

SOCIAL ASSISTANCE REVIEW

REPORT NO. 3

MARCH, 1974

**Department of Indian Affairs
and Northern Development**

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REPORT NO. 3

MARCH, 1974

Social Services Division,
Community Affairs Branch.

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SOCIAL ASSISTANCE REVIEW, REPORT NO. 3

INTRODUCTION

The Social Assistance Review has been actively carried on, in all its facets, for almost a year now. Two interim reports have been prepared during that time, presented to the Executive and Planning Committee and the Regional Directors, and distributed to the field. It might be well in this, the third report, to briefly review the genesis of the review and the events which have taken place thus far.

Genesis of the Review

The Social Assistance Program administered by the Indian and Eskimo Affairs Branch has, for some time, been a matter of concern to the Department. Between 1970 and the end of 1972 many discussions had taken place, position papers had been written and various proposals for action had been made, such as a Social Support Program and a Delivery System Review. Although much valuable conceptual work had taken place, for a number of reasons, nothing had reached the action stage.

In December 1972, the possibility of a Social Assistance Review was re-examined at the request of

both the Assistant Deputy Minister and the Director of Community Affairs. The Bureau of Management Consulting (B.M.C.) was asked to participate and, in particular, to determine:

1. whether the Review was possible.
2. whether or not it still had the support of Regional Directors, Branch Directors, and their staff.
3. to get the Review started and act as a catalyst to see it was carried out.

A B.M.C. consultant was immediately appointed, and the Regional and Branch Directors were informed that the Director of Community Affairs had "been assigned responsibility for the Social Support Study by the Executive and Planning Committee".

A series of interviews and visits were carried out both at headquarters and in the regions by the B.M.C. consultant. These showed that at headquarters there was a general concern regarding the Social Assistance Program centered around the rising costs of the program and the apparent inability to control the rise. Each Branch of the Indian and Eskimo Affairs Program saw the problem differently, had varying proposals

for a solution, and different abilities and resources to deal with the perceived problem. They did not seem to know how to organize themselves in order to approach the problem.

The regional reactions appeared to be quite different from the one at headquarters. Regions did not see the Social Assistance Review as an isolated project; rather they regarded the problems apparent in the Social Assistance Program as fundamental to the entire program of the Department. They interpreted social assistance in its broadest sense, and felt that a review would have to consider all aspects of its content and administration in order to be effective. Specifically, they pinpointed problems of communication, personnel, and compartmentalization as major items of concern.

Following the interviews and visits, a Coordinating Team was established in Ottawa to prepare specific terms of reference for the Social Assistance Review, to be presented to the Assistant Deputy Minister and the Executive and Planning Committee. This Team consisted of the following people.

- Robert Connelly, Director of Community Affairs
- Henry Rogers, Chief of the Social Services Division

- Isser Smith, Head of Program Development, Social Services Division
- Art Bond, Assistant Director, Bureau of Management Consulting
- Robert Tompkins, Consultant, Bureau of Management Consulting

The Team agreed that:

1. The Social Assistance Review could not be seen in isolation from other programs.
2. Staff resources would have to be mobilized and encouraged to participate in, and contribute to the Review.
3. An over-all objective of improving the present system of administering services.
4. The Review would be action oriented toward change.
5. A successful Review would have to involve the whole Department.
6. Client participation was a must.

On the basis of these basic principles and assumptions, on February 7, 1973 the Terms of Reference for the Review were presented to the Assistant Deputy Minister and accepted. These were reviewed by the Executive and Planning Committee and appeared in Social Assistance Review Report #1, which was presented to the

Regional Directors' Conference held March 1973.

Social Assistance Review Events

Social Assistance Review Report #1 dealt with:

- Terms of Reference - Social Assistance Review
- Introduction to Social Assistance Review
- Blueprint for implementation
- Analysis of Work Opportunity Program
- Principles and considerations (Social Assistance Review)
- Schedule and organization (Social Assistance Review)

The report was discussed at length by the Regional Directors and it was agreed that they would each appoint a member from their staff to act as Regional Coordinator of the Social Assistance Review. These individuals would attend a workshop in Ottawa for briefing by the Coordination Team and to outline plans for the Review within their own regions. They would then report to their regional directors.

A Social Assistance Seminar was held in Ottawa, April 4-6, 1973. The attending Regional Coordinators agreed they would brief regional staff on the results

of the Seminar and begin the formation of Work Groups within their own regions, to address themselves to the Social Assistance Review. Each Coordinator would report progress back on a monthly basis to Isser Smith, the Project Manager. Assistance would be provided to regional Work Groups as necessary by Mr. Smith and members of the Coordination Team. At this time the Coordination Team was expanded to include representatives from Personnel, Economic Development, Education and Finance.

In June 1973, Social Assistance Review Report #2 was prepared, presented to the Assistant Deputy Minister and the Executive and Planning Committee and distributed to the field. This report dealt with Social Assistance Program Reviews that had been carried out in various regions during 1972-73. The report also dealt with the question "Why are Social Assistance Costs Increasing?". A preliminary analysis and evaluation of the Minister of National Health and Welfare's "Working Paper on Social Security in Canada", which had been released following the publication of Social Assistance Review #1, and which had far-reaching implications for the provision of social services to Indians by the Department of Indian Affairs, was included. Finally the

Report contained a synopsis of regional Social Assistance Review activities which indicated that Coordinators in all regions were proceeding to establish active Social Assistance Review Work Groups and procedures for implementing the Social Assistance Review in each region.

Report #3 deals with what has been happening since June 15, 1973. Three major events have occurred.

1. the second Regional Coordinators Seminar held in Winnipeg on October 18-19.
2. the implementation of the 1973-74 Work Opportunity Program and an analysis and evaluation of the results, and;
3. the preparation of interim reports by the regional Work Groups concerning the results so far of their review of the Social Assistance Program.

Each region is presently continuing with its Review of the Social Assistance Program following an expanded focus developed during the second Coordinators' Seminar. Thus, while the present report is quite comprehensive, it is expected that further recommendations and conclusions will be forthcoming during the fiscal year, 1974-75. It is proposed to hold a third Social Assistance Review

Coordinators' Seminar in the very near future to consolidate further the Review results and to determine possible new directions for the Review.

SYNOPSIS OF REGIONAL TEAM REPORTS

June-December 1973

MARITIMES

When Social Assistance Review Report #2 was written the Maritimes Coordinator had:

- (1) Reported to the Regional Director and the Program Managers (April 16, 1973) outlining the purpose, scope and method of the Review as spelled out in the Social Assistance Review Seminar held April 2-6 in Ottawa, the gaps already known to exist in the Social Assistance Program, the role of the Work Opportunity Program in making better use of Social Assistance funds.
- (2) Finalized the selection of a Regional Team, briefed the Team and determined with the Team specific functions and tasks and a design plan.
- (3) Selected and briefed District Coordinators and support staff as well as Band Coordinators.

In June 1973 the Regional Coordinator reported on his progress as outlined above. In addition, some preliminary recommendations were made by the Regional Team concerning many immediate changes which were required

in order to improve the Social Assistance Program. The design plan prepared at that time involved an "in-depth" study of two reserves in each district and covering both the existing delivery system, the expressed needs of Indian people and the gap that exists between them.

In July the Coordinator reported that the schedule for the Review was being met and that "the investigative stage of the review at the recipient level..." was being approached.

In September the Coordinator reported that most of the investigative aspects had been completed and that all reports were now to be studied by the Regional Team.

In October the Regional Coordinator had completed a draft report focussed primarily on the Work Opportunity Program and this report was presented at the Social Assistance Review Seminar in Winnipeg, October 18 - 19.

At the end of November, as promised, a final complete report was received by the Project Director.

QUEBEC

By the end of May, 1973 the Regional Coordinator had reported to the Regional Director and his Program Managers on the purpose, scope and method of the Review. It was decided that the Regional Management Committee would serve as the Regional Team for the Review. District offices were informed, through personal contact, of the Social Assistance Review.

The implementation of the Work Opportunity Program for 1973-74 was begun. However, the regular monthly reports which were required and promised were not forthcoming. Only one report was received at the end of July and it dealt exclusively with the implementation of the Work Opportunity Program. At the Social Assistance Review Seminar held in October the Coordinator gave up-to-date figures on Work Opportunity, but could report no progress on other aspects of the Review.

No design had been spelled out by the Regional Team for the carrying out of the Review, nor had Social Services Staff been actively involved. The Project Director visited the Regional Office in September, 1973 to try to help with problems causing the delay but no change was shown after the visit.

ONTARIO

After briefing the Regional Executive Staff on the Social assistance Review, the Coordinator established a Regional Team, which began systematically to visit individual districts and hold group meetings with district supervisors in order to establish a district and band level infrastructure for the Review.

