past, possibly sensing repercussions from the people in the event services normally provided by the government were either discontinued or improperly carried out. Rumours were rampant.

The exercise of caution on the part of certain council members did not satisfy the progressives nor did it make things any easier for the Band staff, some of whom by this time had overstepped the bounds of propriety.

Finally, on December 28, 1964, after some hectic meetings in which the Superintendent's removal was requested, a resolution was passed asking for a measure of self-government. (Appendix B also E - Page 6).

This was an entirely different situation from the position taken by the previous council that only wanted a manager appointed to conduct normal band business.

The Indian Act provided the protection needed for the survival of the early Indian and in a neat package under Section III paved the way for his enfranchisement and the ascent of his reserve to municipal status. The latter might be achieved by the Band acquiring municipal status itself or as part of another municipality.

The Walpole Island Council were not having any part of Section III and made their position clear in their disinterest in seeking municipal status under the Provincial Municipal Act.

The alternative to this was to provide the step that would allow the Band to handle their own affairs yet remain within the Indian Act as was requested.

No pressure, of course, was exerted on the Council or any members of the several delegations that visited us during this period of unrest. On the contrary every means was taken to set out the pros and cons of each point raised so that being the rational people the Walpole people usually are they could weigh both sides and arrive at their own conclusion.

Needless to say, some press reports had the effect of adding fuel to a fire that was already burning brightly. The press, however, were fair and only reported the situation as it existed. In fact, when it was explained to reporters that the Indian people were going through a rather difficult period at this time every co-operation was extended by the news media.

This silence by the press, however, was soon to be drowned out by the clatter of our own typewriter. We had no act or regulations to satisfy the ambitions of the Walpole Council in their new request. A rule book had to be written and without delay. This would take time and effort.

The Assistant Deputy Minister came to the rescue and decided the Regional Supervisor for Southern Ontario should give the Walpole project undivided attention for two or three months commencing March 10, 1965.

The versatile staff at Regional Office had the week-end to reorganize to meet the emergency. Despite this it was too late to salvage much from the existing band staff structure. At the meeting on Monday morning, March 9, 1965 the Council took steps to dismiss the Manager, Welfare Officer and Recording Secretary (Appendix C). The situation was grim indeed. To complicate matters, the Council split down the middle on the question, voting 6-6, leaving the Chief to cast the deciding vote in favour of dismissal of the employees involved. Casting such a vote is not easy when, as in this case, the Manager was a nephew of the Chief.

Upon arriving on the Island at noon tension was high. It was difficult to know who was on what side. In this case discretion is always the better part of valour. The rule was observed religiously. The Council reconvened after lunch to continue its business. During this session it was possible to arrange for Council to meet at Regional Office to consider the whole subject of self-government.

On March 11 and 12 eleven Members of the Council and their Chief met at Regional Office to attend a symposium on self-government. An agenda had been prepared (Appendix D), with a view to bringing the Council face to face with many of the problems involving local government.

Reference to the agenda will indicate the scope covered at this two-day seminar. Not all of the topics were discussed in detail since this would be impossible in such short time. The purpose behind the move was mainly to impress upon the Council the wide range of subjects they would have to eventually consider as they pursue their quest for self-government.

Subsequent events have indicated the wisdom of following this pattern.

In considering the topics under "Band Administrative Structure" there was no division on the need for appointing a senior officer as the nucleus of a Band Civil Service. Further, it was agreed that the position, like in a non-Indian municipality, should be created under by-law of the band.

While the remaining subjects under this main heading are self-explanatory, it might be interesting here to consider the importance of having a Justice of the Peace or Commissioner in the community particularly if the Indian Agency Staff is to be withdrawn to a central point to better serve several reserves or Indian Agencies as presently contemplated.

While the minutes of the symposium are attached to this report (Appendix E) it may also be well to point out here that Council considered the various aspects of Training for Councillors and Band Staff as one of the most important functions for the success of self-government.

The value of proper use of agency and regional facilities and staff in any training program for Band personnel cannot be overestimated.

A disinterested agency or regional staff member could very well scuttle the project. Success can only be assured where mutual trust exists and where the trainee feels he not only is welcome but satisfied as well that he is learning something. The satisfaction of accomplishment requires exploiting to the limit.

The whole matter of budgeting and preparation of Agency estimates received much attention at our regional meeting with the Council. Regional contention that the Band should prepare its Budget at the same time as the Indian Superintendent prepares his agency Estimates was favourably considered. It only remains for Branch Headquarters to consider this in its proper context and issue the required directive. The value of joint planning in this regard needs no elaboration when the interests of the same Indian Community are under consideration.

It was evident that in the new role the Council as a whole would require considerable reorientation. The functions of the Chief and Councillors under the new system would require complete revamping. Many old concepts, it was recognized, would have to go out the window. There was need for a set of rules to be drawn up to guide both Council and Band Staff with room and enough built-in safeguards to protect both.

The need for a central source from which the Council could pass out official news releases to the public was recognized. Too often do Council affairs reach the Indian public and news media in such a manner that completely changes its meaning. It was generally agreed the Indian public in particular were sadly neglected in the field of communication.

In dealing with the Council resolution that precipitated events leading to, and during the symposium, it was found necessary to have the Council interpret its real intent and this is noted in the minutes (Appendix E).

As a result of the regional meeting steps were taken to prepare a list of the responsibilities that might be undertaken by a Band Administrator and his staff (Appendix F). This list may, of course, be added to according to needs of the Band.

A study was made at some depth of various municipal statutes, the Ontario Municipal Act and related acts where it was felt helpful information might be provided. Unfortunately, not too much help could be found since the basis for the Municipal Act and its administration is quite different from what can be accomplished through the goodwill of the Indian people under the existing Indian Act. There seems no doubt, however, as to the advisability of considering any plans for self-government of the Indian people within the broad context of the provincial structure. To do otherwise would be to deprive the Indian band of the exposure and training that could be useful to them later on.

Since the first act of an organized municipality is to pass a by-law appointing a senior administrative officer (usually the Clerk) it was felt a similar move should be undertaken by the Band Council.

Accordingly, a By-law was drafted out (Appendix G) to create the position of "Band Administrator" it being the desire of the new Council to use this rather than another title. In considering the need for a by-law to bring band administration closely in line with the neighbouring community, care was taken not only to include in the by-law salary and certain duties but a bond and declaration of office as well.

In addition, it was necessary to draft for Council consideration a set of regulations governing Band Staff (Appendix H). Time, however, did not permit the broad coverage normally associated with personnel matters. Because of the crisis experienced in relation to the former Band Staff it was felt some regulations, imperfect as they might be, would be better at this time than none at all.

Since the Walpole Island Band have a sizable budget (Appendix A) and an expanding economy, it could not function satisfactorily without some regulations laid down as a guide to the Band's financial administration. These regulations, incomplete as they are, may be referred to herein. (Appendix I).

At this writing the By-law creating the position of Band Administrator along with Personnel and Financial Regulations have been passed by Council.

A request has also been made by Council to develop a policy for the Band in connection with the thorny subject of "Conflict of Interests". Time has not permitted the development of this as yet.

It might be wondered here why all the haste in developing the above regulations. The answer to this is simply that upon discharging certain staff members the Council advertised for replacements with the understanding those discharged could reapply. None did, however, though it was known some Councillors were secretly hoping the deposed Manager would consider this and it was imperative he would no longer have to "fly by the seat of his pants".

It is interesting to note that in advertising for new help the Band Council opened the competition to Indians outside the Walpole Band in order to attract qualified candidates. This precedent took some courage.

When the resulting applications were in and opened the Council decided the qualifications of an applicant and member of the Moravian Band should be considered at a salary of \$4,600 per annum.

It is hardly necessary to comment that this appointment caused considerable debate especially so since the salary of the administrator was being paid from funds of the Walpole Band. In the last analysis, the will of Council prevailed as it was considered in the best interests of the Band to hire the most competent Indian applicant for the job. Equally qualified Indians of the Walpole Band did not apply for the senior position.

Following this appointment, much ill feeling continued on the reserve in certain circles. This was not so much because of the appointment of a non-member as it was from hurt feelings and the dismissal of some staff members that had become somewhat of a fixture. Even the writer was not immune to criticism as one newspaper had made much of his appointment by the Branch as "special adviser" to the Walpole Council. This nebulous title was

interpreted in some quarters as carrying with it the responsibility for advising the Council to fire its employees. The fact that the writer did not enter the arena until the heat of battle had melted the ice made little difference.

The new Band Administrator took over his duties in mid-May 1965 and appears to be doing a good job. The Council as a whole are measuring up to the responsibilities entrusted to them. (Appendix O and Ol).

Among the many areas of responsibility the Council will take over is a band revolving fund loan of \$125,000. This involves not only approval of loan applications but collection as well.

A draft "Revolving Loan Contract" was submitted by the Chief to the writer for consideration (Appendix J). After much deliberation and in view of the failure of Branch applications in the past to have any meaningful purpose to the borrower, it was decided to redraft the Chief's attempt and draw up a new one with regulations on the reverse and submit it for Council consideration (Appendix K).

While this was in progress the Council decided on another major move. A Resolution was passed agreeing to the removal of the Agency staff from Walpole Island (Appendix L). The Council also requested the Agency office be turned over to the Band Council for an administration office during the trial period. No objections were raised to these moves. It was recognized that one of the surest ways of helping the Band Council achieve its objective was to remove obstacles that might tend to impede the much needed learning process. The remaining agency staff now operate from Sarnia and one Superintendent supervises the operation of the Walpole Island and Sarnia Agencies. (Appendix M).

A training program is now underway and will continue until the Band administration is fully acquainted with the areas of responsibility the Council take over from time to time. These so far include all OHSC and PSI medical coverage since the Band pays some \$12,000 annually towards this. In addition to this and the loan program mentioned above, the Band intends to consider handling the registration of vital statistics, leasing of Band and located land, all public works and the development and operation of a public park. They will also administer their extensive wild life projects from which much of their present band revenue is derived.

With heavy expenditures facing this Band in the years ahead some financial grant will be required to help with administrative costs particularly. While the drafting of a formula for development grants should not present too great a problem the same cannot be said for grants to help ease financial band administration costs.

In considering administrative grants it is necessary to focus attention on the main reason for such a grant and the need for equality in the treatment of Indian bands. No band in the region can be considered wealthy and all face serious problems common to Indians trying to survive in an industrial and urbanized setting.

Regardless, however, of the desire to cover all eventualities in the formation of a grant structure, we have tried to keep in mind that any formula presented to the Indians must be realistic and couched in a language that can be understood as well as applied to reserve administration.

The result of our efforts in this regard are shown in extracts from a letter to the Asst. Deputy Minister under date of April 23, 1965.

"If the objective of the grant is to bear the full impact on the Indian community and especially on the local governing body, the following conclusions should, I believe, be considered, keeping in mind that in this region there are no "wealthy" bands and the three that operate under a sizable yearly band budget need every available cent for development.

- i) There should be no administrative grant made to any band in this region during the next five years larger than \$5,000.00 annually towards administrative costs and conditional upon criteria shown below being met.
- ii) After a five-year trial period the situation should be reviewed in the light of demands for increased grants to bands who have shown evidence of good management, an increased effort towards self-determination and are actually in need of a larger grant.

The PURPOSE for which an administrative grant is made available might be summed up as follows:

- 1) To motivate and encourage more self-reliance among Indian Bands and their Councils.
- 2) To encourage and stimulate economic development projects.
- 3) To assist in defraying a portion of the financial administration costs.

Since the overall improvement of the Indian community is basic and its long-range development and survival must be considered in the light of the surrounding municipal structure, our educational process must be on the premise that the more autonomy that is demanded as individuals the more cost must be paid personally.

With the above factors in mind the following criteria for the development of a formula for issuing administrative grants to Indian Band Councils is offered for consideration:

- | | |
|--|----------|
| 1) Band is operating under Section 68, Indian Act | \$100.00 |
| 2) Band is operating under Provincial General Welfare Assistance Act or other Band welfare program carried on independent of agency administration | 500.00 |
| 3) Band has for preceding 3 years Annual Budget Expenditure of \$25,000 or over | 200.00 |

4) Membership of 1,000 or over on Band list	100.00
5) <u>Medical Coverage</u>	
a) P.S.I., O.H.S.C., or other medical coverage where Band contribution is made to a maximum of \$4,999.99 annually	200.00
b) Where Band contribution towards medical plan or equivalent is \$5,000.00 or over annually	400.00
6) Band has, or willing to appoint, full-time Indian staff and is willing to undertake agreed upon additional duties that would normally be carried out by Agency staff, or	
a) Has, or agrees to hire a qualified Band Administrator or Clerk or Manager who is appointed under By-law (bonded). 33 1/3% of salary paid to a maximum of	1500.00
b) Has, or agrees to hire a qualified Secretary with stenographic ability and experience. 33 1/3% of salary to maximum of	1000.00
c) For all other full-time staff members not paid on an hourly basis (e.g. Recreation Director, Welfare Administrator, Clerk, etc.) maximum total obtainable	500.00
7) Band has in operation or is undertaking economic development projects such as Parks, Museum, Wildlife, Agriculture, Leasing, or other Band projects designed to improve local economy and reserve conditions generally.	500.00
<hr/>	
<u>Total Maximum Administrative</u> <u>Grant</u>	\$5000.00

You will note from the above that an endeavour has been made to relate the amount of the grant with certain factors attributable to band progress. Should a band qualify under every section of the formula, a grant of \$5000.00 could be made available".

Bonus incentives as shown above will encourage even the "have not" Bands to accept more responsibility.

Only the future will tell what lies ahead for the Walpole Island Band in their quest for Self-government. A lot will depend on our field staff and the training provided. The main stimulus must come from the Indians themselves. In this respect the Branch must take the lead in creating a favourable climate for Self-government. It is an exciting venture for these people. Whether or not it will succeed to the extent desired cannot be determined here. One thing is certain, Walpole Island will never be the same again.

