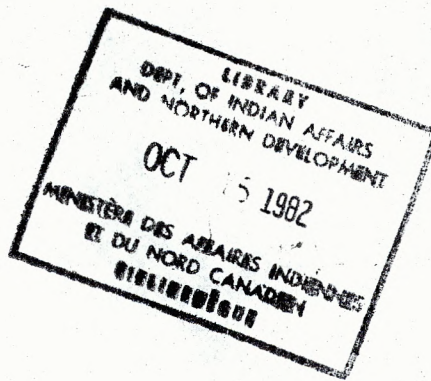


DEPARTMENT OF INDIAN AFFAIRS  
AND  
NORTHERN DEVELOPMENT

MANITOBA REGION

OBJECTIVES & GOALS  
1976 - 77

E78.M25  
C35  
1976/77



I N D E X

Page 1	Indian and Eskimo Affairs Objective	
Page 2	Indian and Eskimo Affairs Sub-Objectives	
Page 3	Regional Program Thrust for 1976-77	
Pages 4 - 6	Local Government	(1000)
Pages 7 - 9	Social Development	(1000)
Pages 10 - 13	Education	(2000)
Pages 14 - 15	Finance and Management	(3000)
Page 16	Lands and Membership	(3000)
Pages 17 - 18	Personnel	(3000)
Pages 19 - 21	Engineering and Architecture	(3000)
Page 22	Planning	(3000)
Pages 23 - 25	Program Development & Review	(4000)
Pages 26 - 28	Economic Development	(5000)

INDIAN AND ESKIMO AFFAIRS PROGRAM

OBJECTIVE

In consultation with Indian and Eskimo peoples to innovate, support and encourage co-ordinated activities whereby Indians and Eskimos may achieve their cultural, economic and social aspirations within Canadian society.

INDIAN AND ESKIMO AFFAIRS PROGRAMSUB-OBJECTIVES

To ensure that lawful obligations under Treaties and other agreements are met.

To assist Indian and Eskimo peoples to preserve and develop their cultural heritage and to express their cultural identity.

To foster the development of self-reliance in the administration of Indian and Eskimo communities through advice, financial support and other assistance.

To provide educational facilities and services designed to advance the cultural aspirations of Indians and Eskimos and to assist them in achieving, as individuals, equality of opportunity and self-fulfilment in relation to other Canadians.

To assist Indian and Eskimo communities to utilize, as determined by them, their collective resources for the creation of optimum employment and income for individual members.

To assist in the improvement of housing and related physical amenities, and the provision of adequate social services in Indian and Eskimo communities.

REGIONAL THRUST FOR 1976-77

The development of job opportunities

Economic Development

Local Government

LOCAL GOVERNMENT

PROGRAM DESCRIPTION:

Social development of Indian people individually and in their communities, through the process of community development by supporting and encouraging evolving forms of community government, and supporting the physical improvement of communities.

## 1000 - LOCAL GOVERNMENT

1. To foster the development of self-reliance by assisting Councils, at their request and commensurate with their ability, to assume greater responsibility for the management of programs and services which are needed in their communities, through support and encouragement of evolving forms of local government and physical improvement of Indian communities, by:
  - (a) Determining the capacity of Bands to conduct their affairs under the local government program.
    - (i) Conduct a review of all Bands to assess their situation by Sept. 15, 1976.
    - (ii) Measure the internal control exercised by Bands and prepare a plan of action to effect improvements by July 1, 1976.
    - (iii) Assist Bands to develop and adopt financial and administrative regulations - August 15, 1976.
    - (iv) Develop, in co-operation with Indian Bands, a new budgeting system - August 31, 1976.
    - (v) Introduce Local Government Guidelines for 1976-77 by June 1, 1976 and set up a review mechanism by March 31, 1977.
  - (b) Developing training for Band Councils, staff, members and Department staff (in co-operation with Education and Personnel).
    - (i) Identify training requirements of Bands and prepare training plan by May 18, 1976.
    - (ii) Co-ordinate all training pertaining to Local Government.
    - (iii) Arrange for Band Constable Training. Three courses to be held during year.
    - (iv) Expand Fire Protection Training Program and awareness of need for protection at Band level. Hold 25 training sessions during 1976-77.