Reports were received from the Coordinator at the end of May which indicated what was being done at district and band levels. Through the summer months regular reports were not forthcoming but telephone contact indicated progress, particularly in new and innovative approaches to the Work Opportunity Program. At the Social Assistance Review Seminar in October, the Coordinator outlined the Ontario efforts in Work Opportunity. An analysis on Social Assistance was promised for the end of November together with a complete presentation of the Work Opportunity Program. The "wrap-up" of Work Opportunity arrived as scheduled, but the Coordinator indicated that the Social Assistance analysis would take more time and work and would form the basis for the continuing phase of the Review.

MANITOBA

Following the briefing of the Regional Director and his assistants by the Coordinator, a meeting of district and regional staff was proposed to plan a design for the review, but this apparently never occurred. Implementation of the Work Opportunity Program did proceed, however. Although a Regional Team was formed on paper, including Indian representation, it has not functioned. No schedule of activities was ever submitted. Only material directly related to the implementation of Work Opportunity was sent in by the Coordinator.

No other material was available during the Social Assistance Review Seminar in October, but the Coordinator indicated he would rework a previous Social Services Review by the end of November. This was done with the assistance of the Ottawa based Regional Liaison Officer. Visits from the Project Manager failed to get things rolling.

SASKATCHEWAN

The Regional Coordinator established a Regional Team, but this failed to really get off the ground

except in relation to Work Opportunity. No time schedule or design for the Review was ever established. Only one report was received between July and November and this dealt with Work Opportunity exclusively. At the October Social Assistance Review Seminar the Coordinator indicated that an evaluation of Work Opportunity and Social Services would be done by the end of November, but none has been received despite visits from the Project Manager and repeated phone enquiries.

ALBERTA

In Alberta a Regional Team was formed but has never really functioned. It was decided for purposes of the Review to examine two districts in detail, one in the North and the Edmonton/Hobbema District.

A review of Social Services in Alberta generally, was received in June. At the end of June a further report was received including the results of a questionnaire survey. In July and August further continuing reports were also received. In September, following a visit of the Project Manager, a further report was received. All the reports mentioned above seemed disjointed and followed no established design.

Following a further visit in December by the Project Manager, a further report was received which attempted to give an overall review of the Social Services in Alberta. A report of the implementation of Work Opportunity was received earlier.

BRITISH COLUMBIA

Social Assistance Review Report #2 outlined a detailed in-depth approach to the Review in British Columbia. A timetable and design was established, but the timetable fell behind because of the general summer month slump. Nevertheless, the development of the Work Opportunity Program progressed very favourably.

A complete approach to Work Opportunity was developed including material to district supervisors, district Indian councils and bands, outlining the objectives and policies governing the program, a handbook on Work Opportunity, revised formats for proposals from bands, an improved data system, etc.

Although the Regional Team functioned relatively well in British Columbia, most of the tasks arising from Team decisions fell on the Coordinator's shoulders

rather than being shared by Team members. This slowed things up considerably. A proposal for selected pilot projects to tackle the Review of Social Assistance was developed with a request for man-years to carry it out. The planning for an in-depth review took up the summer and fall.

At the October Seminar the Coordinator showed a draft review plan which looked most promising but could not possibly be completed before the end of the fiscal year. This plan had the approval of the Regional Director and was supported by the Project Manager as a continuing phase of the Review.

A number of meetings were organized in October and November which involved social services staff at all levels of administration. A new timetable and design framework was developed together with a reporting system. As of the end of December everything was moving on schedule with only minor hitches. Some interesting results should be available during the coming fiscal year.

YUKON

The Yukon has proceeded with implementation of Work

Opportunity but lack of staff resources, etc. have militated against any real effort at an in-depth Social Assistance Review.

SOCIAL ASSISTANCE REVIEW SEMINAR, OCTOBER 18-19, 1973

The first Social Assistance Review Seminar was held in Ottawa in April, 1973. At that time a plan of action was produced which was outlined in Social Assistance Report #2 and which formed the basis for all subsequent activities at the field level. It was agreed then that another seminar should be held later in the year to pull together the progress reports that would be available and to give Regional Coordinators and others an opportunity for a direct exchange of views, with the intention of developing a consensus and laying any further activity plans that might be necessary.

Originally conceived as taking place in late August or early September, the second Seminar was finally held in Winnipeg on October 18 - 19. This departure from the time schedule was primarily attributable to staff absences across the country during the summer months.

The Seminar was attended full-time by all Regional Coordinators and headquarters Liaison Officers to the regions, the Project Manager and his assistant, a Senior Consultant from the Bureau of Management

Consulting and two Band Chiefs from New Brunswick and British Columbia respectively. In attendance for part of the seminar were the Directors of Education, Policy, Planning and Research, Community Affairs, and a representative of the Director of Economic Development.

During the Seminar each Regional Coordinator highlighted their written reports on the status of the Work Opportunity Program in their region and each of the Chiefs outlined specific Work Opportunity projects being done on their reserves. Both Chiefs spoke very favourably of the Work Opportunity Program. A general discussion was held on the benefits and shortcomings of the Program. The results of this discussion are dealt with in detail later in this report.

A significant portion of Seminar time was devoted to an "expansion" exercise led by the Senior Consultant. Beginning with an acceptable stated purpose of the Work Opportunity Program, the group proceeded to develop subsequent levels of purpose by asking the question "Why?" of each purpose as it was developed and accepted. Six levels of purpose were developed, with the final one

being seen as the objective of the total Indian and Eskimo Affairs Program. By thus defining the proceedings, levels of purpose or objectives it was possible for the group to define the various and succeeding levels of application. The group consensus was that the current purpose of the Social Assistance Review was about halfway between the objective of the Work Opportunity Program and the objective of the Indian and Eskimo Affairs Program as a whole. Further discussions led to group agreement that the Social Assistance Review's purpose level needed to be raised and that the focus of the expanded review would be best expressed as follows:

To review and ensure that provision of a support service and facility designed to enable Indian communities to determine and achieve their own objectives for development.

From this starting point, the Seminar participants proceeded to develop action plans for an expanded Social Assistance Review. Various recommendations were made for inclusion in this report and these are given in detail elsewhere. The project approach was discussed. The general view was positive because most participants felt that this approach encouraged and allowed

organizational changes resulting in a reallocation of resources and a coordination of the efforts of the various Branches of the Indian and Eskimo Affairs Program. Such coordination was regarded as imperative if the Program was to aid the development of true local government to the highest degree.

The participants in the Seminar were unanimous in their view that the Review should expand and continue. Many noted the necessity for the clear indication of Ottawa support of this view to be communicated to the Regional Directors.

Each Regional Coordinator then clearly indicated what further material he would be supplying by November 30, for inclusion in this report. Once again, all agreed that a further seminar should be held at an appropriate later date.

THE SOCIAL ASSISTANCE PROGRAM

The Terms of Reference of the Social Assistance Review state that the objective of the Review is "to examine the policies and practices of the Department concerning the program of social assistance with the intention of determining whether funds expended could be utilized in a more positive manner". The goals of the Review lean heavily toward the creation of meaningful employment at the band level and the identification of factors which hinder or contribute to the development of such employment. However, the goals also include such things as:

1. determining the needs of Indian people
2. determining gaps in the program as related to needs and recommendations for improvement and, more generally,
3. to ensure the development and provision of a support service which will facilitate the efforts of Indian communities in determining and achieving their own objectives.

The regional Work Groups for the Social Assistance Review are exploring all possible aspects of the Social Assistance Program including the rate structure, policies and procedures, administrative processes and other factors which contribute or impede the delivery system of services. While all Groups continue working toward completion of the task, much has already been done and will be reported here. Although each Work Group reports separately to the Project Manager, for the sake of brevity and the development of a national viewpoint, the material following will be based on extraction of common factors from all the regional material. Specific references to individual regions will occur only where a unique situation of significance exists.

Background

The current program of social assistance administered by the Indian and Eskimo Affairs Program of the Department has, as its foundation, a Treasury Board Minute of July 1964. The single national rate and regulations structure that existed at the time was discontinued, and provision

was made for each region to base the social assistance program on the prevailing rates and regulations of the province.

At the present time, the Department of Indian Affairs and Northern Development is responsible for the administration of a Social Assistance Program for registered Indian people on reserves. This responsibility is carried either by departmental personnel administering the Program directly, or by permitting the bands to hire band employees to implement the program on behalf of the Department. The Department retains the responsibility for the provision of services and the safeguarding of the funds in either case.

The Scope of the Social Assistance Program

The term "social assistance" has many interpretations among departmental and band staff, clients and others. These range from the very narrow to the very broad. In

its narrow sense, social assistance is equated to the basic minimum necessities in food, clothing and shelter; in the broadest sense, it includes all forms of assistance such as funds for economic development, education, etc. Throughout the country the departmental Social Assistance Program generally includes the following:

1. "basic needs" as set out in the Canada Assistance Act, namely, food, clothing, shelter (including rent, mortgage payments and board and lodging), personal and household allowances, utilities (including fuel, electricity and water rates), and garbage collection.
2. "special needs" where applicable, namely, the necessary replacement of household effects (including ranges, space heaters, beds, bedding, tables, chairs, washers and refrigerators, special diets), etc.
3. "welfare services" when necessary, namely, homemaking services, housekeeping and day care services, funeral and burial services, temporary accommodations and meals and transportation home for stranded, destitute

Indians, optical care and prosthesis not covered by health services, and minor housing repairs.