A P P E N D I C E S

- A Basic Information
- B Resolution, December 28, 1964
- C News clipping "Windsor Star" March 9, 1965
- D Agenda - Symposium
- E Minutes of Symposium
- F Responsibilities that can be undertaken.....
.....Section 68...
- G By-law, Band Administrator
- H Personnel Regulations
- I Financial Regulations
- J Revolving Loan Contract
- K Walpole Island Band Application
Revolving Fund Loan
- L Resolution, Walpole Island Band, March 29, 1965
- M News Clipping "Sarnia Observer", April 30, 1965
- N News Clipping "Peterborough Examiner" February 9, 1965 and
"Windsor Star", March 16, 1965
- N1 Leadership Institute Brochure
- O Letter, May 11, 1965 from Superintendent
and Walpole Island Council Agenda as prepared
by Band Administrator.
- Ol News Clipping "Windsor Star", May 21, 1965 and
"Globe & Mail", Oct. 16, 1965

BASIC INFORMATION

<u>NAME</u>	Walpole Island Band (formerly Amalgamated Walpole Island Band)
<u>LOCATION</u>	Lambton County, Province of Ontario
<u>ACREAGE</u>	45,025 acres.
<u>POPULATION</u>	On Reserve 1,220 Off Reserve <u>202</u> Total 1,422
<u>TRIBES</u>	Potawatomies and Chippewas (amalgamated about 1940).
<u>MILES OF ROAD</u>	Paved 3.65 Gravel 27. Other <u>83.</u> Total 113.65
<u>BAND BUDGET</u>	\$80,000. for fiscal year ending March 31, 1965.
<u>EDUCATION</u>	Students attending Wallaceburg Schools (a) Elementary 165 (b) High School (including Vocational and Academic) 44 Students attending Reserve Schools on Walpole Island (a) Elementary (Kindergarten to Grade 3) <u>185</u> Total 394
<u>MEDICAL</u>	(P.S.I. and O.H.S.C. Coverage) Of a total cost of approximately \$60,000. per annum for the above, the Council votes \$11,000. from Band Funds.
<u>LAND USAGE</u>	Under cultivation by Indian Farmers: (a) Crop Land - 205 acres Under cultivation and leased by Non-Indians (a) Crop Land - 8,456 acres (b) Duck Marsh- 16,980 acres
<u>WELFARE</u>	The Band operates its own welfare program in the same manner as a non-Indian municipality - under the Ontario Provincial General Welfare Assistance Act. (P.C.1961-62 Mar.9/61).
<u>BAND LOANS</u>	A revolving fund loan of \$125,000. is in operation and managed by the Council.
<u>HOUSING</u>	In the fiscal year 1962-63, a planned community housing project was started consisting of 12 units with 3 piece inside bathroom and electricity and in the following year, the project was completed. This was financed jointly by the Band and Indian Affairs Branch.
<u>WATER WORKS</u>	In the year 1962-63, a water distribution system was installed to service the community housing development as well as other houses nearby. This project was financed jointly by the Band and Indian Affairs Branch.
<u>EMPLOYMENT</u>	Apart from those engaged in guiding and trapping on the Reserve, the main body of workers are engaged in American industry.



DEPARTMENT OF CITIZENSHIP AND IMMIGRATION
INDIAN AFFAIRS BRANCH
BAND COUNCIL RESOLUTION

Appendix B

NOTE: The words "From our Band Funds" must appear in all resolutions requesting expenditures from Band Funds.

The Council of the.....WALPOLE ISLAND.....Band of Indians,
(Name of Band)
in the.....WALPOLE ISLAND.....Indian Agency,
(Name of Agency)
in the Province of.....ONTARIO.....at a meeting, held at.....WALPOLE ISLAND.....
(Name of Province in full) (Name of Place)
this.....TWENTY EIGHT.....day of.....DECEMBER.....A.D. 19.....64.....
(In Full) (Month)

Do HEREBY RESOLVE: That inasmuch as a measure of self Government of the Band is desired, This Council requests Indian Affairs Branch to institute steps to transfer jurisdiction to the Walpole Island Band control and Management over all matters relating to their Band. And such others matters as may be mutually agreed upon between Indian Affairs Branch. and the Band Council from time to time.

Be it further resolved that while we desire immediate steps be taken to legalize this change over, this process be accelerated to the rate which the Walpole Island Band Council decide they can handle.

Be it further resolved that an annual grant as may be mutually agreed upon be provided the Band from Parlimentary appropriation to assist in defraying administration costs.

Be it further resolved that this move towards self Government of the Walpole Island Band continues for a trial peroid of one year at which time the Band Council will make an assessment of the situation and decide on a future policy.....

Barton Brooks (Chief)
William Brigham (Councillor)
Labert L. L. L. (Councillor)
..... (Councillor)
..... (Councillor)
..... (Councillor)
..... (Councillor)

FOR HEADQUARTERS USE ONLY				
1. TRUST ACCT	2. CURRENT BALANCES		3. Expenditure	4. Authority Indian Act Sec.
	A. Capital	E. Revenue		
	\$	\$	\$	<input type="checkbox"/> Capital <input type="checkbox"/> Revenue
6. Recommended			7. Approved	
Date			Date	
Chief, Reserves and Trusts			Director, Indian Affairs	

Indian Band

THE WINDSOR STAR, TUESDAY MARCH 9, 1964

Fires Staffers

Only Two Survive Big Purge

Walpole Island To Reorganize Administration

WALPOLE ISLAND—Walpole Island band council released three band employees Monday when it passed a resolution "that the positions of all band employees be terminated—with the exceptions of the secretary-treasurer and the roads foreman."

Affected by the resolution which amounts to firings are Edsel Dodge, island business manager; Mrs. Ford Soney, council recording secretary, and Mrs. Leonard Peters, welfare officer.

Chief Burton Jacobs said the elimination of the three positions was the first step in the re-organization of the island's administration.

Walpole Island is the first Indian band in Canada to attempt the administration of its own affairs, or its own self-government.

The firings were effective immediately.

The resolution said it was council's desire to re-organize band staff to achieve the greatest possible efficiency and further that "self administration can only be realized by the employment of faithful and qualified staff."

The 12-man council was split on the decision with Chief Jacobs casting the deciding vote.

Council decided to fill the vacancies, for the moment at least, with an executive assistant to Chief Jacobs and a clerk-typist. Both positions will be full-time. Duties of welfare officer and recording secretary will be given to the two new employees.

Mr. Dodge was a full time employee while Mrs. Peters and Mrs. Soney were part-time.

Applications for both positions will be received until March 26 and successful candidates will be chosen at a special meeting March 29.

Mrs. Peters who had been welfare officer for 10 years said in an interview she was given no reason for the firing and that she would demand "a showdown" to find out why she was fired.

Leaving the island without a welfare officer "will be bad for the needy and the children," she said.

The chief and council in fact fired themselves along with the others because they too, are band employees, she said.

Mr. Dodge, who had been island business manager for the past year after spending a year at university preparing for the position, said there would be "a verbal and political bomb laid," before the matter was finally settled.

He said he thanked the island council for financing his year of study of business administration and community planning at St. Francis Xavier University in Nova Scotia.

Mrs. Soney who had been council recording secretary for 13 years had no comment to make to the press.

The 12-man council and Chief Jacobs are scheduled to meet T. L. Bonnab, regional supervisor of Indian affairs for Southwestern Ontario on Thursday and Friday to discuss the changeover in administration.

AGENDA
for
Symposium on Self-government
of the
Walpole Island Band

March 11th, 1:30 p.m.

Opening Remarks

BAND ADMINISTRATIVE STRUCTURE

- (a) Nomenclature - Band Senior Administrative Officer
- (b) Appointment and Duties of Senior Officer
- (c) Support Staff and their appointment
- (d) Oath of Office for Clerk or Business Administrator
- (e) Commissioner or Justice of Peace

TRAINING FOR COUNCILLORS AND BAND STAFF

- (a) Leadership Institutes
- (b) Agency office, Regional, etc.
- (c) Coady Institute
- (d) Federal - Provincial - Municipal
- (e) Budgeting (Staff and Council)

THE BAND COUNCIL

- (a) Functions of Chief and Councillors under new role - Conflict of Interest
- (b) Employer - Employee relations
- (c) Band Council Committees - terms of reference
- (d) Public Relations and Communication with Indian Band and Others

March 12th, 9:00 a.m.

THE BAND BUDGET

- (a) Fiscal Year
- (b) Annual Estimates: preparation, adoption; Estimated revenues - surplus funds
- (c) Form of Budget: instruction and preparation - use of Form IA5-7 or other; balancing of revenues and expenditures
- (d) Revenue bases - revenues earned during fiscal year
- (e) Estimates of Committee Chairman e.g., roads, housing, etc., and presentation to Finance Committee for preliminary discussion prior to bringing before Council
- (f) Uncollected monies and effect on Budget
- (g) Reserve Fund
- (h) Relationship of Capital Account to Revenue Budget

Cont'd...

March 12th, 12:30 p.m.

AREAS AND DEGREES OF RESPONSIBILITY
TO BE TAKEN OVER BY BAND

The following resolution of Council was passed
on December 28, 1964:

"That inasmuch as a measure of self-government of the band is desired. This Council requests Indian Affairs Branch to institute steps to transfer jurisdiction to the Walpole Island Band control and management over all matters relating to their Band. And such other matters as may be mutually agreed upon between Indian Affairs Branch and the Band Council from time to time.

Be it further Resolved that while we desire immediate steps be taken to legalize this change over, this process be accelerated to the rate which the Walpole Island Band Council decide they can handle.

Be it further Resolved that an annual grant as may be mutually agreed upon be provided the Band from Parliamentary Appropriation to assist in defraying administration costs.

Be it further Resolved that this move towards self-government of the Walpole Island Band continues for a trial period of one year at which time the Band Council will make an assessment of the situation and decide on future policy".

(The above resolution was signed by the Chief and nine Councillors of the Band).

4:15 p.m. Closing Remarks

SUMMARY OF PROCEEDINGS OF CONFERENCE ON
SELF-GOVERNMENT OF WALPOLE ISLAND BAND
HELD AT REGIONAL OFFICE, TORONTO
MARCH 11-12/65.

Indian Affairs Branch Representatives

L.L. Brown, Ottawa
W.J. Brennan, Toronto
T.L. Bonnah, Toronto (Chairman)
V.O. Robinson, Superintendent

Band Representatives

Chief Burton Jacobs
Councillors:
Edison Isaac
Freeman Wright
Joseph Tooshkenig
Albert Nahdee
Clarence Oliver
Joseph Sands
Parker Pinnance
Simpson Brigham
Nealand Johnson
Cecil Johnson

Band Administrative Structure

In his opening remarks the Chairman commented on the importance of the occasion that brought us together and the fact that our deliberations could have an effect on the lives of the Indian people across Canada since many Bands were watching the Walpole experiment with great interest. Regret was expressed on the division brought about in Council and the many Band members and it was hoped that for the good of all, unity and goodwill would be restored and a sense of purpose achieved towards reaching the desired objective of self-government.

It was pointed out that in the few hours available between our Monday meeting held at Walpole Island on March 8th, and the present one some research on the subject of Municipal Government had disclosed an absence of any great authoritative work on the subject itself. It was pointed out, for example, that the Clerk of a non-Indian municipality had to refer to some 125 Acts of the Provincial Legislature in order to find out the scope of his duties and responsibilities.

There was general agreement by all the delegates from Walpole Island that there was need for a "Senior Administrative Officer" to look after the affairs of the Band in a similar manner to the position held by a Township Clerk in the non-Indian community.

No agreement was reached by the Indian Council as to what the title to this position should be and the Council is to work this out when they return to the Island. Titles such as "Band Manager", "Clerk-Treasurer", "Secretary-Treasurer", "Clerk", "Office Manager", etc., were suggested. There was general agreement the word "Band" should prefix the position title.

The system of passing a By-law to appoint a person to the senior post of a municipality was explained.

Chief Jacobs and members of the Indian Council present all agreed that the Band Council should pass a By-law creating the senior position and setting out his broad duties and salary.

Mr. Bonnah agreed to work on the drafting of such a by-law and it would be sent on to Chief Jacobs, who the Council agreed was to be the point of contact with the Indian Council at this stage of developments.

Hope was expressed that since Band By-laws were passed under Section 80 of the Indian Act it would also be possible to pass one under s.s. (q) of Section 80 to set up the senior officer position for the Band so that full effect could be given to all other by-laws passed.

In the use of outside material to serve as a guide to drafting out requirements of the Walpole Band, it was indicated the Council did not want to use the Provincial system and that this reference was only used as a guide. The Council would have the final say in such matters.

The opinion was expressed by one Councillor that the Band Council should have authority to pass by-laws on any subject "if this authority is granted under the Indian Act". A reference was made to the inability of Council to pass a by-law "for our fire department, because there is no authority in the Indian Act".

The need for more Council authority to pass by-laws covering a wider range of subjects was stressed.

The need for putting new Band employees on a probation period was considered as well as the fact that in all municipalities municipal employees are hired "at the pleasure of the Council" though the usual administrative staff are retained on a permanent basis if services rendered are satisfactory.

The legality of a by-law made under the Indian Act was stressed.

The matter of the senior officer of the Band Staff taking an oath of office was discussed and general agreement was reached that this should be the case.

The advisability of an appointment of a Commissioner for taking affidavits was taken up and the suggestion was made that the senior band officer could perform this function as well in the interests of the Indian community. The main attribute of a Commissioner for taking Oaths was considered his "trustworthiness".

It was understood the degree of self-government the Council wanted to accept would have to be determined by the Council itself and that treaty rights should not be affected.

Training Councillors and Band Staff

On the subject of Training it was pointed out that non-Indian municipalities are having similar problems in that in our complex society they are looking around too for training facilities for Councillors.

The various avenues of training were explored at some depth and suggestions offered to step up the program.