## 1000 - LOCAL GOVERNMENT (CONT'D)

- (c) Supporting the physical improvement of communities in the areas of housing, community infrastructure and other related physical amenities.
  - (i) Develop Band Capital Planning Program with a five-year plan by September 30, 1976.
  - (ii) In co-operation with Band, (Engineering and Architecture, Education and the Regional Planner) complete an inventory of the capital assets and infrastructure in the Manitoba Region. To be completed (by Band) with an overall Regional summary, by November 15, 1976.
  - (iii) Conduct experimental housing projects.
    - Brokenhead )
    - Fort Alexander ) - Stackwall and other
    - Garden Hill ) experimental projects.
  - (iv) Promote participation in the Off-Reserve Housing Program.
    - (Approximately 25 applications)
  - (v) Explore (with Bands) methods for improving the On-Reserve Housing Programs. Hold seminars on 10 reserves to increase Band members' awareness.
  - (vi) Determine a method for Capital Allocations in the Region by September 30, 1976.
- (d) Increasing the Band members' opportunities for employment.
  - (i) Introduce a Band Work Program in seven (7) communities by October 1, 1976.
  - (ii) Arrange meetings in all Bands to discuss employment opportunities. (Using the Local Government Teams).
- (e) Assisting Bands to expand the local control of the Department's Programs, etc.
  - (i) Assist Bands to develop a long range plan for Local Government in their communities. (Ten (10) Bands during 1976)



SOCIAL DEVELOPMENT

PROGRAM DESCRIPTION:

Social Development of Indian people,  
individually and in their communities,  
and providing and arranging for the  
provision of welfare services to those  
in need.

## 1200 - SOCIAL DEVELOPMENT

1. To support, encourage and assist the social-economic development of Indian people and foster the development of alternative services designed to reduce dependency in native communities, by:
  - (a) Assisting Bands to administer Social Assistance Programs and ensuring Band members receive services equal to Departmental standards.
    - (i) Establish by May 31, 1976 a Training Program for the Band Welfare Administration staff. Implement by July 1, 1976.
    - (ii) Conduct a review of Band staff salaries by May 31, 1976 and implement revisions by June 1, 1976.
    - (iii) Hold two annual Social Development Seminars attended by Departmental and Band staff, per Service Centre.
    - (iv) Conduct Program Reviews with 20 Bands by March 31, 1976 and assist Bands to overcome problems.
    - (v) Negotiate ten agreements for the administration of Social Development Programs by Bands by September 1, 1976.
  - (b) Reviewing the Policy and Procedures of the Social Welfare Program.
    - (i) Develop policy and procedures for an Appeal Board, Special Needs, Minor Housing and Homemaker activities by June 15, 1976. Implement by July 1, 1976.
    - (ii) Implement a monthly reporting system for Area Supervisors of Social Services by June 1, 1976.
    - (iii) Conduct regular meetings with Area Supervisors of Social Services to review Program policies, procedures, etc. (Target of 3 per annum)

## 1200 - SOCIAL DEVELOPMENT (CONT'D)

- (iv) Complete a review of the Social Development Program Organization and submit proposal to the Regional Director General by May 30, 1976. Implement by July 31, 1976.
- (v) Liaise with Education and Economic Development Programs and other Federal and Provincial Agencies, to promote greater utilization of alternative and supportive social-economic services.
- (vi) Review the monthly reporting systems, and related administrative procedures, and implement changes by July 1, 1976.
- (vii) Meet with Provincial Authorities and Indian representatives to determine the method of providing Child Welfare Services by September 30, 1976.
- (viii) Negotiate an interim agreement with the Western Central and Eastern Children's Aid Societies by June 30, 1976.

EDUCATION

PROGRAM DESCRIPTION:

Pre-school, elementary, secondary and higher education, adult education, vocational training, placement and relocation services and fostering dignity and self-respect through the support of cultural expressions for the Indian people of Manitoba.