4. Counselling services to individuals and families in relation to the provision of financial assistance and referrals to other community agencies and institutions relative to child and adult care, employment, training, etc.
5. Other forms of assistance not included above, not otherwise available, and without which great hardship might result, i.e., special clothing, legal fees for adoption, etc.

As can be seen, the definition of social assistance in the departmental program is quite broad. Notwithstanding this, in most regions, the Social Assistance Program has also been used to fill gaps in other departmental programs, i.e., emergency wiring of houses, repairs to furnaces, plumbing and bathroom fixtures, cleaning septic tanks, major repairs to housing, etc. The utilization of social assistance funds to cover needs outside the Program are not

covered by separate and appropriate coding.

The expenditures simply show as a charge to the Social Assistance Appropriation for direct financial assistance. The result is a direct inflation of the real cost of financial assistance to social assistance recipients.

It is therefore recommended that:

1. Social assistance should be redefined to cover

- (a) basic needs as outlined in the Canada Assistance Plan.
- (b) those items of special need deemed necessary and not ordinarily designated as the responsibility of other programs.

It is also recommended that:

2. Other programs within the Department be closely examined in order to improve and strengthen them and to eliminate gaps which are now supplemented through the Social Assistance Program.

It is further recommended that:

3. The present method of financial coding of social assistance expenditures be modified to reflect and, as much as possible, differentiate between expenditures on basic needs, special needs, and any other authorized specific areas of funding such as the Work Opportunity Program.

Although the scope of the Social Assistance Program appears to be quite broad, the emphasis has obviously been in the area of financial assistance. It is apparent, however, that without at least an equal focus on family and social problems the dollars provided through the program may not realize their full potential value. Many of the benefits which one could reasonably expect to accrue from the provision of financial assistance are being nullified by the lack of supportive social services such as counselling, budgeting assistance, social problem therapy, etc. For the Department to provide physical and financial resources only, as is mainly the case at present, without the corresponding supportive services, is to place a stamp of approval on what amounts to a "second rate" program which infringes on the right of individuals in need to acquire all the services needed to meet their needs.

- It is therefore recommended that:
4. The continuing Social Assistance Review address itself in-depth to the extent of need and types of supportive services necessary to increase the effectiveness of financial assistance provided through the Social Assistance Program and truly meet all the needs of recipients.

Rates and Regulations

In each region, the departmental Social Assistance Program is built around the provincial regulations for social welfare. This includes the rate structure, as well as, the scope of services. In 1964, when Treasury Board authorized this approach, there was an immediate improvement in the departmental Program respecting both rates and scope of service across the country. In the succeeding years, however, the regulations of most provinces have not kept pace with changes in thinking and the rapidly increasing cost of living. Thus, in those provinces where both the rate structure and the scope are inadequate, these deficiencies are reflected in the departmental Program.

This is particularly true in those situations where the rationale for administrative decision of a province does not fit the circumstances or situations prevailing on Indian reserves. For example, in most provinces, financial assistance provided to eligible employable applicants is considered to be short-term in nature. The rate

structure, as well as, the methods of distribution are geared to provide assistance for only emergency short periods of time or, put another way, during peak periods of unemployment. It is assumed, and properly so for Canadians in general, that employment opportunities will soon become available to the extent that the percentage of unemployed will be reduced to the national average or only slightly above it.

The real situation on most Indian reserves is, however, quite different. Employment opportunities are generally much fewer than those available to the average Canadian, often unpredictable, and where the unemployment rate is often as high as 80% of the population for extended periods of time. Assistance rates which have been designed to minimally meet basic needs for short periods of time become the standard for living for extended periods of time for many Indians in need. Some bands have already indicated that they do not agree with the existing rate structures and many of the regulations governing the administration of the Social Assistance Program.

The Minister of National Health and Welfare, in his "Working Paper on Social Security in Canada", recognizes that for various segments of the population a number of reasons may preclude the possibility of readily finding employment. In response he proposes several "employment strategies" to increase the availability of employment opportunities and, as well, "income supplementation strategies" designed to overcome the difference between acceptable short-term financial assistance and the added requirements for longer periods of time. The supplementation strategies include consideration of positive incentives to those not presently employable.

Bearing in mind, the direction being taken by the federal and provincial governments in their deliberations on Social Security in Canada,

- it is recommended that:
5. In the continuation of the Social Assistance Review particular consideration be given to the adequacy of existing rates and regulations as they apply to the Indian population on reserves and that proposals be developed to alleviate any inadequacies and inconsistencies that may be found. The desirability of band participation in the development of such proposals must be stressed.

Administration of the Social Assistance Program

While the responsibility for the administration of the Social Assistance Program rests with the Department, many Indian bands have undertaken to implement the Program on behalf of the Department through the Contributions to Bands Program. Initially, the purpose of such delegation of authority and responsibility was to create the opportunity for Indian bands to gain administrative experience and enable them to better handle their own affairs in the future.

Unfortunately, the nature of the Social Assistance Program is such that it does not lend itself to impartial and objective administration on a small unit basis. Certainly, there appear to be difficulties in the areas of authority, responsibility and accountability in a goodly number of instances where bands have undertaken administration of the Social Assistance Program. Administrative guidelines are not always adhered to, and bands frequently exceed their authority while the Department must continue to assume responsibility and accountability for unjustifiable spending beyond budget levels. Indeed, in a number of instances, the responsibility for

Program implementation has been removed from the band and returned to them only when there was assurance that the guidelines would be followed as closely as possible.

The process by which the Social Assistance Program is administered requires an application form representing the applicant's official request for assistance. The determination of eligibility of the applicant is based on a "budget process" whereby both the resources and the needs of the applicant are examined in accordance with the regulations. Generally, when an applicants needs exceed his resources, the difference becomes the entitlement of the applicant.

In the regulations there are certain requirements covering the investigation of the individual's needs and resources. These investigative aspects are extremely important in making a final assessment as to eligibility and entitlement. There are many difficulties in this area, particularly in procuring accurate information regarding the income and earnings of an applicant and the resources other than Social Assistance to which he may be entitled.

Individual applicants who may be in receipt of assistance through other agencies such as Old Age Security, War Veterans Allowance, Workmen's Compensation or Unemployment Insurance benefits will usually make these facts known, and the amount received can be verified. These kinds of resources are fully considered as income and reduce the potential entitlement of the applicant. Many applicants who are entitled to such benefits are reluctant to apply for them since, in most cases, they only serve to reduce the amount of social assistance they may receive.

On the other hand, individuals who are self-employed or casually employed frequently fail to report on earnings or minimize the amount received. This happens in spite of the fact that the individual is well aware that social assistance is meant only to assist him to the real extent of need, and that he is expected to assume responsibility for those needs which he can provide through his own efforts.

Another investigatory problem is based on the fact that employers are often reluctant to provide

information either regarding employees or verification of earnings. Sometimes departmental staff, and chiefs and councils show the same reluctance relative to employment and earnings of assistance recipients, giving as their reasons that such revelations may affect future relationships between themselves and those individuals.

It is evident that the kinds of problems outlined above tend to be intensified as the size of the administrative unit becomes smaller. For this reason, most professionals in the Social Assistance Program feel that the Program is not only unsuited as a vehicle for bands gaining administrative experience, but actually establishes and promotes negative habits and approaches.

6. It is recommended, therefore, that:
In the administration of the Social Assistance Program authority and responsibility not be separate in practice.

Preferably the Department should retrieve the Social Assistance Program entirely and implement it through departmental staff assuming authority, responsibility and control. If this is no longer considered possible then the administration of the Program should be transferred to individual bands, or groups of bands, on a contractual or agreement basis, whereby both

authority and responsibility are transferred, necessary fiscal, human and physical resources are spelled out and ensured, and the result of failure to meet the conditions of the contract are clearly indicated.

Staff

There has been a unanimous expression of opinion from Social Assistance Review Regional Coordinators across the country that one of the greatest difficulties encountered in implementing the Social Assistance Program is the matter of staffing the Program with adequate and appropriate personnel.

Prior to the time when bands began to undertake the administration of the Program, recruitment and selection of staff was a shared responsibility between the Public Service Commission and the Department. Criteria were established for measurement of qualifications and demonstrated ability, and these were factors in selection. Recruitment was an integral part of a development process which included orientation, training, supervision and performance evaluation. There were certainly many shortcomings both in the

quality and quantity of staff for the Program, but a structural framework existed which one could use to produce improvements in staffing.