Some thought was given to a course on Parliamentary procedure being held on the reserve when all Councillors could attend. All agreed training for Councillors was needed and might be mandatory if not infringing on human rights.

The tremendous waste of Council's time in not making proper use of committees was gone into. It was suggested that quite often the Committee could even have a resolution drafted for presentation to Council. It was felt that if proper procedures were followed the Council could conduct its business in half the time. It was felt the senior administrative officer of the Band could be made more use of in drafting out resolutions that would meet Council approval when presented and thus save time.

The suggestion was offered that perhaps it would be a good idea for Council to hold the odd meeting off the reserve to get a better perspective of things.

It was learned that for good reason Town and Township Councils are obliged by law to fix the place where meetings are to be held so that no illegal meetings would be held unknown to some members of Council.

Concern was expressed over the attendance and opinions voiced at Band Council Meetings by certain members of the public. A suggestion was made that one special day should be given for "visitors" to air their problems.

The method of dealing with these problems by handling them through the Clerk was gone into in the case of non-Indian municipalities.

Office Space

There appeared to be general agreement that it was almost impossible for the Band Council to expect their administrative staff to carry out their functions properly without having a decent place to work from. Some suggestions were advanced for the removal of the Agency Staff to Sarnia where apparently space might be available. The Band Council could then arrange with Indian Affairs Branch to take over the present agency office as a base of operations until perhaps at some future date when a Band Hall would be built in which their administration could be given space..

The matter of utilizing the agency office would be looked into upon receipt of a Council Resolution making known the wishes of the Council in this regard.

Insofar as existing agency staff is concerned, it was felt the present modus operandi was not too satisfactory and that the staff should be all in one place for both Walpole and Sarnia operations. As the Band took on added duties certain agency staff members would be assigned specific tasks in training the Band Staff.

The Band Council

The functions of Band Councillors under the new role were gone into and the need for the Chief and Councillors to keep from having a pecuniary interest in matters was examined. Several cases were cited where it was

upheld by competent courts that if any matter does come up in which a Councillor has a pecuniary interest, direct or indirect, he must disclose it promptly and take no part in the discussion or vote.

An explanation was provided of how this worked and the problems experienced in rural areas of the Province.

Some Councillors expressed strong feelings that a member of the Band Council should not be involved in work on the reserve conducted by the Council.

Certain members of the Council indicated they had always upheld the principle of keeping out of Council discussions where they had an interest..

There were some feelings expressed that a by-law covering situations where conflict of interest might arise be drawn up and made public so that all might know how the business of contracts by the Band is dealt with.

The need for serious consideration to this topic was voiced so that the best possible Band administration could be given the Indian public.

Employer-Employee Relations came in for considerable discussion. There was general agreement that in the new role the Band Council would have to keep in mind the need to make municipal positions attractive if the Band expected to hire good employees and retain them on staff.

It was recognized the employee should not have to answer to twelve Councillors, for example.

No definite decision was reached on this point but the Chairman indicated he would attempt to deal with this in a draft by-law for at least the senior band position. It was agreed the rest could be worked out as we go along.

The whole matter of Committees was explored and it was conceded the Walpole Band Council did a good job in this respect on the whole. Reference was made to the need for more use being made of the Handbook for Indian Band Chiefs and Councillors as well as the "Regulations Governing Procedure at Indian Band Council Meetings" made under authority of Section 79 of the Indian Act. (Note: there is perhaps need to bring some of these regulations up to date for advanced Bands).

The need for better public relations and communication with the Indian people provided interesting discussion. The plan of utilizing a Band News Sheet, as done on Walpole Island, was favourably looked upon. It was stressed this subject should receive more attention by the Band Council.

Some felt a Publicity Committee would be a good thing. The hazards of individuals giving information to the daily Press on matters that should receive only official Council approval as a whole, were considered. Nearly all felt there was much room for improvement in the matter of public relations and Band communications.

The Band Budget

In opening this subject a brief explanation was given of Fiscal Year (Money Year) and that the date for closing of books may vary with the needs of a municipality, government or industry.

The Walpole Island Band fiscal year coincides with that of the Federal Government so there is no problem of interpreting figures shown.

Some time was spent in discussing the preparation and adoption of the Annual Estimates. An explanation was also given to show the difference between the Band Budget and the Annual Agency Estimates prepared by the Indian Superintendent.

The Superintendent keeps notes all year of projects uncompleted and anticipated, so that at Estimate time priorities can be established and an estimate provided of what funds are required for his agency for the next fiscal year. Usually these must be prepared a year in advance of the actual spending.

It was suggested there would be better over-all and long-range planning in the Agency if the Indian Superintendent and an Estimates Committee would sit down together and work out a master plan for the agency that would include expenditures from both Band Funds and Parliamentary Votes.

It was thought that perhaps the system of preparing a Band Budget at a different time from the Annual Agency Estimates should be examined with a view to doing both at the same time thus enhancing the possibility of better planning.

An explanation was given of how the Agency Estimates are prepared, sent on to Regional Office thence to Headquarters and eventually passed by Parliament. It was pointed out that until they are passed by Parliament monies cannot be expended and then only within the fiscal year for which funds were provided.

Some felt more Band Planning of a long-term (5 year or more) nature would be helpful. It was shown that with such planning a Band could take advantage of any money that might become available as a result of a slow down of a program in another Agency or Region.

A Band Council Planning Board was also suggested to look into and plan long-range projects.

The importance of Estimates in programming at the Agency level was clearly indicated.

Various ways of using Committees in preparing Budgets and Estimates were explained. Fortunately, most of the Councillors were alert to requirements in this regard.

The problem of collecting monies due Band Funds received considerable attention.

No one seemed to have the answer to the "delinquent" borrower. Methods of dealing with the problem in other areas were considered such as foreclosing on a mortgage, having all loans handled by Chartered Banks on a guarantee basis, the use of a Collection Agency and more local activity by the Band Council in the matter of collections.

All agreed the above subject was one that required a great deal more attention at the grass roots level if income of the Band was to remain at a level that would ensure sound band management in the light of rising costs.

A letter from the Band's Audit firm was read and photocopies were made for those present.

Areas and Degrees of Responsibility
to be taken over by Band.

The Band Council Resolution of December 28, 1964 was gone over with a view to making certain everyone understood the intent of the Council.

To avoid misinterpretation the main part of the resolution was reviewed and all agreed it should have read as follows:

"That inasmuch as a measure of self-government of the Band is desired this Council requests Indian Affairs Branch to institute steps to transfer jurisdiction to the Walpole Island Band over control and management of such matters relating to their Band as may be mutually agreed upon between Indian Affairs Branch and the Band Council from time to time....."

How to go about obtaining a measure of control and management seemed to be the perplexing problem facing the group. It was evident no easy solution was present and the consensus of opinion indicated a gradual transfer of jurisdiction with every move well planned, would be more rewarding not only to the people on Walpole Island but the many other Indians who were watching this experiment with great anticipation.

Some Councillors felt Indian Affairs should remain in the background as much as possible and be there to help "if we stumble". It was also agreed that no member of the Council could be held individually responsible for an administrative or executive error made during the trial period. In fact it was impressed on the Council Members that while it was no great crime to make an honest error, there would be little chance of this happening if we both moved ahead cautiously but with determination. No disagreement followed the principle expounded that as the Band Council were able to strengthen their staff, Indian Affairs Branch would gradually withdraw.

The matter of the removal of the Agency Office to Sarnia to strengthen the Band Council Project was again reviewed without dissension although there was some concern over the use of Government files.

It was pointed out files were the property of the Government of Canada but that in the administration of Band affairs by the Band, it could very well be necessary to cause some files to be stripped so that the Band would have the needed information in an area the Band was taking over. No great problem was seen by Indian Affairs Branch representatives in this regard.

One Councillor felt a member of the Band Staff could learn the routine in 30 days. It was suggested that in many areas of the work it would take over a year to learn even a part of the operation.

There was no general agreement of the specific areas the Council wished to make a start on although many felt training and taking over P.S.I. and Hospital coverage would be as good as any since the Band had quite an investment in these fields of administration.

The thought seemed to prevail that a few things at a time done well would be more beneficial than bringing down the criticism of Band Members on the Band's administrative staff.

The suggestion was put forth by one Councillor that Mr. Bonnah assemble all Provincial Statutes on municipal affairs for Band perusal. In view of the number of statutes that pertain to the duties of a Municipal Clerk alone (over 125) it was felt the request would impose a task of great magnitude.

Mr. Bonnah did indicate though that to get things on the rails he would do a great deal of research within the limited time available so that a by-law could be drafted to get the "show on the road" as early as possible following receipt of the Council Resolution on Agency Staff Removal to Sarnia.

It was also agreed to continue research work so that as each new problem arose we would all have some guide posts to follow.

Insofar as Band administration costs were concerned, the possibility of Branch assistance in this regard seemed to find favour on a progress-payment arrangement.

There was concern felt that it would be difficult in view of the heavy workload ahead for Mr. Bonnah to pass on his findings from time to time to the Chief and each Councillor. A contact was suggested either by committee or otherwise and it was unanimously agreed by the Walpole group that the contact at this stage would be between Chief Jacobs and Mr. Bonnah unless, of course, there was something that required Council exploration and deliberation.

It was agreed that as soon as a draft by-law could be drawn up it would be sent to Chief Jacobs for discussion of the Council. The important thing seemed to be the need for getting the Self-Government Project underway.

In his final remarks, Chief Jacobs expressed the pleasure of all in attending such a successful meeting. He impressed upon the Council that although it may appear at times he was favouring a particular group on the Council, this was not so, but to get certain things passed he had to take a stand. The Chief implored all to work for the success of the project even though our sense of values may differ. "Let us work towards a goal of accomplishing something for ourselves" he stated, "and in doing this I am certain all will work out well".

The Chairman closed the Meeting at 3:30 p.m. Friday, March 12th, after expressing his thanks to all for the contributions made during the conference. He reminded all that only a framework could be developed now and that the many subjects covered would require study in depth to bring about successful self-government by the Band. "I think", he stated, "we have

all gained an appreciation of the magnitude of the task ahead. We should feel proud to be associated with such a challenge.....there will be moments of uneasiness.....suspensions.....consultation with your people is imperative in the days ahead.....let us move forward together to a realization of the most glorious chapter in the colourful history of the Indian people".

RESPONSIBILITIES THAT CAN BE UNDERTAKEN NOW BY BAND BUSINESS ADMINISTRATOR AND STAFF WITHOUT CHANGES IN INDIAN ACT PROVIDED BAND IS UNDER SECTION 68.

(To be agreed upon by Council and dependent upon staff available)

1. Co-operate with Agency Supt. and set up a Committee to sit in on all project planning for the submission of Agency Estimates and offer suggestions on projects relating to band development such as roads, welfare housing, school construction and repairs, drainage, land clearing, winter works projects, relief, parks development, community planning whether from Band Funds or Votes.
2. Providing preliminary information and consultation with lessor and lessee on leasing band and individual lands and submission of draft lease for approval to Superintendent.
3. Supervision of works projects carried out from Band Funds & Votes after consultation with specialists on roadwork, ditching, tiling, clearing and breaking land, dyking, welfare housing and other works.
(To be used in Bands where skilled supervisory help is available or can be trained).
4. Attend planning meetings for training courses for Leadership Institutes, Folk Schools as in past but also complete final arrangements for speakers, resource people, lodging, etc., in accordance with funds provided when institute held on reserve or for one band.
5. To be responsible for conduct of School Committees and expenditure of Band and Vote funds for projects within the scope of committee.
6. Call for tenders and accept all projects to be undertaken from Band Funds.
7. Liaison with appropriate agencies and government departments and maintenance of all records for P.S.I. and O.H.S.C. (This is a big task and in view of pending withdrawal from some agencies there is need for local registration and maintenance of records as to who goes on or off OHSC especially when employed off reserve).
8. Liaison with local municipal and provincial and Federal agencies on joint works affecting Indian reserves such as conservation and roadwork projects.
9. (a) Preparation of paylists and issuance of cheques covering all projects, employing Indians described above and undertaken from Band Funds.
(b) Preparation of paylists and distribution of cheques for all projects described above from Vote covering employment of Band Members.
10. To exercise control and management, administration and enforcement of all By-laws made under Sec. 80 Indian Act, s.s. (a) (e) (f) (g) (h) (i) (j) (k) (l) (m) and such other sections as from time to time may be agreed upon between the Council and the Minister.
11. Registration of Vital Statistics under the Provincial Act.
12. Providing information on births, deaths and marriages to agency office for Band Membership records.

13. The completion and registration of applications for Old Age Assistance and Old Age Security as well as Family and Youth Allowance for Indians unable to do so themselves.
14. To recommend to the Attorney General for the Province responsible Band member who could act as a Justice of the Peace for the purpose of taking oaths or adjudicating cases on the reserve within his jurisdiction.
15. Investigation and preparation of data required for the expropriation of Indian lands for road purposes.
16. Preparation of voters' lists (for submission to Electoral Officer under existing regulations).

WALPOLE ISLAND INDIAN RESERVE NO. 46BY-LAW NO. _____

Made under Section 80 s.s.(q) and Section 81 s.s. (1) & (2) of the Indian Act.

Being a By-Law to create the position of

.....
(Title of Position)

WHEREAS it is necessary to appoint a Band.....
(Title of Position)
to interpret and promote the enforcement of all Band By-Laws and carry out
such other duties as may be assigned by Council

THEREFORE the Council of the Walpole Island Band ENACTS AS FOLLOWS:

1. THAT the position of Band is hereby created for the
Walpole Island Band: (Title of Position)
2. THAT the said position shall be filled by competition advertised in
accordance with the policy of the Band Council expressed by resolution:
3. THAT the incumbent of the said position shall hold office during the
pleasure of and subject to the By-Laws of the Band Council:
4. THAT the said incumbent shall upon appointment file with the Band Council
an indemnity bond in the sum of \$ issued by a recognized bonding
company, subject to the premium of such bond being paid from the revenue
funds of the Walpole Island Band:
5. THAT the said incumbent shall be paid a salary of \$.....per annum:
6. THAT the salary of the said incumbent shall be payment in full for all
services required of him and all fees or emoluments of any kind accruing
to him by virtue of any Act or Statute of the Federal or Provincial
Government or of any By-Laws of the Band shall be paid to the Walpole
Island Band and credited to the funds of the Band.