## 2000 - EDUCATION

1. To provide educational facilities and services designed to advance the cultural aspirations of Indian people, and to help them in achieving, as individuals, equality of opportunity and self-fulfilment in relation to other Canadians, and to assist Indian people to preserve and develop their cultural heritage and to express their cultural identity by:
  - (a) Supporting, in consultation with Bands, the immediate and long-term development of local control of education.
    - (i) Develop and implement a local control of education plans for each community. Plans to be completed by January 1, 1977.
    - (ii) Conduct a review of the roles and duties of Band education employees and make recommendations by September 15, 1977.
    - (iii) Help Bands organize local school and/or area curriculum development committees. Develop guidelines with Indian people by October 1, 1976; establish committees by November 1, 1976. Review progress and prepare report by March 31, 1977.
    - (iv) Prepare a plan of action designed to provide counselling services by Band employees or other Indian controlled agencies, by July 15, 1976. (To include training, certification, numbers needed in Region, etc.)
  - (b) Organizing to provide service to Indian people in keeping with the local government concept.
    - (i) Review the education organization by June 30, 1976 and prepare report and recommendations for change to Director General by July 15, 1976.
    - (ii) Establish a procedure for reporting (and updating) the school organizational charts, to be completed and implemented by August 31, 1976.

## 2000 - EDUCATION (b) (CONT'D)

- (iii) Complete a community profile of all education buildings showing location, type, age, condition, etc., by June 30, 1976. Prepare a plan for upgrading, replacing, etc., by September 30, 1976.
  - (iv) Review and prepare revisions to the Repair and Maintenance System by June 30, 1976. Implement changes by September 30, 1976.
  - (v) Conduct an objective review of the Private Home Placement Program by September 15, 1976. Prepare recommendations and reports, etc., by October 15, 1976. Implement changes by December 31, 1976.
- (c) Arranging for training opportunities to facilitate the development of Local Government.
- (i) 20 BED Committee members  
24 Welfare Administration  
60 Chief and Council members  
24 Band members who serve on education committees, etc.  
20 Home and School co-ordinators  
50 Band Managers  
30 Police Officers  
12 Maintenance staff
  - (ii) Establish ten Basic Job Readiness Training Courses.
  - (iii) Assist Northern Native Community Educators to provide counselling services. To be activated by April 30, 1976.
  - (iv) Achieve an enrollment of 75 student teachers in the BUNTEP Program by September 30, 1976.
  - (v) Develop limited trade skills for 10 house wiring specialists by June 31, 1977.
  - (vi) Enroll 12 students in Special Mature Program by September 30, 1976.

2000 - EDUCATION (CONT'D)

- (d) Provide employment opportunities.
  - (i) Co-ordinate a Summer Employment Project by September 30, 1976.
  - (ii) Assist with the funding of six Out-Reach Officers.
  - (iii) Promote employment for women.
  - (iv) Conduct a review of all graduates during 1976. Determine their employment by March 31, 1977.
  - (v) Assist Bands in securing resources for conducting developmental and occupational oriented adult education programs. Review progress and report to Director General.
  
- (e) Evaluate programs to determine if objectives are being met. (In co-operation with Indian people)
  - (i) IMPACTE by September 30, 1976.
  - (ii) PENT by January 30, 1977.
  - (iii) OO-ZA-WE-KWUN by December 31, 1976.

ADMINISTRATION

PROGRAM DESCRIPTION:

Provides for the management and control activities at Regional Office as well as the field organizations, and charged with the responsibility for execution of the overall Program.