When bands began to assume responsibility for implementation of the Program, chiefs and councils were given the prerogative of selecting their own staff. Generally, they chose to select Indian persons from within the community to carry out the Program. It soon became clear that in most instances adequate and competent personnel were not available either in quantity or quality to choose from on reserves, and that a good deal of training was and is required for band staff to effectively administer the Social Assistance Program.

Those training programs available for Departmental staff were not appropriate or suitable for the band employees now requiring training, and new training programs had to be developed. Unfortunately, there was no requirement that training be taken by band staff and, indeed, many chiefs and councils refused to authorize the participation of their staffs in such programs. As a result, conflict has frequently been created between band

staff who receive training and those who have not.

7. It is, therefore, recommended that:
The continuing Social Assistance Review and appropriate segments of the departmental administration deal with the band staff training problem and through discussions with band councils, determine the kind of training best suited to the need, and the means by which it can be best provided.

Some of the disadvantages of small administrative units for Social Assistance administration have already been mentioned. Another such disadvantage is the fact that it is often not possible to hire and train full-time employees with the ability and capacity to perform as required. In many bands the personnel involved in the Social Assistance Program must divide the work load with another position in order to acquire full-time occupation and compensation. In addition, the lack of promotional opportunities contribute to a fairly rapid turnover and loss of welfare personnel, who often find equal or higher pay for less demanding jobs. This high turnover is often aggravated by considerable interference from chiefs and councillors in the proper carrying out of duties of band staff. Band staff live with the constant

possibility of dismissal, even when they are carrying out their responsibilities in accordance with the guidelines and regulations.

8. It is recommended that:
Particular consideration be given to the development of a satisfactory system of recruitment and selection of staff, and including appropriate provisions regarding conditions of employment, assurance of tenure, and regular payment of band Social Assistance Program staff.

Turning to departmental staff, it is apparent that as bands continued to assume more responsibility for implementation of the Social Assistance Program, departmental staff who had previously dispensed services found new positions in other programs. As a result, the necessary advice and consultation to bands and their staff were lacking. Thus, rather than preventing problems from developing, it was only when problems arose or were detected through program reviews that remedial action could be taken. In addition, the remaining and new staff are not knowledgeable concerning their roles as advisers

and consultants. Individual district program reviews carried out in some parts of the country indicate a shocking lack of familiarity on the part of departmental staff with even the basic rates, regulations and guidelines of the Program.

9. It is recommended that:
Considerably increased emphasis be given to departmental staff training, with a particular focus on their role as advisers and consultants to bands and band staff.

Most areas of the country also point out that social services staff frequently find it difficult to carry out their primary responsibilities in the Social Assistance Program. All too often they are saddled with too many clerical and other unrelated duties and, in addition, there is a strong feeling that the numbers of staff are insufficient to carry out all the responsibilities.

10. It is recommended that:
Through the continuing Social Assistance Review and on a region by region basis, a thorough study be done of work loads, both as to size and type, to determine what duties could best be carried out by support administrative staff, to what extent there could be a greater utilization of para-professional staff, the

possibility of a better redeployment of existing staff, and the number of additional staff, if any, that may be needed.

Lines of Communication

Channels of communication seem to be a problem in every bureaucratic structure of considerable size. Certainly the problem is prevalent in the Department of Indian Affairs and Northern Development and is common to all levels of administration in both line and functional aspects. Inadequate lines of communication have hampered the implementation of the Social Assistance Review and certainly affect the implementation of the Social Assistance Program in all regions.

Considering the functional aspect of communication as far as the Social Assistance Program is concerned it appears that each level of administration, Headquarters, regional, district and band, operates in functional isolation from the others. There is no clear cut functional line evident nor is there any statement available clarifying the functional responsibilities and supervisory relationships between levels.

It is recommended that:

11. Functional authority and responsibility relative to the Social Assistance Program be

clearly developed and delineated for each level of administration along with the supervisory and monitoring responsibilities of the administrative levels relative to each other.

Considerable confusion is also found amongst staff generally, and management in particular, as to the differences between line and functional communication. Departmental staff, in addition to their responsibility for direct provision of services in parts of their jurisdiction, are also utilized as consultants to both band staff and to district superintendents as well as District Supervisors of Community Affairs. They assume responsibility for the administration of the Social Assistance Program even though they do not have authority for that administration.

- It is recommended that:
12. There should be a close examination made of the administrative structure of the Social Assistance Program to determine whether it should operate following a functional line with each level of social services staff being directly responsible to the level above it. If the present situation must continue then a clearer delegation of authority and responsibility should be delineated which would enable social service staff to properly undertake their responsibility for the efficient implementation of the Program.

- In particular, it is recommended that:
13. A clear-cut statement should be developed indicating the relationship of departmental, district and agency social service staff to band administrations and staffs who administer social assistance under the Contributions to Bands Program.

It is distressing to note how little attention is paid to the different methods of communication that are available and can be used at all administrative levels. Many staff members lean heavily on the written word as their method of communication, almost to the exclusion of all others.

- It is therefore recommended that:
14. Material should be prepared describing the various methods of communication, the particular value and usefulness of each and a preferential order of use. Such material should be stressed in staff training particularly.

Evaluative Data

It is clearly evident that throughout the country there is a chronic lack of the necessary data on which to base evaluative judgements concerning performance of staff and the extent to which programs meet needs. A beginning has been

made in the establishment of a computerized data gathering system for social assistance, but it is presently geared mainly to the accumulation and dissemination of financial information concerning the Program.

It is recommended that:

15. A Work Group should be established with representation from the Social Assistance Program, finance, personnel, computer systems, departmental statistics, and other sectors of management and program administration with an interest in social assistance data. The purpose of the Work Group would be to outline and develop a satisfactory system for computerized data gathering and dissemination which would create a minimum of disturbance to the client and a maximum of usefulness to all concerned.

Preventive Services

All regional reviews have pointed out a heavy emphasis on financial assistance to those in need, but a corresponding lack of emphasis in the provision of services designed to prevent the development of a variety of social problems. The need for an improvement in the provision of services such as day care centres, on-reserve child caring and geriatric facilities, life-skill programs, social education programs, etc. is stressed by all.

16. It is therefore recommended that:
Current proposals being developed concerning provision of preventive services should be given increased emphasis by the departmental administration, and a beginning should be made in studying the possible redeployment of staff necessary to allow professional staff and others to concentrate on the development and implementation of such services.

Coordination of Social Services with Other Programs

It is clearly established from the Social Assistance Review thus far that other programs such as housing, band management, education and economic development have a direct bearing on Social Assistance and other Social Service Programs, both in terms of their scope and their cost. At the present time, however, the coordination of effort between programs seems completely inadequate. The administration of the Work Opportunity Program is the sole positive example of the value of increased coordination and, perhaps, points the way towards improvement of coordination through the use of inter-disciplinary work groups and committees whose tendency is to take a holistic approach to problems rather than a fragmented, overlapping, and often abrasive approach.

- It is recommended that:
17. The continuing Social Assistance Review should more closely identify possible areas of coordination and cooperation between Social Assistance and other programs and make recommendations concerning ways and means to improve the situation in such areas.

WORK OPPORTUNITY PROGRAM, 1973-74

As in the previous year, the Work Opportunity Program operated on a decentralized basis with authority for approval of projects placed at the regional level. Because Work Opportunity formed a segment of the Social Assistance Review mounted this year, the Social Assistance Review Coordinator in each region also had administrative responsibility for the Work Opportunity Program and were required to ensure that appropriate data for analysis of the Program would be gathered.

The basic national budget this year was doubled from the previous year to one million dollars. The budget was allocated to the regions on the same "per capita" basis as the previous year. Several regions augmented their basic Work Opportunity budgets at the beginning of the fiscal year by a transfer of funds from various Appropriations.

WORK OPPORTUNITY DATA ANALYSIS

NATIONAL 1973-74

Bands, Projects and Costs (See Charts 1, 2, 3 and 4)

This year, 221 bands participated in the Work Opportunity Program compared to 88 bands last year. There were 294 projects approved as compared to 101 projects the previous year. The total cost of these projects was \$7,321,000 compared to \$2,492,000 previously.