7. THAT the duties of the said Band shall be as follows: (Title of Position)

- (a) To attend all regular and special meetings of Council and to truly record, in a book authorized for this purpose, without note or comment, all resolutions, decisions and other proceedings of the Band Council:
- (b) To record the names of all Council members present and the name and vote of every member of Council voting on any matter or question:
- (c) To keep in his office or in the place appointed for this purpose, the originals of all by-laws and of all minutes of the proceedings of the Band Council:
- (d) To maintain or cause to be maintained, an adequate bookkeeping system showing all receipts and expenditures during each fiscal year of all monies transacted in connection with the business of the Band:
- (e) To keep and ensure that all records, accounts and correspondence, acted upon by the Band Council, are preserved and filed:
- (f) To have an audit of the books carried out within sixty days after the close of each fiscal year by an audit firm appointed by the Band Council and to have copies of such audit reports made available for the Band Council and Indian Affairs Branch as required:
- (g) To acquaint himself with all by-laws of the Band and ensure they are carried out and to bring to the attention of Council, any case where a by-law is inadequate or being improperly enforced:
- (h) To acquaint himself with all provisions of the Indian Act and any other Act of the Federal and Provincial Governments that bear upon the well-being of the Walpole Island Band or any member thereof:
- (i) To perform such other duties as may be necessary for the conduct of Band Affairs or as assigned to him by resolution of the Band Council:

(j) To file, before taking over his duties as
Band
(Title of Position)
a Declaration of Office on Form W.I. 200.

Approved and dated at Walpole Island this day of 19...
in the presence of the undersigned members of the Walpole Island Band
Council.

Chief

Councillors

..... ..

..... ..

..... ..

..... ..

..... ..

DECLARATION OF OFFICE

I, do solemnly promise
(name of incumbent)
and declare that I will truly, faithfully and impartially, to the
best of my knowledge and ability, execute the office of

Band
(Title of Position)

to which I have been appointed for Walpole Island and that I
have not and will not receive any payment or reward or promise
thereof, for the exercise of any function of the said office
and that I have not, by myself or with another, either directly
or indirectly, any interest in any contract with, or on behalf
of, the Walpole Island Band, save that arising out of my office
as Band
(Title of Position)

Declared before me at

.....

this day of

in the year of Our Lord

.....
Signature of J.P. or
Commissioner for taking oaths.

.....
Signature of Band
(Title of Position)

REGULATIONS
RULES AND PROCEDURES
FOR PERSONNEL ON BAND STAFF
WALPOLE ISLAND

Passed by Resolution of the Walpole Island Council.

April 12, 1965.

REGULATIONS
RULES AND PROCEDURES
FOR PERSONNEL ON BAND STAFF
WALPOLE ISLAND

1. These Regulations, Rules, and Procedures shall come into force by resolution of the Walpole Island Band Council and shall pertain to all members of the Band staff who are occupying positions of a continuing nature and for an indefinite period.
2. These Regulations shall not apply to casual employees even though employment is for a period up to six months, nor shall they apply to part-time or seasonal employees of the Band.
3. Rates of pay for Band employees hired on a weekly, monthly, or annual basis shall be fixed by resolution of the Council of the Band, or by Band By-law.
4. Superannuation, holiday leave, sick leave, or special leave with or without pay or other fringe benefits shall be fixed by resolution of the Council of the Band.
5. One who is employed on a continuing basis by the Band may not engage in additional employment outside regular working hours without the consent of the Council expressed by resolution.
6. A Band employee occupying a position of a continuing nature may not become a candidate for Band Council without first having resigned from employment with the Band.
7. An employee of the Band occupying a position of a continuing nature must not engage in partisan work in connection with any election for the election of a member of the Band Council.
8. A Band Administrator appointed under By-law of the Council may accept appointment to Electoral or Deputy Electoral offices within the meaning of the Indian Band Election Regulations of The Indian Act.
9. All employees of the Band who are working on the day a Band Election is being held shall be given one hour, with pay, as time off to vote.

10. Every employee hired for a position of a continuing nature by the Band Council shall complete a Declaration on Form W.I.200 which shall be retained on file in the Band's office.
11. It shall be the responsibility of the Band Administrator to arrange for staff training required by junior members of the office staff of the Band.
12. Except in cases of emergency, all positions of a continuing nature shall be filled from competitions and selection made by the Band Council unless this responsibility has been delegated to the Band Administrator.
13. Every new employee hired for a position of a continuing nature shall have his performance assessed by a Performance Assessment Committee at the end of six months and again at the end of one year to determine fitness for continued employment.

Such a Committee shall comprise three members, one of whom shall be the Chief of the Band, a member of the Council so appointed, and the Band Administrator. The findings of such a Committee shall be discussed only with the Council of the Band meeting in camera.

Where a member of a Performance Assessment Committee is related to the employee being assessed, the member shall not sit in committee but shall surrender his place to another appointed by the Chief of the Band to act pro tem.

Only annual assessments shall be made after the first year of employment.

14. An employee of the Band occupying a position of a continuing nature and who is giving good service shall not be removed from employment without just cause.

Where removal of such an employee is considered, the reasons shall be given at a hearing arranged by the Performance Assessment Committee.

Actual removal, however, from a position of continuing employment with the Band can only be carried out by resolution of the Band Council. The public shall be excluded from this part of the Council Meeting.

Where such an employee is removed from duty, the Council shall fix the terms of separation but these shall not be inconsistent with any Provincial or Federal Statutes governing employment of this nature insofar as notice of dismissal and pay in lieu thereof is concerned.

15. Employees of a continuing nature who are employed in office duties shall report for duty each working day and shall "sign in" in a register provided for this purpose. The register shall contain the date, signature of employee, and the time reporting for work.

15. (Continued):

Hours of work for Band office employees shall be from 9:00 a.m. to 12:00 noon, and from 1:00 p.m. to 5:00 p.m. unless otherwise set by resolution of the Council of the Band. Maximum week shall be 40 hours.

Hours of work governing all other employees shall be set according to the requirements of the position.

16. Notwithstanding the provisions under these Regulations, the Council of the Band shall determine the nature of any special work to be performed by an employee engaged in work of a continuing nature.
17. Deductions from pay of any employee of the Band may be made by voluntary authorization of the employee, or in accordance with Statutes governing same. Otherwise, compulsory deductions may be made only where the Band operates a pensionable service for which the employee has elected to contribute to pay deduction.

Overpayment of wages shall constitute a lawful deduction and shall receive priority.
18. Deductions, if any, for medical benefits shall be in accordance with the practice of the Band.
19. Except as otherwise provided for in By-law No. 10, it shall be the responsibility of the Band Council to determine if an employee should be bonded and the amount of bond required. The premium for such a bond may be paid by the Council.
20. Accident compensation for Band employees may be arranged by the Council of the Band for an employee hurt while on duty, even though the Band Council may not consider itself under the Ontario Workmen's Compensation Act.

Should, however, the Council of the Band comply with the provisions of the Workmen's Compensation Act for the Province of Ontario, all claims shall be dealt with under that Act.
21. It shall be the duty of an employee to conduct himself at all times in a manner that will reflect credit upon himself and his employer.
22. It shall be the responsibility of the senior staff member (Band Administrator) to advise Council and to ensure that the policy decisions of the elected Council are carried out. There must be mutual respect between the Council and Band Staff if success of Band programs is to be assured.
23. These Regulations may be amended by a two-thirds majority vote of the Council of the Band.

Information for the Guidance of a
Performance Assessment Committee

In considering the performance assessment of an employee, it is important to keep in mind the following reasons why this is necessary at the end of the six-month period as well as annually thereafter:

- 1) To check if the selection made was the right one.
- 2) To have a record of the employee's efficiency.
- 3) To provide for promotion, and salary raises, and other benefits.
- 4) To determine training needs with a view to improving work output and staff relations.

When rating an employee, especially for the first time, care must be taken to avoid being over-generous. The opposite extreme can be equally dangerous.

The following factors, though not necessarily complete, will provide some guide lines on this very important and delicate subject:

a) Quality of Work

Is employee careless in performing his work, thus making many errors, or does he lack a complete understanding of his duties? If the latter, why?

Does employee turn out high quality work constantly, or only once in a while? Is his work accurate and of high quality?

b) Leadership

Is employee a leader or a follower? Does his particular job require this quality? Keep in mind that good leaders usually display many other outstanding qualities important to job performance.

c) Ability to Work with Others

Are relations with other staff members smooth, or is there friction? Is employee selfish or stubborn, not accepted by other staff members? Can these faults be corrected by staff training?

Some people are a bit reserved. Others get along well with everybody, maintain smooth relations with staff at all times.

d) Initiative

Is constant supervision required, or is employee a "self-starter"?

d) Initiative (Continued)

Perhaps he does only what he is told and nothing more. A good employee is one who is "on the bit", can think and act for himself, is resourceful, and can carry out plans satisfactorily without the boss looking over his shoulder.

e) Quantity of Work

Some people perform work of high quality but never do enough of it to earn their keep. Others are slow. The desirable employee completes his assignments on time, can work under pressure when required, and can handle a large volume of work.

f) Relationship with Public

Overbearing and discourteous employees soon get their employer into hot water - especially at the local government level.

The ideal public servant has confidence in himself, is well-mannered and courteous, tactful, and does not offend anyone and is above reproach in the conduct of his social life.

g) Work Interest

Interest in one's work must go beyond merely getting the job over with. An employee who wants to succeed must have an enquiring mind and demonstrate a keen interest in his job.

h) Power of Expression

A good-looking and courteous employee would not be too much of an asset to his employer if he did not know how to express himself properly both orally and in writing. Some jobs demand high performance in this category. It is very important that official correspondence of the Chief and Council, and in fact the entire Band's administration, be handled well. A good rule to follow is - If it's worth writing, it's worth doing well.

i) Judgment

It is important that a person in a responsible position be able to make logical decisions. The inability to make good decisions can be fatal and often costly. It is a valuable employee indeed who has the exceptional ability to arrive at logical conclusions.

j) Loyalty

Is the employee loyal to the interests of the Band? Perhaps self-interest comes first. Again perhaps he works at cross purposes with the interests of the majority of the Band Council. Good employees are completely reliable, can be trusted at all times, and yet do not surrender their principles.

k) Appearance

Some positions require neatness in appearance, especially where one is meeting the public all the time. A sloppy appearance should not be tolerated. Remember, however, that the employee who has to work outdoors most of the time cannot be expected to dress the same as the office worker.

The important thing is to dress properly and in accordance with the requirements of the job.

A Guide to the Rating of a Candidate
for Employment with the Band

When hiring someone, especially for office work or administrative positions, three main factors require consideration:

- 1) Education.
- 2) Knowledge and Experience.
- 3) Personal Suitability.

To fill any position of responsibility, select the candidate that rates the highest in all three factors, provided the "highest" is good enough. Don't compromise. Take another look around. There is always someone with the right qualifications to fill every job.

It is sometimes well to give points for each factor, such as described below.

1) Education

Give points for each year of high school. For example, if four years of high school warranted 8 points, Senior Matric would give 9 points. A further point should be given for additional academic experience, making a total of 10 points for Education.

2) Knowledge and Experience

Allow 30 to 50 points for this factor. Be sure to apply the knowledge and experience of the candidate to the position which is under consideration.

3) Personal Suitability

Allow 24 to 40 points for this factor.

Some of the important assets of a candidate under the above heading are:

- a) Tact and judgment.
- b) Initiative and job interest.
- c) Ability to organize and supervise.
- d) Tolerance and co-operativeness.
- e) Ability to inspire confidence.

REGULATIONS RELATING TO
FINANCIAL ADMINISTRATION
OF THE WALPOLE ISLAND BAND

Passed by Resolution of the Walpole Island Council.

April 12, 1965

REGULATIONS RELATING TO
FINANCIAL ADMINISTRATION
OF THE WALPOLE ISLAND BAND

1. These Regulations shall be referred to as the WALPOLE ISLAND BAND COUNCIL FINANCIAL ADMINISTRATION REGULATIONS and shall come into force upon the passing of a Resolution of the Council of the Band at a regular or special meeting;
2. In these Regulations,
 - (a) "Receipts" means all monies received by virtue of the Band's operations under Section 68 of the Indian Act, By-laws of the Band and from such other sources as may be authorized from time to time;
 - (b) "Disbursements" means all monies paid out by a person authorized by the Walpole Island Band Council to pay out monies on behalf of the Band or any member thereof;
 - (c) "Band" or "Member of a Band" or "Council of the Band" shall have the same meaning as in the Indian Act;
 - (d) "Fiscal Year" means the twelve month period in which the Council of the Band carries out projects for which it has prepared a Budget. For the purposes of these Regulations the Fiscal Year shall be from April First to March Thirty-first following;
 - (e) "Revenue" means funds which the Council of the Band expects to receive within a given Fiscal Year whether such funds are actually received or not;
 - (f) "Expenditures" means funds which the Council of the Band expects to pay out during a given Fiscal Year whether or not such funds are actually paid out;
 - (g) "Band Administrator" shall have the same meaning as in Band By-law No. 10 passed the 29th day of March 1965;
 - (h) "Contract" is an agreement between parties for the construction or repair of any work; the purchase of any item, commodity, equipment, goods, materials or supplies; the performance of a service of any kind; and for the purposes of these regulations one for which a tender has been called;
 - (i) "Tender" means a signed offer - for the performance of any work, purchase of any item, commodity, equipment, goods, materials or supplies or the performance of a service of any kind - in reply to public advertisement in a newspaper or notices posted in a conspicuous place;
 - (j) "Progress Payment" means a payment made by or on behalf of the Band under the terms of a contract in respect of a portion of the work done under the contract prior to the completion of the whole work to be done under the contract;
 - (k) "Contracting authority" means the Council of the Band.
 - (l) "Department" has the same meaning as in the Indian Act.