## 3000 - FINANCE AND MANAGEMENT

1. Provide managerial and financial service to the Manitoba Region by:
  - (a) Improve the Financial Section.
    - (i) Review and establish new commitment control procedures by June 30, 1976.
    - (ii) Implement system to improve cheque turn around time by August 31, 1976.
    - (iii) Computerize Social Assistance Program with Regional Terminal by September 30, 1976.
    - (iv) Prepare guidelines for forecasting and estimates in a format that can be circulated to Band Councils, Band staff, Departmental staff, etc., and distribute by June 30, 1976.
  - (b) Further the development of Local Government at the Band level by providing advice and guidance to Band Councils and staff.
    - (i) Prepare a Band Audit package to be sent to all auditing agencies by December 31, 1976.
    - (ii) Co-operate with Band Councils to have all Band audits completed by August 31, 1976.
  - (c) Provide Administrative and Support Services.
    - (i) Review operation of Central Registry and report with recommendations by June 30, 1976.
    - (ii) Establish central purchasing by July 31, 1976.
    - (iii) Organize fleet management by June 30, 1976.
    - (iv) Update inventories by December 31, 1976.
    - (v) Implement Treasury Board Directive on charges for rental and accommodation by October 31, 1976.
    - (vi) Improve system for handling Band Council Resolutions by July 31, 1976.
    - (vii) Prepare guidelines for the use of the Regional Office space, submit to Director General by June 15, 1976 and implement by July 31, 1976.

## 3000 - LANDS AND MEMBERSHIP

1. Implement land entitlements, land exchanges and land agreements affecting Indian Bands and implement proposed transactions involving Indian Lands and Reserve Development. Provide administration of Estates and Membership by:

(a) Administering Indian lands.

(i) Complete file review of Manitoba-Canada land transactions by April 30, 1977.

(ii) Determine position of Province by July 30, 1976 re Treaty Entitlement.

(iii) Complete administrative action needed for airstrips and flood exchanges by December 31, 1976.

(iv) Complete file review of Reserve tenure transactions by May 30, 1976.

(v) Eliminate backlog on tenure transactions by January 15, 1977.

(b) Providing training for Band and Department staff.

(i) Lands seminar for Department staff by September 30, 1976.

(ii) Lands workshop for Band Administrators and Local Government Advisers-(Six workshops by January 31, 1977.)

(c) Administering Estates and Membership activities.

## 3000 - PERSONNEL

1. To maintain a Personnel Program that is responsive to management and employee needs, facilitates organizational development, provides service, contributes to the development of native employment, identifies training needs and provides training opportunities by:
  - (a) Co-ordinating and providing training to Department employees.
    - (i) Staff Relations training by August 31, 1976.
    - (ii) Workshop on Discipline and Grievances by September 30, 1976.
    - (iii) Classification training by May 31, 1976.
    - (iv) Job description writing by November 30, 1976.
    - (v) Modular training (Modules 1 and 2) by December 31, 1976.
    - (vi) Band staff training in Economic Development by October 15, 1976.
    - (vii) Selection Board Chairman training by June 15, 1976.
    - (viii) Complete annual training submission by September 30, 1976.
  - (b) Developing a system for classification review.
    - (i) Review establishment to determine present situation and update all outstanding decisions by June 30, 1976.
    - (ii) Review establishment to find outdated situations and take corrective action by December 31, 1976.
    - (iii) Document use of term employees and prepare a plan to regularize and control their use by July 31, 1976.

3000 - PERSONNEL (CONT'D)

(c) Providing staffing services.

(i) Identify methods for recruiting Indian people. (Target of 10% increase in number).

## 3000 - ENGINEERING AND ARCHITECTURE

1. To provide advice and assistance to Indian Bands in the development and general physical improvement of Indian communities, and provide Engineering and Architectural services to the Manitoba Region by:
  - (a) Meeting with all Band Councils to review method of implementation of current year approved Capital Projects on their reserves by June 30, 1976, or one month after project approval;
  - (b) Developing requirements for proposed 1977-78 Capital Projects by August 31, 1976;
  - (c) Preparing Regional engineering standards and policies with respect to:
    - (i) Construction Contracts - Methods and Procedures - April 31, 1976.
    - (ii) Goods Contracts - Methods and Procedures - August 31, 1976.
    - (iii) Service Contracts - Methods and Procedures - July 31, 1976.
    - (iv) Provision of Community Water Systems - March 1, 1977.
    - (v) Provision of Life Safety Equipment - August 31, 1976.
    - (vi) Provision of Water and Sewage Services to other Departments and Agencies - June 30, 1976.
    - (vii) Classification and Maintenance of Roads - March 31, 1977.
    - (viii) Preparation and Submission of Fire Reports.
  - (d) Reviewing Band Budgets for 1977-78 to ensure sufficient operating and maintenance funds have been provided for works and buildings - March 31, 1977.