Fund Sources (See Chart 5)

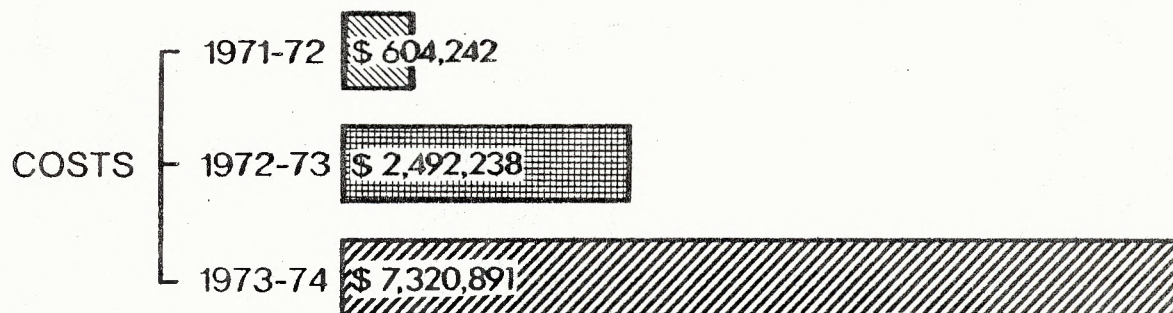
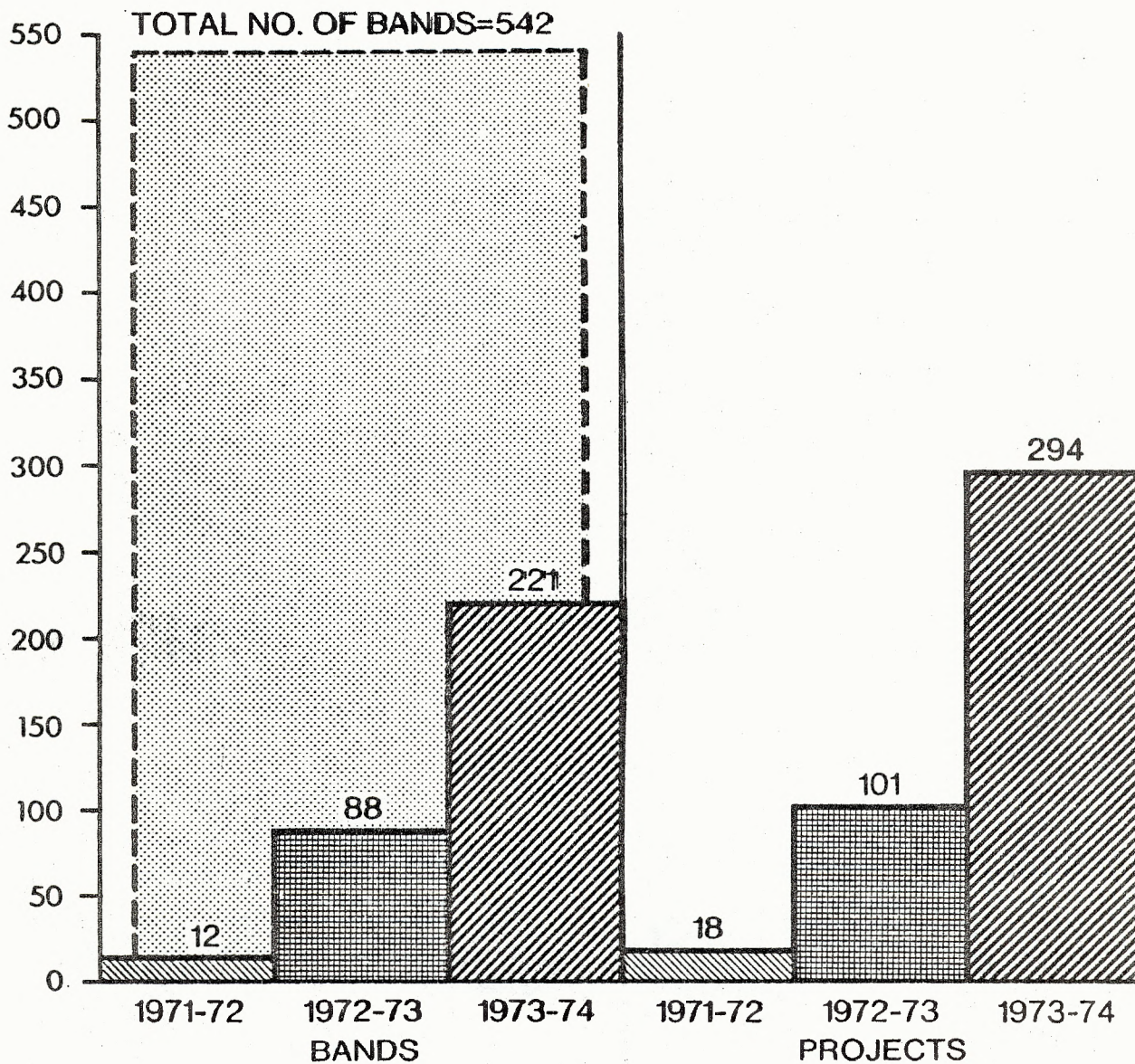
Designated Work Opportunity funds increased from \$605,000 to \$1,670,000 and represented 23% of the total cost of projects compared to 24% last year. The Social Assistance portion (\$2,013,000) represented 27% of the total cost compared to 30% last year. Appropriation funds (\$21,164,000), basically capital, increased from 20% to 30%. Band contributions from Band revenues (\$466,000) decreased from 9% to 6%, indicating that more bands with low band revenues are participating. The proportion of funds from other federal departments, provincial governments, and project revenues (\$1,007,000), decreased from 17% to 14%.

Chart 1

49

Work Opportunity Program
NATIONAL SUMMARY

Chart 2



Work Opportunity Program
PERCENT PARTICIPATION

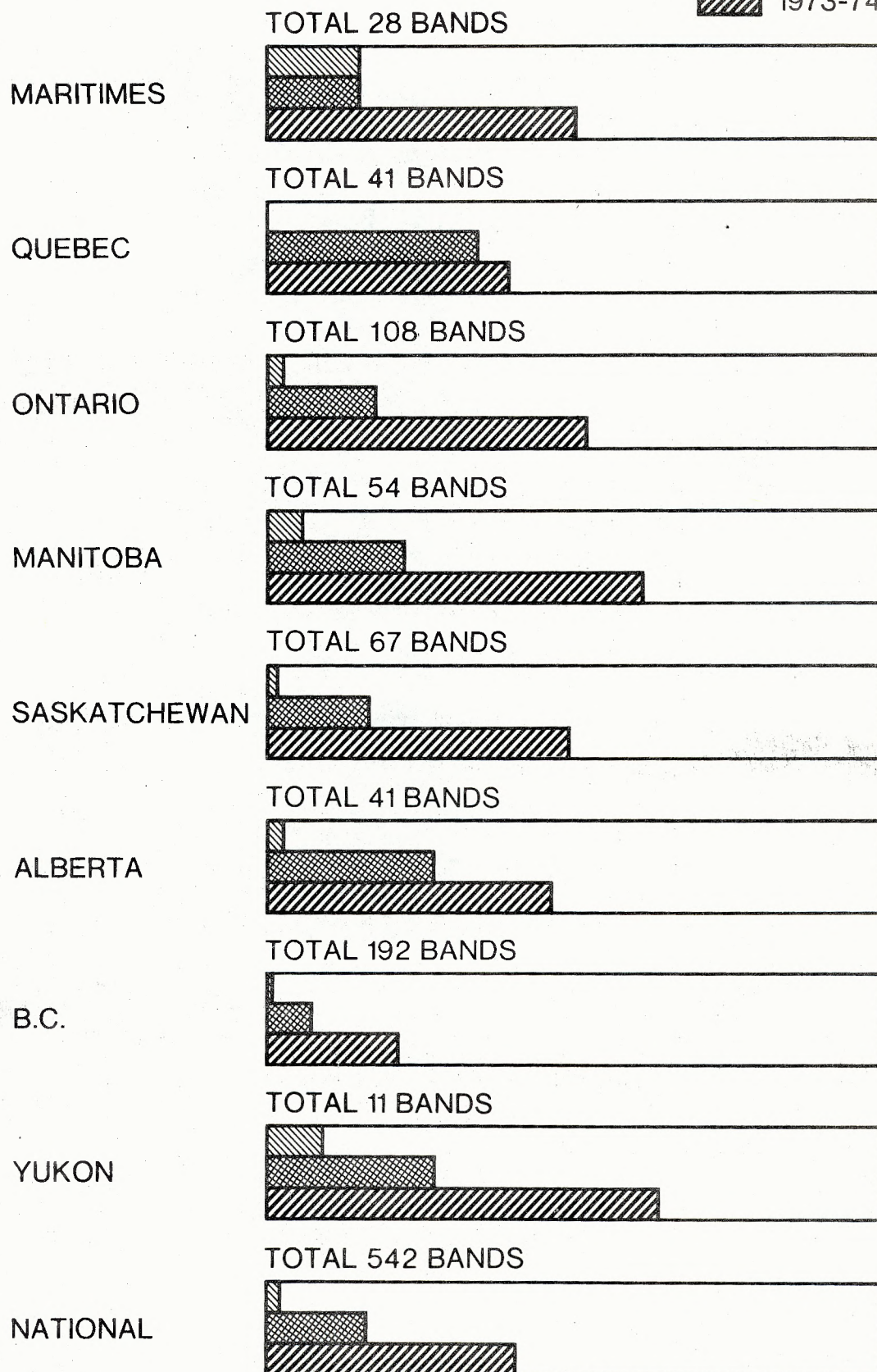
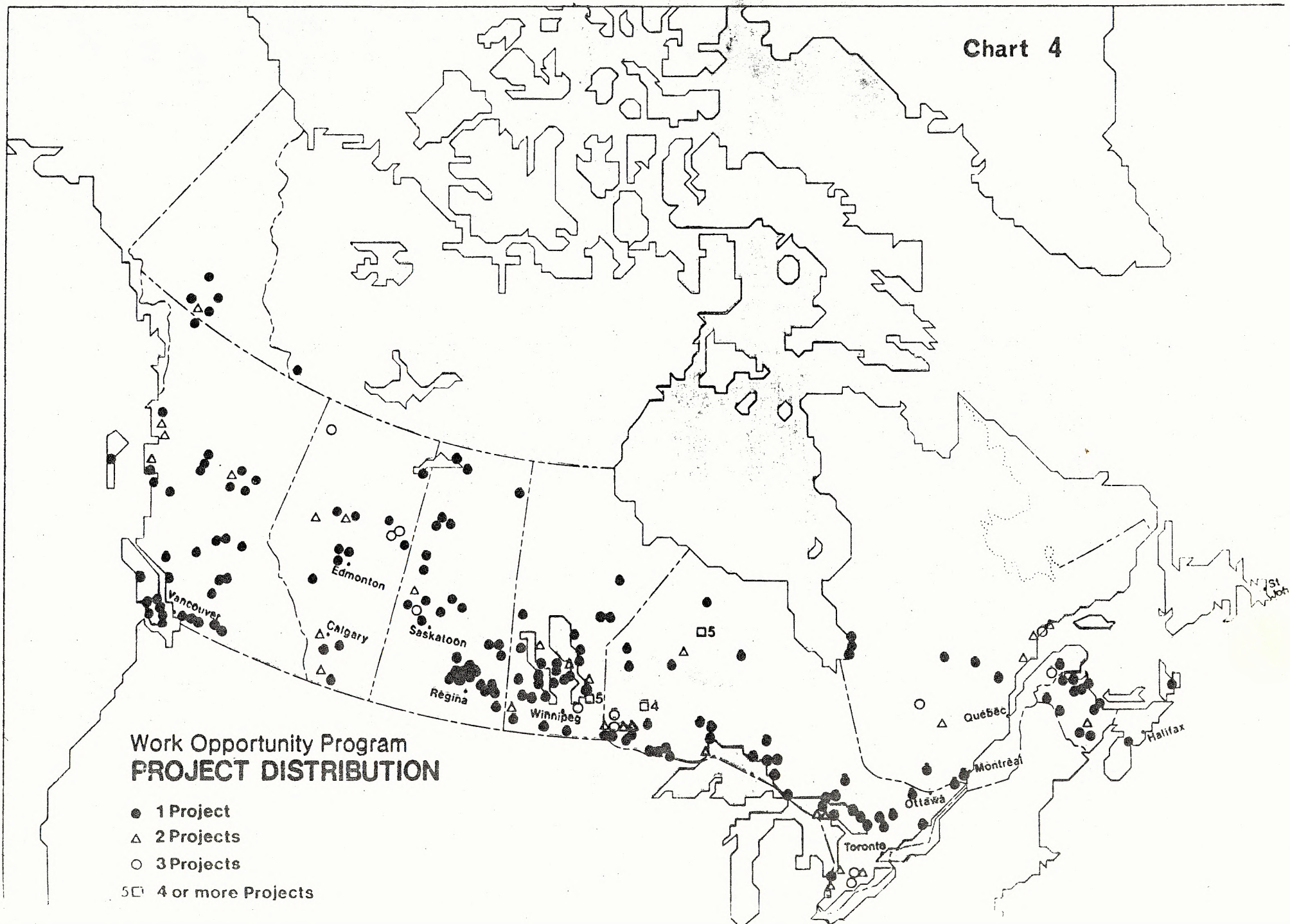