3. Except as hereunder provided, these Regulations shall apply to all financial transactions of the Band by virtue of the authority granted under Section 68 of the Indian Act; By-laws of the Band and such other authorities as may be granted by the Department to the Band Council from time to time.
4. There shall be maintained an adequate bookkeeping system showing all receipts and expenditures transacted during each fiscal year.
5. These Regulations shall not apply to any Contracts entered into on behalf of or by the Council of the Band from public funds provided by the Parliament of Canada and for which Regulations of the Government of Canada apply.

6. (Monies received)

Monies received shall be kept in a safe place and deposited to the proper account of the Band in a chartered bank designated by the Council of the Band for that purpose. Deposits of money received shall be made frequently and not less than twice weekly.

7. (Receipt to be given)

A receipt on approved form shall be issued to every Band Member or other person upon payment of monies for the credit of the Band or any individual member thereof.

8. (Receiver General Returns)

Any transfer of funds to the Receiver General of Canada shall be made through the local Indian Agency for designation to the proper account.

9. (Money transactions)

All transactions for monies received and paid out shall be promptly entered in the records of the Band provided for this purpose.

No monies shall be paid out unless by cheque.

10. The Band Administrator shall be the responsible official to see that these Regulations are carried out.

11. (Petty Cash)

Upon approval of Council the Band Administrator may be provided with an accountable advance in the form of a petty cash fund not in excess of Twenty-five Dollars (\$25.00) for the purpose of purchasing postage stamps and meeting other miscellaneous administrative expenses.

12. (Issue of Band Cheques)

All cheques issued against the Band's bank account(s) shall be on the form prescribed by the Council of the Band and shall be pre-numbered consecutively.

(Signing Authority)

All cheques issued must bear the signatures of properly authorized signing officer(s).

(Lost Cheque)

Where a payee reports a cheque has not been received or where subsequent to its delivery the paid cheque was lost, destroyed or stolen, the matter should be immediately referred to the appropriate Bank without delay and a request made to stop payment of the said cheque.

(Duplicate Cheque)

A duplicate cheque may not be issued unless the payee enters into an agreement with the Band Administrator on a form prescribed by the Council of the Band whereby the payee agrees to return the original cheque uncashed to the office of the Band Administrator should it later be received by or delivered to the payee.

(No Post Dating)

Band cheques shall not be post dated.

(Blank Cheques)

Band cheques shall not be signed in blank. A cheque shall show the proper amount as well as description of payment before being presented to the authorized signing officer(s).

A record of the receipt of all blank cheques received by the Band Administrator shall be kept on file.

(Unclaimed Cheques)

Cheques issued against the Band's local bank account and which are unclaimed or undelivered two months after the date of issue shall be cancelled and re-issued only upon identification and demand of the proper payee

(Goods and Services rendered)

No cheque shall be issued in payment of any account unless goods have first been received or services have been rendered.

Salaries of elected Band officers and salaried Band employees shall be paid either weekly, monthly or quarterly as prescribed by Council Resolution.

13. Payment of Accounts

- (a) Except as hereinafter provided, all accounts shall be approved by Council Resolution prior to payment.

- (b) With the approval of Council, the Band Administrator may be authorized to approve for payment accounts not in excess of \$100 and for which funds have been provided in the Band Budget. All such payments shall be brought to the attention of Council at the next regular meeting.

14. Tenders

- (a) Before any tender for a contract is let, the contracting authority shall invite tenders for at least five full days (Sundays and holidays excluded). The closing date and time of the tender shall be clearly shown on the advertisement or poster along with sufficient details from which comparable bids can be made. The invitation to tender shall also show the date, hour and place tenders will be opened.
- (b) All tenders must be returned in a sealed envelope, addressed to the Band Administrator, Walpole Island, Ontario, clearly marked "Tender" on the lower left-hand corner.
- (c) Upon receipt of sealed tenders the Band Administrator shall deposit same in a safe place until the time for opening bids. At the appointed time the Band Administrator shall open all tenders received, in the presence of the Chief, and an appointed member of the Council. In the absence of the Chief another Councillor may be appointed.
- (d) When all tenders are opened it shall be the duty of the Band Administrator to read aloud all tenders, giving the name of the tenderer and the amount of his bid. The name of the tenderer, project, date of bid and amount shown must be recorded in a book provided for this purpose and marked, "Record of Tenders".
- (e) At the next regular or special meeting of the Council of the Band the Band Administrator shall place before the Council all tenders received. It shall then be the responsibility of the Council of the Band to review the tenders and award the contract.
- (f) The contracting authority shall approve acceptance of tender only by resolution of the Council of the Band.
- (g) The lowest tender received shall always be accepted unless the contracting authority deems it in the best interest of the Indian community to do otherwise. Where the lowest tender is not accepted a two-thirds majority vote of the Council of the Band is required before awarding the contract.

15. Progress Payments

Where progress payments are made in connection with any contract the Band Administrator shall hold back an amount equivalent to 10% of the contract price until the job has been completed to the satisfaction of the contracting authority or their engineer.

16. Contracts

- (a) Where a contract for the purchase of any articles, commodities, equipment or supplies, or for the construction of a work or for the furnishing or performance of a service of any kind does not, in total, exceed \$500, the contracting authority may enter into such a contract by calling for tenders by phone if it is in the interests of the Band to do so. Splitting of contracts to stay within the amount specified under this clause is prohibited.
- (b) Regulations governing a Contract or Tender do not apply in the case of wages paid at prevailing hourly rates for normal municipal works.

17. Provincial Acts

Nothing in these Regulations shall relieve the contracting authority from obligations imposed by virtue of the Band's operation under any Act of the Government of Ontario.

18. Audit

A yearly audit of the Band's records shall be carried out as provided for by Order in Council under Section 68 of the Indian Act.

The Auditor shall have the right of access at all reasonable hours to all books, records, documents, accounts and vouchers in the office of the Band Administrator and is entitled to require from the Band Staff and Members of the Council and any committee thereof such information and explanation as in his opinion is necessary to enable him to carry out an audit.

- 19. These Regulations may be amended by a two-thirds majority vote of the Council of the Band.

WALPOLE ISLAND REVOLVING LOAN CONTRACT

PLACE _____

DATE _____

For and in consideration of loan in the amount of

.....

Dollars (\$.....) granted me by the Walpole Island Chief and Council from the Band Revolving Loan Fund.

I/We No..... of the Walpole Island Band do agree as follows:

1. To repay the amount of the loan plus interest computed at 3% of the unpaid balance of the loan on April 1st and October 1st of each year of the term of the loan, at the rate ofDollars (\$.....) on the 1st of each month commencing.....
2. To assign rental from myProperty located at as part or full payment of the loan. That this shall be construed to be an assignment of all future rentals from my property described as until the loan is repaid in full.
3. As collateral for the loan, I/We do hereby.....
4. That I/We agree to quit claim my/our property to the Walpole Island Band on which the House or place of business is to be established.
5. That I/We further agree to adequately insure the House or business for which this loan is to be granted.

And in case my/our payment on the loan fall in arrears for more than 12 months I/We agree to vacate said property offered as collateral and to allow it to be sold to retire the debt on the following conditions:

- (a) Should the sale price of the property be less than the amount of the indebtedness, the unpaid balance will remain as a debt owing by me/us.
- (b) Should the sale price of the property be in excess of the indebtedness, such excess shall be paid to me/us.

Remarks:

CHIEF, WALPOLE ISLAND COUNCIL

BORROWER

BAND ADMINISTRATOR

SPOUSE

AT THE GOVERNMENT HOUSE AT OTTAWA

THURSDAY, the 3rd day of SEPTEMBER, 1964.

PRESENT:

HIS EXCELLENCY

THE GOVERNOR GENERAL OF COUNCIL.

His Excellency the Governor General in Council, on the recommendation of the Minister of the Indian Act, is pleased hereby to permit the Walpole Island Band of Indians, in the Walpole Island Indian Agency, Ontario, to control, manage and expend a part of its Band Revenue moneys not to exceed \$125,000.00, as a revolving fund for the purpose of providing loans to band members on the following conditions:

1. That the maximum cumulative amount withdrawn from the Band fund shall not exceed \$125,000.00 which sum shall include approximately \$107,000.00 representing housing, land tiling and miscellaneous debts of record at the Indian Agency.
2. That a special account shall be opened in a local bank into which all moneys collected shall be deposited and from which loans shall be made by the Council.
3. That applications for loans shall be made to the Council of the Band through a committee, or such other person or persons as may be designated from time to time for the purpose by the Council of the Band.
4. That such applications shall be in a form prescribed by the Council of the Band, specifying the amount and purpose of the loan and supplying proof of annual earnings and current financial obligations of each applicant.
5. That the borrower shall quit claim the land on which any house, for construction of which a loan was granted, is located, or to be located or to be offered as security to the Band, and, if payments of a loan shall fall in arrears for a period of more than twelve months, such property may be sold by the Band and the proceeds up to the total amount owing may be applied against the loan.
6. Any amount realized over and above the amount owed shall be refunded to the borrower, provided, however, that if the full amount is not realized from the sale, the balance shall remain as indebtedness against the borrower.
7. That where, in its opinion, moneys loaned are not being used properly, the Council of the Band shall reserve the right to take any measures necessary to ensure that such funds are expended for the purpose stated in the application, provided in Section 3 hereof.
8. That where a loan has been approved the funds shall be held available for a period of twelve months from the date of approval, and if not used during that time it shall be automatically cancelled, unless extended by special resolution of the Council of the Band.

- 2 -

9. That no loan shall be cancelled or reduced during the lifetime of the borrower, and if the borrower dies before the loan is paid, the full amount owing shall be due and recoverable from the estate of the borrower.
10. That no borrower shall dispose of property which has been offered as security for a loan without the written consent of the Council of the Band.
11. That the terms of repayment shall not be less than \$10.00 per month for each \$1,000.00 loaned, and where collateral is offered or where rentals are assigned for repayment of loan, proof of ownership of the collateral and/or the existence of a lease shall be provided.
12. That interest at the rate of 6% per annum shall be charged on all loans to be computed and added to the unpaid balance at 3% of the indebtedness on April 1st, and October 1st, of each year.
13. That a copy of the auditor's report, which shall be provided annually by the Band, shall be supplied to the Department of Citizenship and Immigration.
14. That the keeping of all records and the collections on loans shall be the responsibility of the Council of the Band.

The Financial Administration Act shall not apply to the said Band in respect of these expenditures.

Certified to be a True Copy

QUIT CLAIM OF RIGHTS TO LAND IN AN INDIAN RESERVE

I (we)of
Province of.....
 for and in consideration ofDollars,
 paid to me (us) by.....member(s) of the
Band of Indians,
 Province ofthe receipt of which sum is hereby
 acknowledged, grant, release and quit claim unto the said.....
his (her) (their) heirs and
 assigns forever all my (our) rights, title and interest in that certain
 piece of land and premises together with the appurtenances thereto
 belonging or appertaining, namely

IN WITNESS whereof, I (we) have hereunto subscribed my (our) name(s),
 this.....day of.....19

Signed in the presence of

.....

WALPOLE ISLAND BAND APPLICATION
REVOLVING FUND LOAN

Appendix K

1. Last Name		2. First Names	
3. Band No.	4. Marital Status	5. Age	
6. No. of Dependent Children			
7. Occupation	8. Average Annual Income: Salary Leases, etc.		
9. Amount of Loan			
10. Purpose for which loan is granted			
11. Security offered for Loan (If land, give lot numbers along with location or Certificate of Possession number, and acreage).			
12. Total amount current debts			
13. Has previous loan granted been paid in full			
14. Terms of Repayment (with Interest at 6% per annum computed and added to the unpaid balance at 3% of the indebtedness on April 1st and October 1st of each year.)			
15. I/We certify that I/We have received a copy of this application and agree to abide by the Regulations contained on the back hereof and I/We further agree that if the terms of this application or the Regulations pertinent thereto are not fulfilled the Band Council maintains the right to foreclose on security offered, and the said security, whether land or chattels, shall then be quietly and peaceably turned over to the Band Council for disposition in accordance with Band Regulations governing this loan.			
16. This application has been approved by Band Council Resolution No. _____ dated _____ Month Day Year			
17. Signed, sealed and delivered (after reading over and having fully understood the same) this _____ day of _____ A.D.19____ at Walpole Island, Ontario.			
W I T N E S S _____ Band Administrator		_____ Borrower _____ Joint Borrower or Spouse	

(Original to be signed and filed in Band Office & copy given to borrower)

REGULATIONS GOVERNING THE ISSUE
OF REVOLVING FUND LOANS OF THE
WALPOLE ISLAND BAND

1. An application on reverse side for a loan under these regulations, whether made through committee or other persons designated by Council, must be approved by the Walpole Island Band Council.
2. The borrower shall quit claim to the Band the land on which any house, for construction of which a loan was granted, is located, or to be located or to be offered as security, and, if payments of a loan shall fall in arrears for a period of more than twelve months, such property may be sold by the Band and the proceeds up to the total amount owing may be applied against the loan.
3. Any amount realized over and above the amount owed shall be refunded to the borrower, provided, however, that if the full amount is not realized from the sale, the balance shall remain as indebtedness against the borrower.
4. That where, in its opinion, moneys loaned are not being used properly, the Council of the Band shall reserve the right to take any measures necessary to ensure that such funds are expended for the purpose stated in the application.
5. That where a loan has been approved the funds shall be held available for a period of twelve months from the date of approval, and if not used during that time it shall be automatically cancelled, unless extended by special resolution of the Council of the Band.
6. That no loan shall be cancelled or reduced during the lifetime of the borrower, and if the borrower dies before the loan is paid, the full amount owing shall be due and recoverable from the estate of the borrower.
7. That no borrower shall dispose of property which has been offered as security for a loan without the written consent of the Council of the Band.
8. Where a loan granted is for the purpose of constructing or repairing a house or other building(s) and where the house or other building(s) form part of the security offered for this loan, the borrower agrees with the Band to insure against fire, flood and winds the said building or buildings during the full term of the loan and to pay all premiums and effect renewal of the policy until the loan is paid. The policy shall be made payable to the Walpole Island Band and shall be filed with the Band Administrator until the loan is paid in full. Upon payment of the loan the Band Administrator shall notify the Insurer so that proper endorsement can be made on the policy and the same turned over to the borrower. In the event of loss or damage to the buildings by fire, flood or winds or other perils covered in the policy, the Band shall be entitled to compensation only in the amount of the balance of the loan due at the time.
9. The borrower agrees with the Band that any distributions from Capital or Revenue funds of the Band made during the term of this loan shall first be applied against the loan where the borrower is behind in his payments. Where payments are up to date at the time a distribution is made and the borrower wishes such distribution to be applied against the loan, this right shall be granted.
10. The borrower accepts full responsibility for making payments on due date whether or not Notice of Payment Due has been received.
11. The Band Council reserves the right to make payments as the work progresses if it is deemed in the best interests of the borrower to do so where an approved loan is for the purpose of land improvements.