## 3000 - ENGINEERING AND ARCHITECTURE (CONT'D)

- (e) Co-ordinating Regional Fire Prevention and Construction Safety Program.
- (i) Conduct fire prevention/awareness programs (in-school and adult) on fifteen Reserves - March 31, 1977.
  - (ii) Conduct two Homemaker fire prevention inspection courses (30 trainees - March 31, 1977).
  - (iii) Develop and implement a training program for Volunteer Fire Departments at The Pas and Fort Alexander - May 30, 1976.
  - (iv) Initiate follow-up action of observations on D.F.C. fire inspections within one month of receipt of reports.
  - (v) Establishing an inventory of existing fire equipment within the Region - October 31, 1976.
  - (vi) Co-ordinating fire reporting activity and carrying out investigations as required.
- (f) Assuming total responsibility for Engineering and Architecture design by May 31, 1977.
- (i) Organize a construction information library by June 1, 1976.
  - (ii) Establish a system for collection of construction cost information by September 1, 1976.
  - (iii) Provide 20% of all service in-shop.
- (g) Implementing "Project Management" systems for Major Capital projects and carrying out requirements of DIAND/DPW test program.
- (i) Determine terms of reference and have Project Managers appointed for the following projects:
    - Poplar River School May 30/76
    - Easterville School May 30/76
    - Garden Hill Sewage System May 30/76
    - Lake St. Martin School April 30/76
    - Fort Alex. North Shore School April 30/76
    - Peguis School Addition June 30/76
    - Jackhead School April 30/76
    - Pukatawagan Sewer April 30/76
    - Split Lake Water Phase II April 30/76

## 3000 - ENGINEERING AND ARCHITECTURE (g) (CONT'D)

- (ii) Establish project teams for each project above within one month following appointment of Project Manager.
- (h) Developing a program for Operation and Maintenance of Works and Buildings.
  - (i) Identify the maintenance staff requirements in all service centres and re-allocating existing staff as necessary or justifying additional positions - August 31, 1976.
  - (ii) Implement a Work Request/Work Order System throughout the Region - April 30, 1976.
  - (iii) Establish Maintenance Cost Records for categories of Works and Buildings - January 31, 1977.
  - (iv) Update equipment inventory system - March 31, 1977.
  - (v) Prepare a Regional Policy for the provision of Operation and Maintenance staff for Works and Buildings - December 31, 1976.
  - (vi) Prepare guidelines for Operation and Maintenance of Band water systems - March 31, 1977.
  - (vii) Arrange for a Warehouse and Maintenance Workshop in Winnipeg for small parts storage and minor repairs - July 31, 1976.
  - (viii) Conduct operator training for Band water systems on six Reserves by March 31, 1976.

## 3000 - PLANNING

1. To provide a planning service to Indian communities and planning advice to Band Councils and Departmental staff by:
  - (a) Completing ten Community Plans .
  - (b) Completing seven detailed Site Plans.
  - (c) Preparing a Community Profile for each Band by October 15, 1976.
  - (d) Organizing six seminars on Community Planning. (Three before October 1, 1976 and the balance by March 31, 1977)
  - (e) Providing advice to Indian Bands on the effects major resource development projects may have on Indian communities. (Flooding, etc.)



4000 - CONSULTATION AND NEGOTIATION

AND

3000 - PROGRAM DEVELOPMENT AND REVIEW

PROGRAM DESCRIPTION:

The promotion of discussions and negotiations among Indian Organizations, Provincial Governments, other Federal Government Departments and other interested bodies, designed to accelerate the achievement of full, free and non-discriminatory participation of the Indian people in Canadian society.