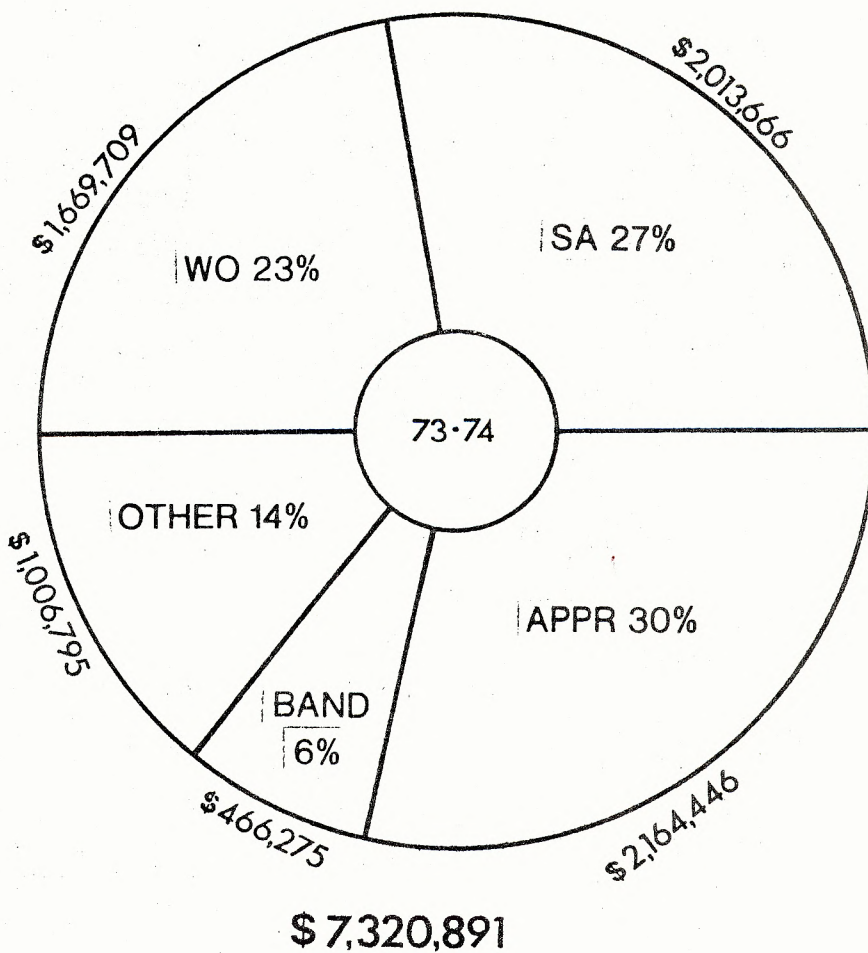
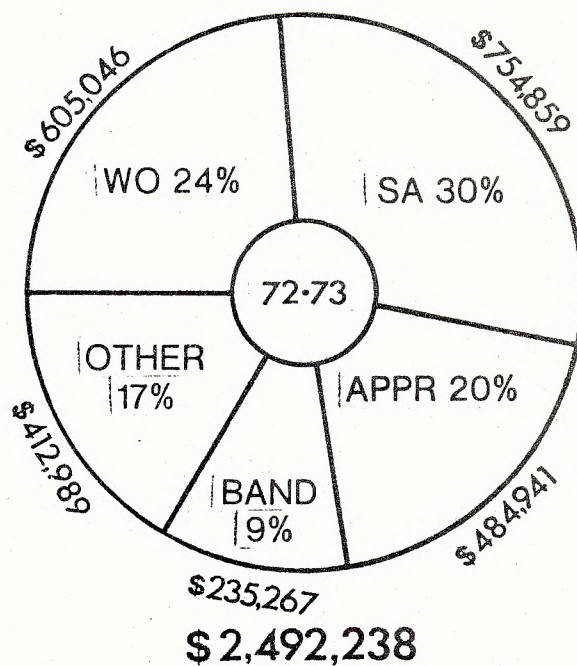
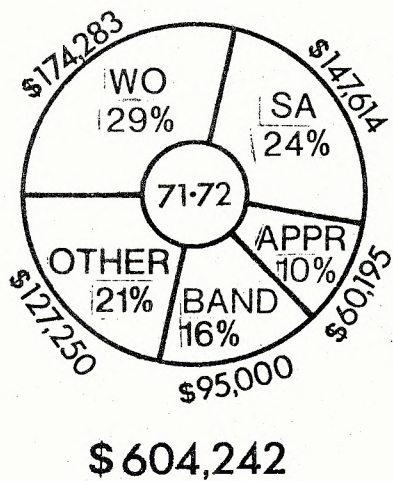
Chart 4

Work Opportunity Program PROJECT DISTRIBUTION

- 1 Project
- △ 2 Projects
- 3 Projects
- 4 or more Projects



Work Opportunity Program
FUNDING BREAKDOWN BY AGENCY



Employment Information (See Chart 6)

There were 3,211 men employed on Work Opportunity projects this year as compared to 1,485 last year -- an increase of 116%. The men were employed for a total of 10,335 months compared to 3,555 months in the previous year -- an increase of 191%. The average length of employment rose from 2.4 months per man last year to 3.2 months this year.