I have read the above regulations and understand same.

(Witness)

Band Administrator

Signature of Borrower(s)



DEPARTMENT OF CITIZENSHIP AND IMMIGRATION
INDIAN AFFAIRS BRANCH
BAND COUNCIL RESOLUTION

NOTE: The words "From our Band Funds" must appear in all resolutions requesting expenditures from Band Funds.

The Council of the..... WALPOLE ISLAND..... Band of Indians,
(Name of Band)
in the..... WALPOLE ISLAND INDIAN AGENCY..... Indian Agency,
(Name of Agency)
in the Province of..... Ontario..... at a meeting, held at..... Indian Agency Office.....
(Name of Province in full) (Name of Place)
this..... twenty-ninth..... day of..... March..... A.D. 19..... 65.....
(In Full) (Month)

DO HEREBY RESOLVE: Moved by Freeman Wright:

Seconded by Edison Isaac.

THAT the Agency Administration Staff operate from its Indian Agency in
Sarnia effective April 1st, 1965. And the Agency office be made
available for the Band's Administration.

THE MOTION IS CARRIED-----

	Burton Jacobs (Chief)	
Freeman Wright (Councillor)	Wellington Shognosh (Councillor)	
Simpson Brigham (Councillor)	Albert Nahdee (Councillor)	Edison Isaac (Councillor)
Joseph Sands (Councillor)	Joseph Tooshkenig (Councillor)	

FOR HEADQUARTERS USE ONLY				
1. TRUST ACCT	2. CURRENT BALANCES		3. Expenditure	4. Authority Indian Act Sec.
	A. Capital \$	B. Revenue \$		
5. Source of Funds <input type="checkbox"/> Capital <input type="checkbox"/> Revenue				
6. Recommended			7. Approved	
Date			Date	
Authorized Officer			Director, Indian Affairs	

Walpole Is. Gets Self-Government

Band Council Takes Over Own Affairs

(Special to The Observer)

WALPOLE ISLAND — A major step in self government was taken here Thursday when all records and official government files were removed from the Indian Affairs Branch office here.

The records, according to Verne Robinson, of Sarnia, superintendent, IAB, will be placed in the Sarnia office. Duplicates will be returned to the island.

"We (Indian Affairs) are not relinquishing our responsibilities to the Indians on Walpole Island," said Mr. Robinson.

"While we are removing all official records, we will still be carrying out various duties from the Sarnia office."

MOVING IN

The Island Band Council will now move into the vacated government office. Here they will place their records and office equipment.

Administration will still be carried out here, at the present, through Leighton Hopkins, recently employed band administrator and Shirley Williams, band secretary - treasurer.

Chief Burton Jacobs said a secretary - stenographer would be added soon.

Autonomy here has not come easy, however, following several meetings with department of citizenship and immigration officials, council was able to overcome the necessary legal technicalities.

INITIAL STEPS

Self - government has been a byword for almost two years, still it was only in December 1964 that Indian Affairs made the offer.



HELPING to remove Indian Affairs Branch records **LEFT** are, from left, Verne Robinson, of Sarnia,

Council, while agreeing to self - government on a "step by step" basis, were split in their decisions over the "eliminating" of three employees.

The move, Chief Jacobs stated at the time, was all part of the transfer to self - government.

A resolution, passed by council in March, disposed the positions business manager Edsel Dodge, welfare officer Mrs. Geraldine Peters and council recording secretary Mrs. Amyline Sony.

The "miswording" of the termination resolution led to lengthy discussions and heated debates.

Leighton Hopkins, new band administrator and Chief Burton Jacobs. Mr. Robinson, from his Sarnia office, will

Actually, the first step was taken in 1959 when council began administering expenditures from band revenue, the handling of its own finances.

Yesterday the blue and white "Government of Canada, Indian Affairs Branch, Department of Citizenship and Immigration" sign was removed from the building by Chief Jacobs.

In its place will go council's sign — a sign of the changing times — "Walpole Island Council, Administrative Office".

The change has resulted in several transfers for branch employees. Patrick Isaac, of Walpole, will head for the London

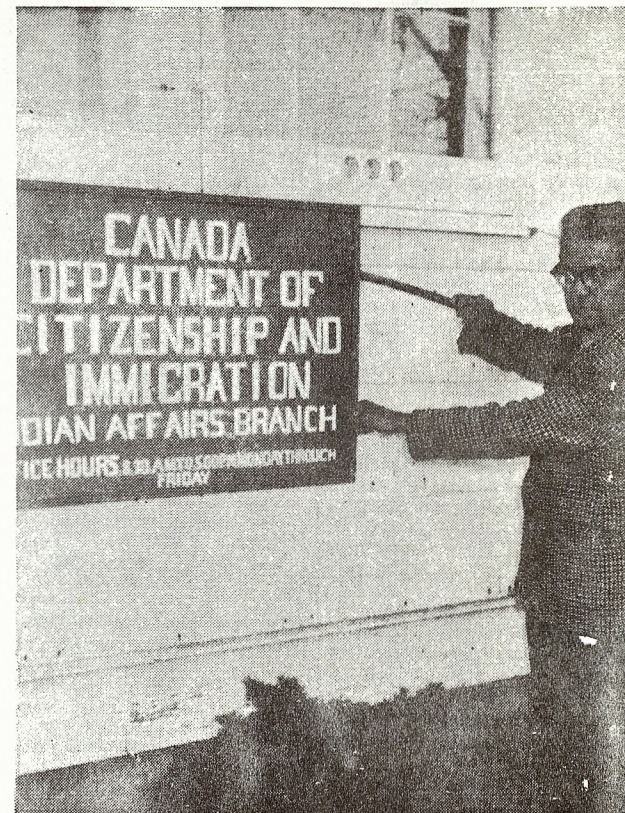
still carry out various duties for Island officials. **RIGHT** Chief Jacobs removes Indian Affairs Branch sign office, where he will work with Milton Keam, placement officer with Indian Affairs.

NEW POSTINGS

Willard Horne a clerk, has been transferred to Brantford, Jack Harrington, clerk, will go to Sarnia office, as will William Whiting, another clerk.

Fred Hall, superintendent at Walpole for the past 12 years, was transferred to Toronto earlier this year.

Ironically, both moving vans arrived yesterday. While the office equipment was removed, the second truck hauled away Mr. Hall's personal belongings from his former residence adjacent the office.



from exterior of Walpole Island office while moving crew hauls away records and files to Sarnia office. A new

While Walpole Island is not the first or only reserve to be free from on-location agent, it is the first reserve of any of Pottawatomie and Chippewa tribes.

ATTEND SCHOOL

The reserve, taking in three islands, entails close to 45,000 acres.

Ten years ago only 135 children on the island were classified as students. Now close to 400 attend school on a regular basis.

Kindergarten through Grade Three attend school in the island, while the balance attend school in Wallaceburg.

sign, "Walpole Island Council, administrative office", will be put up in its place.

(Photos by Heath)

Other advances include a water system inaugurated in 1963 and a housing development program in 1962. All other phases of life and business on the island has been stepped up during the past few years.

WINDSOR (ONT.) STAR, Tuesday, March 16, 1965.

Indians Praise Institute

PETROLIA—The Indians' long trek to self-determination has been shortened at least one step by the Indian Leaders' Institute being held here this week.

Several delegates indicated Monday's opening discussions on band council responsibilities and operations are filling a need for education among older band members.

About 20 delegates from bands ranging from Parry Sound to Walpole Island and Moraviantown held several round-table discussions

Chief Sid Commandant of the Gibson band said following discussions, it appears the older members require more educating than do the younger ones.

"Our children are now being educated in modern schools," he said, saying older men and women have had little formal schooling.

He indicated the Indian institute filled the need.

He blamed the lack of self-determination in the bands on this absence of education and the antiquated Indian control laws now being changed.

"If we had been educated years ago, we would have it (self-determination) now," said the Gibson leader.

Several delegates indicated Monday's sessions, along with other meetings of this type, have revealed aspects of band government never thought to exist.

Grant and band powers were thoroughly discussed by the delegates.

Chief Commandant and Mrs. Elda Antone, councillor for the Oneidas-on-the-Thames, said that with more training of this nature, bands would be self-governing within 20 years.

The Gibson chief estimated that at least 80 per cent of his band are ready for this step and are ironing out the problems faced by any new self-governing municipality.

He said this institute meeting

is helping all bands to have a better understanding of the Indian problems and presents ideas on how to cope with them better.

Mrs. Antone explained although the delegates are only looking at the general picture and not dealing with specific problems, the bands will leave, realizing what their problems

are, and will be better equipped to solve them for themselves.

The institute, sponsored by the federal Indian affairs branch and the community programs division of the Ontario Department of Education, will continue until Friday. Economics and recreation are also to be discussed.

PETERBOROUGH (ONT.) EXAMINER, Feb. 9, 1965

Indians Urged To Provide Good Leaders

YOUNG'S POINT (Staff)—No one race has a monopoly on leadership, the regional supervisor of the Indian Affairs Branch for southern Ontario said Monday.

T. L. Bonnah said the branch was sponsoring the leadership institute in an effort to "bring home to the Indian people and band councils in particular the great need for trained personnel to direct the affairs of Indian communities in an atomic age."

"Indian people have no fear of losing any rights," he said, "if they are properly trained to protect those rights. Fear comes only through ignorance. Fear is like red tape. It strangles more people than it protects."

He said the indifferent attitudes on many reservations indicates "real trouble lies ahead."

"Either the band councils will have to provide strong and competent leaders or the Indian people will lose confidence in them completely."

Mr. Bonnah said it irked him to see government staff doing routine day-to-day chores in the Indian agencies that could be done just as well by the Indians themselves.

"I hope to put a stop to such nonsense so that the government staff can concentrate on the major issues that are impeding the progress of your people."



INDIAN LEADERSHIP TRAINING

"I keep six honest serving-men
(They taught me all I knew);
Their names are WHAT and WHY
and WHEN and HOW and WHERE
and WHO".

Kipling.

Indian Affairs Branch,
Southern Ontario Regional Office,
25 St. Clair Avenue East,
Toronto 7, Ontario.

October 1964.

To The Indian People of Southern Ontario

The fact that this represents our third publication of a brochure on Leadership Training emphasizes the importance with which adult achievement is viewed in this region. It also indicates that Leadership Training is a force that cannot remain static if it is to serve its purpose. As new training programs are initiated further revisions will be required.

It is not the intention here to detract in any way from the great need for secondary school education. The completion of high school should be a major objective of every Indian girl and boy. Neither is it my aim to destroy that which already exists in leadership form among the Indian people. My interest lies solely in reinforcing the existing structure to meet the needs of our time.

Our purpose here is to foster interest in an adult training program that will assist Indian people to develop the leadership skills required to survive in an atomic age.

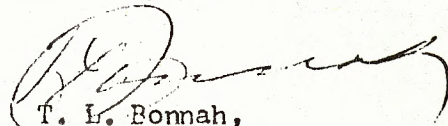
I am grateful for the interest and help provided towards this end by such organizations as Community Programs Branch, Ontario Folk School Council, Western University, Coady International Institute and others.

The eminent, internationally famous Canadian brain surgeon, Dr. Wilder Penfield, says -

"The adult who has learned to use his brain
before he comes to noon can make good use
of it through the afternoon."

"NOON" is approaching with rapidity for the vast majority of Indian people. It could be a catastrophe to wait too long before doing something about it.

Sincerely yours,



T. L. Bonnah,
Regional Supervisor of Indian Agencies,
Southern Ontario.

The "born leader" need not read beyond this line for he cannot be helped if he already knows all the answers.

If, however, you are still searching for a new approach in the field of leadership and are willing to do something about it, perhaps this brochure may be of interest.

We consider the development of Indian leaders one of our most important tasks. Considerable progress has been made in Southern Ontario in this area but there is still need for improving the quality of leadership to meet new demands..

The Indian people in this section of Ontario are, on the whole, developing very rapidly and accepting more responsibility. Unless some Indian Band Councils soon give more serious thought to meeting the needs of these people, they are going to have a serious problem on their doorstep. This situation has been evident for some time and must be dealt with at the grass roots level. The responsibility for seeing to it that qualified Indian leaders are available to cope with the present needs of the day rests with the Indian people. The Indian Affairs Branch stands ready to provide you with the opportunity to learn the required skills. The willingness to learn rests with you.

The trademarks of a good leader are: insight, imagination, initiative, energy and a formal education sufficient for the demands of the position. Residents of a community can usually detect a potential leader by seeking out the person that demands high standards of himself. Usually, the one that makes a success of his own life can be depended upon to keep the interests of the community at heart.