4000 - CONSULTATION AND NEGOTIATION  
PROGRAM DEVELOPMENT AND REVIEW

1. To ensure that lawful obligations under Treaties and other agreements are met by:
  - (a) Keeping Bands and the Manitoba Indian Brotherhood informed of programs and services available to Indian people through Federal and Provincial Governments and other sources.
  - (b) Co-operating with Manitoba Indian Brotherhood, Bands, etc., to arrange and finance meetings on topics of common interest.
  - (c) Preparing a Regional Newsletter to keep Indian people and Department staff informed on current issues. To be issued six times a year beginning June 15, 1976.
  - (d) Arranging for the orderly transfer of Programs to Indian Bands by providing support service and research capability to the Negotiating Committee.
  - (e) Attending meetings with Bands and the Manitoba Indian Brotherhood and ensuring follow-up action is taken on current issues. (Co-ordinate the replies to resolutions, minutes, correspondence, etc.)
2. To provide a Program Development and Review Unit to develop programs; evaluate and monitor by:
  - (a) Co-ordinating all activities of the Department with relation to the Manitoba Northlands Agreement. (Provide an up-date of the situation by June 30, 1976 and a bi-monthly report thereafter to all Bands, Manitoba Indian Brotherhood and Senior Managers).
  - (b) Conducting 10 Program Reviews in co-operation with Band Councils and staff to determine problem areas and recommend solutions.
  - (c) Carrying out four Management Improvement Reviews:
    - Regional Office - three by January 15, 1977
    - Brandon Office - one by September 30, 1976.

4000 - CONSULTATION AND NEGOTIATION  
PROGRAM DEVELOPMENT AND REVIEW (CONT'D)

- (d) Activating Project Committees to examine current problems and find solutions.
- (e) Arranging for semi-annual visits to each Band by Senior Officers, keeping records of the meetings and ensuring action is taken.
- (f) Providing for Emergency Measures plans and services for Bands and Department. Update plans by October 1, 1976.
- (g) Evaluating Regional Programs to ensure Indian and Department objectives are being met.

ECONOMIC DEVELOPMENT

PROGRAM DESCRIPTION:

Assistance to Indians, Indian Bands and Eskimos in creating business and employment opportunities in a variety of fields including service industries, secondary industry, resource utilization and land development, including mineral resources on Indian Reserves.

## 5000 - ECONOMIC DEVELOPMENT

1. To assist Indian communities to utilize their collective resources for the creation of optimum employment and income for individual members by:

## (a) Developing Economic Development Programs:

- (i) Co-ordinate a quarterly assessment of the Manitoba Wild Fur Development Program, with reports to the Director of Operations.
- (ii) Meet with Provincial, Indian and other agencies to develop a program of assistance in the Forestry related industries. Develop program by September 30, 1976 and implement 5 forestry projects by March 31, 1976.
- (iii) Establish 3 commercial tourist camps.
- (iv) Develop 4 commercial recreational facilities.
- (v) Evaluate existing BEDC Committees and prepare a report to Director of Operations by July 31st and establish 5 new BEDC Committees.

- (b) Operating a Business Service Section to find sources of funding for projects which will be of benefit to Indian people: (The following are the major examples and are subject to change)

<u>LOGGING/FORESTRY</u>	<u>MAN/YEARS OF EMPLOYMENT</u>
Norway House	35
Grand Rapids	20
Nelson House	30
Oxford House	10
Split Lake	5
	<u>100</u>
 <u>TOURIST FACILITIES</u>	
Brokenhead Camp	2
Little Limestone Lodge	4
Norway House Motel	3
Garden Hill Motel	4
	<u>13</u>

Objectives and Goals

- 1976-77 -

Manitoba Region

5000 - ECONOMIC DEVELOPMENT (b) (CONT'D.)

COMMERCIAL FACILITIES

MAN/YEARS OF  
EMPLOYMENT

Keeseekoowenin Service Station	2
Garden Hill Laundromat	2
Sandy Bay Store	3
Lake Manitoba Store/Garage	4
Oxford House Bulk Fuel	3
Sioux Valley Store	5
Misc. Service Industries	<u>15</u>
	<u>24</u>

INDUSTRIAL PROJECTS

Rolling River Construction	5
Peguis Garment Factory	30
Lake St. Martin Snowshoe Factory	<u>10</u>
	<u>45</u>

FARMING

M.I.A.P.	<u>15</u>
----------	-----------

TOTAL ..... 197