Cost Per Employment Unit (See Chart 7)

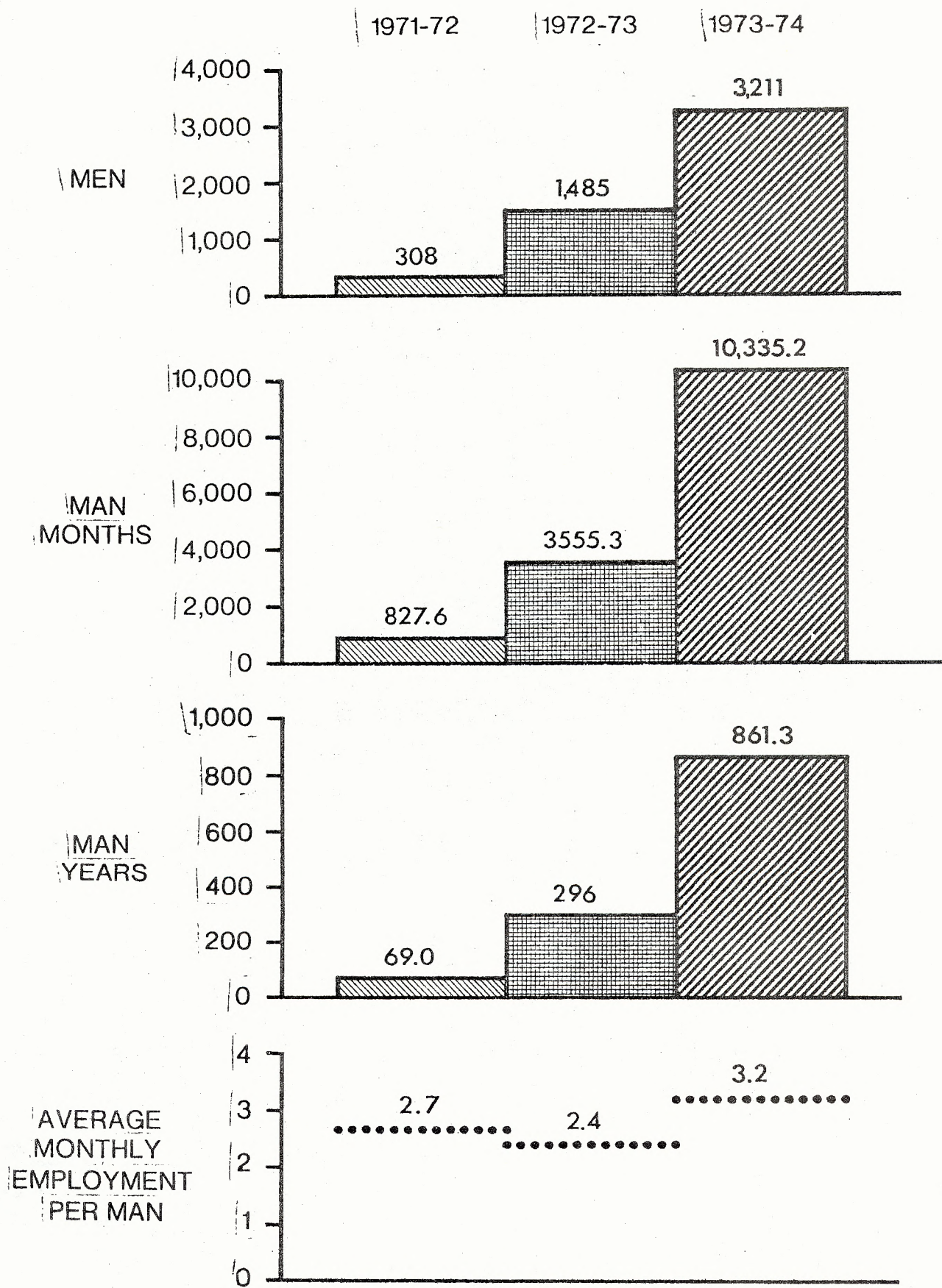
The cost per man-year of employment hardly changed, moving from \$8,420 last year to \$8,500 this year. This cost figure includes both capital and labour.

Comments (See Charts 8 and 9)

The scope of the Work Opportunity Program has again increased tremendously. Project value increased by 194% over last year. The number of bands increased by 151% over last year. These bands show a good geographic scatter, with many of them being located in remote or isolated areas where the unemployment problem is most intense. The character of the projects

Work Opportunity Program

Chart 6



Work Opportunity Program
FUNDING OF ONE MANYEAR.