While there are many ways in which to serve your Indian community in the field of Leadership, only two of them will be dealt with here.

You can permit your name to stand for nomination and election for Chief or Councillor and serve in that capacity, or you can offer your services to the Band as a civil servant. In the first instance, you must be nominated and win an election or attain office through acclamation. In the second case, you have to be hired by the Band Council in the same manner as one who seeks a position with a municipality or the government.

No matter which course you choose, hard work and the ability to deal with people are the only ways that will get you to the top and keep you there.

This is where KNOWLEDGE becomes important. Without it, don't be disappointed if you are "left at the post". With adequate knowledge of what is expected of you, and the ability to implement it, the chances are good you will be able to make the grade.

The administration of an Indian Reserve was a fairly simple matter a few years ago. Today, many reserves have taken on nearly the same status as organized municipalities. The demands of the people are greater. No longer do many Indian parents want their children to grow up in a place that has no advantages. Indian people in general want the improvements of the Twentieth Century brought within their reach. This is only natural.

To plan a community that is alive to the needs of its residents in this age is a complicated matter. To operate one that has not the interests of its people at heart is to invite disaster. A neglected community is the breeding ground for delinquent children. Progressive ones foster happy families where parents and children can look with hope to the future together.

A live community must be built from the ground up. It is a place where people are not only alert to everyday problems but have foresight enough to plan for the future.

To help the Indian people achieve this objective, Training Programs are conducted for potential leaders. Not even an Indian community can cope with the problems of modern society without trained personnel.

In the following pages you will have an opportunity of studying an outline of the courses available to develop Indian leaders.

Unfortunately, all of us do not possess the gift of seeing even the immediate problems that engulf us. FOLK SCHOOLS provide the ideal climate for focusing the problems of the community directly on the people. Among congenial friends at such a school one finds and develops talents he never realized he had. Skilled discussion leaders use every technique possible to develop a sense of community consciousness in the participants. It is not by accident, therefore, that from our Folk Schools are coming the future leaders of the Indian people. A good seed bed produces healthy plants.

LEADERSHIP INSTITUTES also offer a medium where potential leaders can learn the finer skills required in dealing with many of the problems confronting public figures and those in public service.

For the more sophisticated Indian Bands who want to go places in the years ahead, the training provided at COADY INTERNATIONAL INSTITUTE for Band Clerks and Business Managers fills a real need. The governments of more than 65 countries in the world have taken advantage of "Coady" to bring the blessings of true democracy to their people. This training is now available to the Indian who has the necessary educational background and can measure up to the heavy demands made upon a servant of the public.

Already, several progressive Indian communities in Southern Ontario have taken advantage of this advanced training. Other groups are seriously considering the many advantages the course at Coady International Institute offers in teaching the Indian people how to play a major role in determining their own destiny.

Serious consideration should be given by Band Councils to the appointment of a Band Clerk, Manager or Business Administrator on a full-time basis.

Indian Chiefs and Councillors cannot function properly when they are loaded down with a multiplicity of tasks that should be done by a permanent Band employee. These duties cannot be performed by a Band Secretary or Clerk that works only an hour or two each month at Council Meeting time. It is hoped that all Band Councils in Southern Ontario will consider the affairs of their Band important enough to see that the interests of the people are properly protected.

The Chief of a Band and his Councillors must be freed from the day-to-day chores so that they can devote time to the more important functions for which a legislative body is elected.

Any Band Council desirous of appointing a full-time employee should seriously consider such advanced training as is offered at the Coady Institute.

In addition to this, we will be able to make arrangements for the permanent employee selected by the Band Council to get further training in the Indian Agency Office to the extent required. Since the Regional Office is located in the provincial capital, further orientation may be provided, if desired, in order to understand our function. At the same time we shall provide an opportunity for the Band's trainee to get acquainted with various other federal and provincial government departments that have services to offer the Indian people.

No Indian settlement, however small, can hope to keep their young people out of trouble without supplying RECREATION services. These can be provided either in the form of an organized recreational program or on a hit and miss basis. The Indian community in which you live is a rare one indeed if it has an organized recreation program for its children and teenagers.

Many Indian youths have special talents in this field. All that is required is proper development. A good recreation program will bring about better co-ordination of mind and body in our youth. Remember also that the good athlete is usually the best student. It takes "know how" to be a Recreation Director and understand how to organize a program on a year-round basis.

The Recreation Course referred to hereunder should be seriously considered by Indian Band Councils having more than a passing interest in the development of their youth.

Band Councils, and in fact all interested Indian people, are encouraged to acquaint themselves with the courses outlined below:

FOLK SCHOOLS

Adult education is essential for the progress of any community. One effective way to focus the needs of the community on the people is through the medium of Folk Schools. Our experience with the Ontario Folk School Council has been a most satisfying one.

The "Purpose" of Folk Schools, as defined by the Council, is:

"To create a situation in which people can secure a greater understanding of themselves, their Community and the world in which they live".

The "Elements" of this basic purpose, as given by the Council, are as follows:

1. To explore the concept of community in terms of both its inter-personal and its inter-group relationships. To gain greater understanding of our heritage through study of our growth as a nation. These are important because the pressures of change in modern society are making it increasingly difficult to understand the function of a community and to create communities that are good to live in.
2. To enable people to gain deeper insight into themselves and their relationships with others. More specifically, this means greater ability to examine problems tolerantly, a deeper appreciation of one's own worth and the worth of other people.
3. To provide an opportunity for people to probe the philosophical problems of our time, the 'whys' of life. This should include opportunity for:
 - . experience which guides the participant to an appreciation and understanding of beauty.
 - . an opportunity to examine what contributes to dignity of work and the achievement of excellence in one's undertakings.
 - . inspirational study and discussion geared to preserve the attitude of free inquiry, the exploratory, testing, non-conformist attitudes that are central in our culture, and that are threatened by developments in present-day society.

Experiments might be conducted in all-Indian or mixed Folk Schools.

To recognize the problems in a community is the first step towards solving them. Folk Schools are invaluable in improving life in any rural community.

Consult the local Supervising Principal for advice on Folk Schools. If there is no Supervising Principal in your area, your local Agency Superintendent will gladly provide further information.

LEADERSHIP INSTITUTES

With better inter-group relations as a product of the Folk School, it is now possible to advance another step forward in the training of key personnel, especially potential leaders, including full-time Band employees. Such training is available through Leadership Institutes.

With the co-operation of Huron College and the direct participation of the Extension Department of the University of Western Ontario and Ontario Community Programmes Branch of the Department of Education, Leadership Institutes have been held in the western part of the region.

The purpose of the Institute is:

"To study and practice skills and knowledge needed for handling Band affairs and for developing the home community".

This is a learning process and all who succeeded in understanding its purpose, have found this exercise most helpful.

Due to the demands for more Institutes of this kind, serious consideration is also being given to the permanent establishment of one in the eastern part of the region.

While applications for Leadership Institutes should be processed through the Agency Office, Indian Band Councils should take the initiative in the selection of suitable candidates well in advance.

COADY INTERNATIONAL INSTITUTE (Social Leadership Diploma Course)

This Institute has its roots in St. Francis Xavier's University, Antigonish, Nova Scotia. It is a result of the self-help economic program sponsored by the University over many years.

The one-year "Social Leadership Course" offered by the University would be a fitting climax to the training of anyone, Indian or non-Indian, concerned with raising the level of human performance in the community.

The purpose of the program is summed up in the following:

"The possibilities for the application of this program to the underdeveloped countries of the world are unlimited. It is a program of self-help and mutual help. It takes the people where they are, even the illiterate, and leads them to the highest possible level of human performance. It is inexpensive and easily applicable to large numbers of people over wide areas. It is also big enough philosophically and scientifically to appeal to the most fastidious. It is a program suited to democracy in this scientific and technological age. It is a program of adult education that begins in the economic field, fans out into every phase of human activity, and which will give life to all nations and all peoples, and not just to the favoured few".

The subject matter dealt with in this Diploma Course is outlined below:

The Philosophy and Principles of Co-operation

The course starts with an introduction to the philosophy and development of the Antigonish Movement, a process of adult education through economic co-operation. The historic Rochdale principles are studied together with relationship of natural law ethics to the principles of co-operation.

Co-operative Service Organizations

The principles and practice, organization and operation of each major type of co-operative are discussed in detail. Students study the credit union, the consumer co-operative, the marketing co-operative, co-operative insurance and co-operative housing through a program of lectures and field trips to see typical organizations at work.

Economics

To enable students to understand and attack economic problems, courses are given in the principles of economics, accounting, marketing, management and labour relations. Special emphasis is placed on the needs of emerging areas. Reading lists and library facilities are available for further study of special interests.

Communications

Students learn to plan and conduct meetings, to employ press, radio and television for educational purposes, to use projectors, posters and simple duplicating equipment, to develop and operate small libraries.

Community Development

Students study how to assess the resources and problems of a community in a scientific manner, the elements of applied social and cultural anthropology, the factors in community leadership and rural development.

Apart from knowledge gained by the above training, association with mature students from almost every corner of the world, who are interested in community development, should prove a valuable experience to the student.

Admission of students for this course is by application, at which time age, experience and qualifications of the applicant are assessed by the University. The fees and personal expenses are approximately \$1,700.00 for the year. Applications should be in Regional Office by August 1st or earlier to ensure registration.

Since this course is ideal for the development of Band Business Managers or Clerks, a recommendation will be made to Social Programs Division to assist with tuition costs when Band Funds are limited or non-existent. However, no Departmental funds will be recommended unless the Band Council has indicated it is prepared to offer employment to the student upon graduation. Where a Band has no funds with which to pay a full-time Clerk's salary, a recommendation will be made to Headquarters for a grant, if requested.

Indian Bands with adequate funds to pay full tuition costs are encouraged to register at least one of the potential leaders in their employ with the University for the Diploma Course in Social Leadership.

Consult the Agency Office for further information on this Course.

CENTRAL NEIGHBOURHOOD HOUSE

While this phase of training is not designed with the same purpose in mind as other programs outlined in this brochure, it nevertheless has an important part to play in the over-all plan.

Each year, hundreds of Indian people leave their reserves to take up residence of a temporary or permanent nature in non-Indian communities. We have no reason to believe this exodus from the reserves will discontinue except, perhaps, from areas where commuting to places of remunerative employment is possible.

After months of discussion with the Director and professional workers of Central Neighbourhood House, a program has been worked out to provide training to Indian people that will make their entry into the "big city" easier.

Central Neighbourhood House is a welfare agency that operates in sections of Toronto where, for numerous reasons, many Indian people congregate when first coming to the city. Experience gained by Central Neighbourhood House workers indicates that the majority of Indian families moving to Toronto are totally unprepared to cope with city life and its many complex problems.

After study of living conditions on some reserves, as compared with the problems of urban living, the following short course has been prepared by Central Neighbourhood House to train a limited number of Indian people under actual conditions pertaining in the city. Indian people getting this training will return to the reserve and help to prepare those who are considering moving to urban areas.

The plan prepared by Central Neighbourhood House for the training course for community workers is as follows:

"Purpose - To provide Indian teenagers and adults with leadership training in social and recreational services; in order that they may organize, plan and carry through with services which may be applicable to their own communities.

"The course to be of 3 or 4 weeks duration - to include theory and practical experiences; the student to be part of the Agency personnel structure, on a 40-hour a week basis. Lectures would cover:

- Community Organization and Planning
- Leader's role and working with groups
- Working with Volunteers
- Understanding of services and resources
- Home visiting
- Program planning and content
- Simple administration

"For practical experience, the worker would act as a program aid in scheduled agency activities.

"A certificate will be presented to the worker upon completion of the course. A refresher course of a week will be offered to the worker in approximately two months - after he or she has had an opportunity to organize and carry through the program in his or her own community. This will give the worker an opportunity to get help and advice with problems that may have arisen. Central Neighbourhood House would also plan to keep in touch with the Indian Council and worker, in order to offer advice and assistance if needed".

For cost and further information concerning this particular training program, please consult the agency office.

RECREATION COURSES

For those Indian communities where the importance of RECREATION is recognized, the following should be of interest.

TWO courses in Recreation are offered at the Ontario College of Agriculture, Guelph, by the Community Programmes Branch, Ontario Department of Education:

- 1) A two-year diploma course in Recreation for those having Grade 12 standing and who wish to work as program supervisors.
- 2) A one-year certificate course in Recreation for University graduates who wish to work in the community as recreation directors.

The fall term usually commences around September 13th and ends before Christmas, with the winter term commencing around January 6th and ending early in April. The annual cost for tuition, meals, text books and expenditures would be approximately \$900.00

General Requirements

A student entering the College for the first time must have a certificate from a qualified physician stating that the candidate has been vaccinated against smallpox within the past 5 years. Graduates of the one-year certificate course are eligible for the Interim Municipal Recreation Director's Certificate Type "A" granted by the Department of Education. Graduates of the diploma course are eligible for the Interim Certificate Type "B" granted by the Department of Education. Both Certificates are exchangeable for Permanent Certificates after completing 3 years of successful experience in the field of municipal recreation.

Bands with sufficient funds are encouraged to have potential Indian recreation supervisors take this training. However, if Branch tuition assistance is expected from Welfare funds, the Band must be prepared to defray part of the tuition fees and give assurance of employment on the reserve to the student upon graduation.

General

Please note that the Social Leadership Course at Coady Institute and the Recreation Courses at Ontario Agriculture College also offer job opportunities off reserves for students under the regular Educational Assistance Program. In this case, consult the local Supervising Principal.

"The RED Indian, like other disinherited peoples, is of the present and the future and he is coming into his own..... His social energy stems directly from the long hungers and imprisoned strivings of mankind through the centuries..... The individual fares best when he is a member of a group faring best".

John Collier



MEMORANDUM

CLASSIFICATION

TO
A

Regional Supervisor, Toronto

YOUR FILE No.
Votre dossierOUR FILE No. 40/3-1
Notre dossierFROM
De

Superintendent, Walpole Island Agency

DATE

May 11, 1965

FOLD

SUBJECT
SujetBand Administrator Walpole Island

The regular Walpole Island Band Council meeting was held on Monday, May 10, 1965. Attached is a copy of an agenda prepared by the Band Administrator and the Chief for this meeting. I would appreciate your making a photocopy of this agenda as the Council was short of copies. Because of the advance preparation made, the Council was able to process some thirty resolutions, in spite of lengthy discussions on several subjects. We were, needless to say very pleased with the results of the meeting. It was also evident that our presence at the meeting was superfluous.

It would seem that any future meetings we should perhaps put in an appearance for a short period of time at which any urgent questions that the Council might have for us could be dealt with. Your comments on this would be appreciated.

In the evening a Band meeting was held as advertised, to discuss self-administration. The Chief, ten councillors and myself spoke at the meeting. There were approximately 70 to 90 Band members in attendance. Once again, I was pleased with the unity of purpose and desire expressed by all of the Councillors to make this business work. Many councillors told the people that self-administration begins in the home. "If you can't manage your children and your own affairs, how do you expect to manage the Band affairs?"

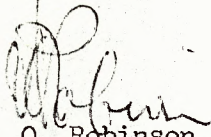
The people were also told by the Councillors that the success of this project depended on their support and interest. They made a plea to the people for constructive criticism and to treat elections seriously. A question and answer period followed at which time the Chairman requested that if anyone had any questions to ask the Superintendent, or required any further information from the Superintendent they should ask. No questions were forthcoming.

Regional Supervisor

- 2 -

May 11, 1965

It being after 11:00 p.m. I was excused from the meeting. In view of yesterday's activities, we are very optimistic concerning the situation on Walpole Island. It is our sincere hope that we will be able to continue submitting such optimistic reports.



V. O. Robinson,
VOR/jr

May 10, 1965.

WALPOLE ISLAND COUNCIL
A G E N D A

CALL TO ORDER -

ADOPTION OF MINUTES -

ROLL CALL -

() Moved by
Seconded by
that Mr. _____ be appointed Water Commissioner under the following conditions; and duties:

1. the pump house is clean
2. the pump house is inspected daily
3. water treated (chlorinated)
4. pressure is O.K.
5. machinery is kept oiled & operating
6. tanks are cleaned as often as required
7. to inspect installation of water services and*or maintenance
8. to open water service for the resortors in the spring -
to close water service for the resortors in the fall -
9. to do any other work which may be required in the successful operation of the pumping system
10. to keep a record of his time and record of all operations
11. his pay, to be agreed upon, shall be strictly on an hourly basis, monthly or twice monthly after services are rendered.

() Moved by
Seconded by
that Mr. _____ be appointed Housing Foreman for WALPOLE ISLAND. His duties shall be to supervise all Band Building construction and all Band Loan Housing construction--to see that all construction under his supervision is constructed under proper building codes--to see that all materials are received and checked. His hourly rate of pay to be \$1.60 per hour.

() Moved by
Seconded by
that an authority be granted to the Library Committee to spend from their 1965-66 budget what ever amount is necessary to get the library in operation. Some of the expenditures to be:

1. purchase of library equipment
2. repairs & maintenance
3. salary of staff & wages for setting up library.

- () Moved by
Seconded by
that we appoint Mr. _____ as Welfare Administrator of WALPOLE ISLAND. His duties shall be to supervise Welfare personnel and to see that all welfare data and returns are mailed on schedule and also to see that the Ontario Welfare Regulations are enforced.
- The travelling allowance regarding welfare cases for the administrator or helper to be .10¢ per mile to be paid monthly.
- () Moved by
Seconded by
that an authority be granted to the Parks chairman to spend from the 1965-66 Parks Budget the amount of \$600.00 for wages and general maintenance of the Highbanks Park.
- () Moved by
Seconded by
that an authority be granted to the Geromono Hockey Club to spend \$100.00 to spend from the 1965-66 Recreation Budget to complete their hockey program for 1964.
- () Moved by
Seconded by
that this council is in favour of adopting the use of the revised Walpole Revolving Loan Forms W.I.201.
- () Moved by
Seconded by
that this Council is in favour of going on D.S.T. to correspond with the Town of Wallaceburg.
- () Moved by
Seconded by
that whereas the entire amount of rentals derived from the farmlands of Joseph Blackbird and Wilbert Blackbird respectively, are applied toward the repayment of their Band Loan, this Council recommends that their agreements with the Band Council be changed so that only half of their annual rentals are applied toward their loan to the Band and the other half to them.
- () Moved by
Seconded by
that this Council request permission from the Department of Public Works, Harbors and Rivers Branch for this Reserve to construct a steel, lift-bridge across the Snye River from Walpole Island to the Mainland proper. The proposed bridge shall be so constructed to meet all government regulations and also shall comply with regulations concerning navigable rivers. The location is yet to be determined but this will largely depend on the engineer's recommendations.
- () Moved by
Seconded by
that this Council grant authority to the Band Administrator to purchase a lot along the main road or close to the main road for the Wood Working Shop. The funds for the purchase to be used from the 1965-66 Wood Working Shop Budget.

- () Moved by
Seconded by
that this council is in favour of building a Mill Work Shop from the money appropriated for that purpose and that the Housing Committee and Band Administrator be requested to get the best offer in materials for the Shop.

- () Moved by
Seconded by
that this Council is in favour of setting up a system of handling small loans or the lending of money to Walpole Band Members under the following conditions:-

1. that the finance Committee be placed in charge of this money lending agency.
2. that two members of the committee be authorized to sign checks and to issue checks to successful applicants.
3. that the rate of interest be 10% per annum.
4. that the maximum amount of loan to any individual be \$500.00.
5. that cottage or farm rental assignments to the Band Council be required of those holding leases and wage or salary assignment to the Band Council be required of those working for the Band.
6. that a quit-claim on his or her property be required of those not receiving rentals, and those parties having no wage or salary security.
7. that a special fund be committed for this purpose from the revolving loan. The suggested amount to be \$3000.00.
8. that the borrower must agree to the withholding of any money distribution from Revenue or Capital of which he is entitled so long as he or she remains in arrears.
9. that in the event the borrower dies before the loan is recovered, the full amount of the loan due shall be recovered from his*her estate.

- () Moved by
Seconded by
that the priority Housing List for repairs or new construction for 1965-66 be the persons:-

Louis Williams
Rosemary Sands
Melisea Sande
Willard Williams
Harry Wrap (White)
Joe Ermatinger
Mary Johnson
Alice Warner
Grace Greenbird

- () Moved by
Seconded by
that this council request the housing committee to have someone for one or two weeks to offer to paint the trim on doors and windows free of cost for the houses along the main road. The painting to be done on the sides of the houses visible from the main road.

- () Moved by
Seconded by
that this Council is in favour of making a Housing Loan of \$4000.00 to Alvin Johnson from the Revolving Loan on the following conditions: that his cottage rentals of \$375.00 are to be assigned toward repayment of the loan.
that the borrower pay \$20.00 per month toward the repayment of the loan.
that the borrower sign all forms respecting the revolving loan application.
- () Moved by
Seconded by
that an authority be granted to the Road Foreman to spend from the 1965-66 Road Budget the sum of \$5000.00 for the following purposes:-

for general road maintenance
for payment of wages on roads
for purchase of culverts
gravel, right of ways and
machinery repairs
- () Moved by
Seconded by
that a committee composed of Simpson Brigham, Albert Nahdee and the Chief be appointed to study our existing by-laws, to recommend any changes, and also to rough-draft any new by-laws that may be required.
- () Moved by
Seconded by
that this council is in favour of selling to Raymond Nahdee the small white band house for the sum of \$_____ payable monthly at \$15.00 until the house is paid in full.
- () Moved by
Seconded by
that this council is in favour of paying a one month's severance pay to the following persons:- Geraldine Peters, Amyline Soney and Edsel Dodge on the condition that each will execute a final release of any claim for a wrongful dismissal
- () Moved by
Seconded by
that this council agrees to endorse a bank note of \$250.00 for Mr. William Dodge. He agrees to assign his land rentals which become due April 1, 1966 to the Bank of _____. The Council hereby agrees to guarantee such a loan of Mr. Wm. Dodge.

WINDSOR (ONT.) STAR - May 21, 1965.

Economic Survey Scheduled

Walpole Isle First Job For SCRDA

WALPOLE ISLAND — An economic development survey of the Walpole Island Indian Reservation will be undertaken this summer, John A. Elliott, Chatham general-manager of the St. Clair Regional Development Association said Thursday.

A preliminary discussion of the survey between members of the Indian band council and SCRDA officials was held Thursday at the band council chambers.

Mr. Elliott said it is the first economic or development survey of its type ever attempted by the association.

"I feel results will be significant in the context of regional economy of the Counties of Kent, Essex and Lambton and in relation to the planned St. Clair Parkway," Mr. Elliott said.

Purpose of the survey is to establish an inventory of human and physical resources, and project in relation to the regional economy a practical "blueprint for development" which will provide direction for the Walpole Island band council, in general terms, and at the same time provide the St. Clair Region with a better understanding of the role of the Indian reserve in its future development, he said.

(First major undertaking by Council under Self-Government project)

A steering committee consisting of two appointees of the band council and two appointees of SCRDA will guide the course of the study and review the report prior to publication.

Cost of this study will be shared on an equal basis by SCRA and the Indian band.

Mr. Elliott announced that Mrs. Philip Harrington, Chatham, an honors graduate in geography from the University of Western Ontario, will be research assistant for SCRDA on the project.

Mrs. Harrington will be responsible for field work, analysis, interpretation, and preparation of the report.

She was born in Niagara Falls, gained her early education in Niagara Falls, Cornwall and Sault Ste. Marie and spent some time at a Junior College in Switzerland.

She comes highly recommended by Dr. E. G. Pleva, professor and head of the geography department of the University of Western Ontario, Mr. Elliott said.

ONTARIO

Indians on an island lead in home rule

By BARRIE ZWICKER

The greatest story never told about southern Ontario's Indians in recent years is the story of the Walpole Island band winning self-government.

Its significance is shown by the fact that since the band cut its umbilical cord with the federal Government's Indian Affairs Branch in April, five other bands in Ontario have taken similar steps.

The most recent vote for autonomy was received in Toronto Thursday from the proud Oneidas of the Thames, a tribe of the Six Nations Confederation, living 18 miles west of London.

Curiously, the story about the Walpole Island has received scanty attention. "I think it just isn't realized what a tremendously significant step this is," said Leo Bannah, Regional Director for Indian Affairs for Southern Ontario.

"It isn't perhaps realized among the public and maybe even among our own staff."

Mr. Bannah, 26 years with Indian Affairs, has nurtured a faith in self-determination since he studied the Antigonish Movement.

The movement's philosophy is the basis of a one-year social leadership course at St. Francis Xavier University, Antigonish, N.S.

The purpose of the course is summed up in a departmental report by Mr. Bannah on the Walpole venture:

"The possibilities for the application of this program to the underdeveloped countries of the world are unlimited. It is a program of self-help and mutual help.

"It is a program of adult education that begins in the economic field, fans out into every phase of human activity, and which will give life to all nations and all peoples, and not just to the favored few.

Mr. Bannah spent 16 years on reserves and in 1962 was appointed to his present position, in which he is responsible for half of Ontario, which contains about a quarter of Canada's 200,000 Indians.

The new Indian policy announced last year parallels Mr. Bannah's grassroots approach.

The Walpole Island band, with more than 1,500 members, lives for the most part on the rich soil of the 45,000-acre island in Lake St. Clair.

Although a mature corn crop on the island is seldom less than seven feet tall, most of the farms are leased to non-Indians, while most band members work across the border in U.S. industries.

Always progressive, the band in 1959 was the second in Canada to be granted control of its spending.

On Aug. 28, 1963, the band council decided a manager was needed, so a band member was hired and trained for a year at St. Francis Xavier.

He upset the balance of power between factions on the council and the Indian Affairs Branch agency.

A troubled period followed, culminating in the firing of the manager and two members of the band staff.

Finally, a resolution was passed by the band council on Dec. 28, asking the Indian Affairs Branch to give up its control over the Walpole Island band.

But there were no regulations in the Indian Act to cover a truly independent band.

Mr. Bannah was detached from regular duty for three months to blaze the new trail. He called a two-day symposium on the question of self-government, attended by three other branch officials, Chief Burton Jacobs and 11 councillors. Everyone agreed many old concepts would have to go.

On April 29, Chief Jacobs was able to take down the blue-and-white sign reading: "Government of Canada, In-

dian Affairs Branch, Department of Citizenship and Immigration."

In its place was hung a sign reading: "Walpole Island Council, Administrative Office."

Responsibilities being taken over by the band include:

- Management of premium payments for hospital and medical services (more than \$12,000 annually);

- Operation of a \$125,000 revolving loan fund, including collections;

- Registration of vital statistics;

- Leasing of reserve land;

- All public works;

- Development and operation of a public park.

Chief Jacobs has noted other important changes since self-government. For instance he estimates employment is up 20 per cent.

And since April, two band members for the first time were employed by the post office in nearby Wallaceburg; another was hired by a bank (Chief Jacobs' 21-year-old son, Laverne) and another entered the Indian Affairs Branch.

"When you have a few people making good in the world, it gives a boost to the other people," Chief Jacobs said.

"The way I feel is that we were relying too much on the Indian agents. We're showing that if we have to rely on our own steam, much more is accomplished."

Chief Jacobs said that most band members who had been cool, or antagonistic to self-government had been won over.

A measure of the pride the band feels in its developing administration is the welcome it has extended to other bands to come and study its operation.

"I'm convinced they'll never turn back now," Mr. Bannah said. "This is the happiest time of my 26 years of working and living with my fellow Canadians who are Indians."