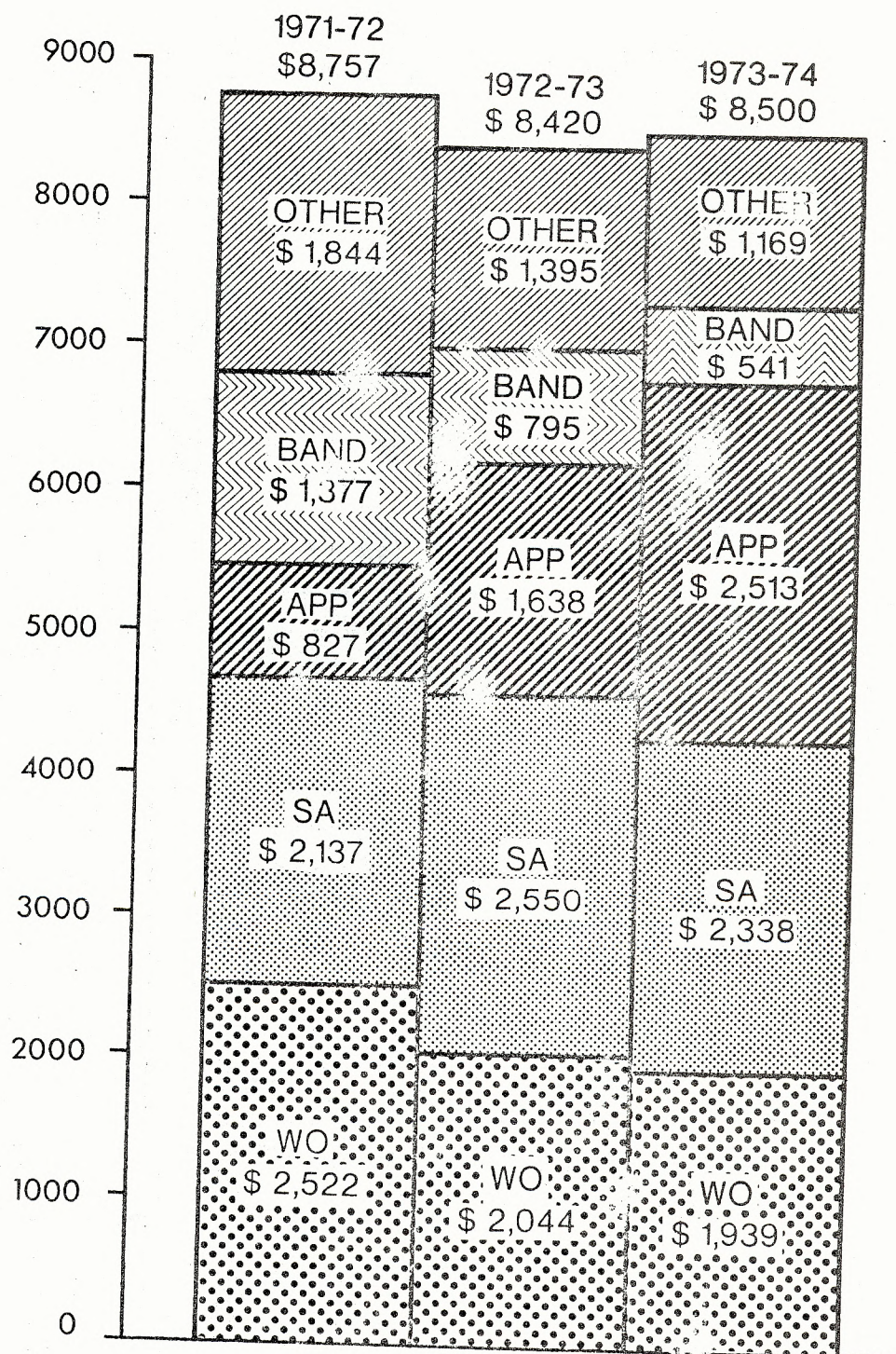


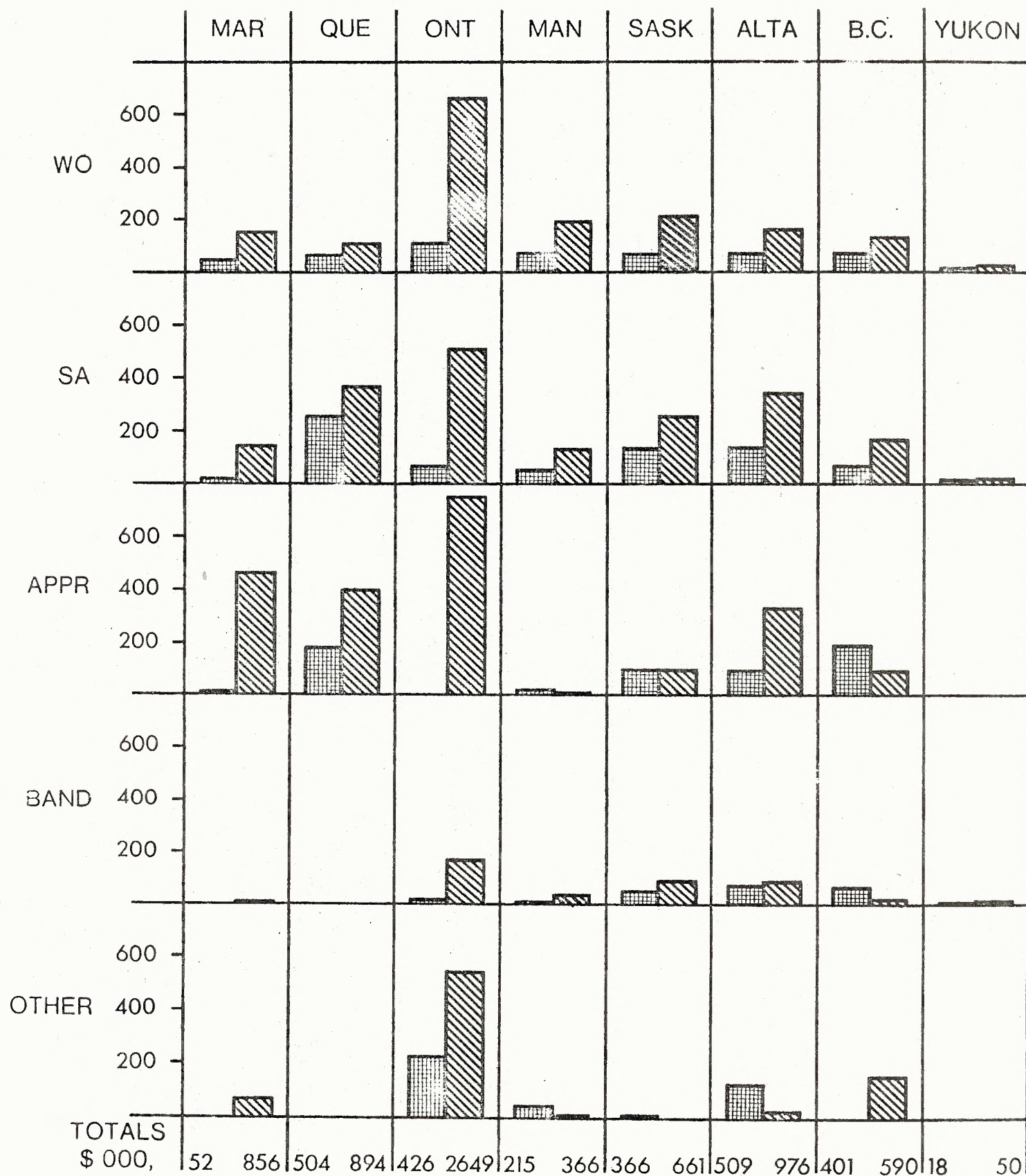
Chart 8

Work Opportunity Program

W.O.P. EXPENDITURES \$000.

1972-73

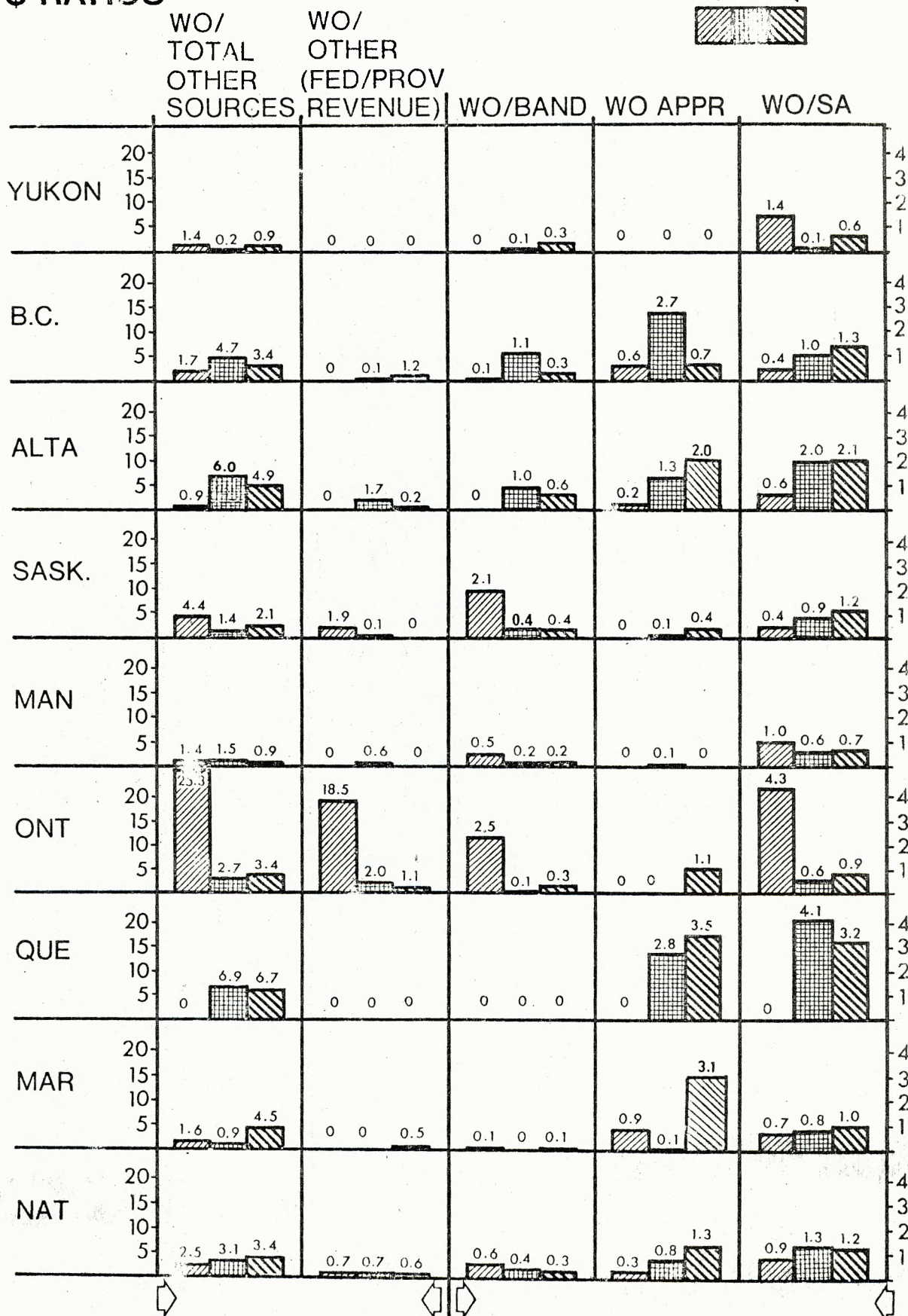
1973-74



Work Opportunity Program

\$ RATIOS

1971-72
1972-73
1973-74



continues to improve with more "capital base" projects and less "clean up" projects.

Appropriation funds, as a proportion of the total cost of all projects, increased markedly over the last year and were drawn from all three branches of the Indian and Eskimo Affairs Program. The proportion of each of the other fund sources to total cost decreased, but the ability of Work Opportunity dollars to attract other dollars to the program improved. Each Work Opportunity dollar attracted \$3.40 this year compared to \$3.10 previously. This improvement was entirely due to the increased use of Appropriation capital funds in the Program.

Both the number of men employed and the number of man-years employment increased greatly. Of particular significance was the change in the average length of employment per man from 2.4 months last year to 3.2 months this year. This clearly shows that the Work Opportunity Program has a long-term employment focus.

All the above positive factors are impressive, but the basic question remains:

Does the Work Opportunity Program really reduce the number of employable Social Assistance recipients?

Data available from the Social Services Division indicates that in 1972-73 the average number of employable Social Assistance recipients per month was 14,250. However, in 1973-74 the Work Opportunity Program removed an average of 861 such recipients from the monthly Social Assistance pay-lists. One would expect to find, therefore, a corresponding decrease in the average number of such recipients in the current year.

This is borne out by the data which shows that the average number of such recipients per month has dropped this year to 12,500. The Work Opportunity Program directly accounts for 49% of the decrease. This is clear cut evidence that the Work Opportunity Program can, and does in fact, reduce the number of employable people on Social Assistance.

WORK OPPORTUNITY -- POLICY, ADMINISTRATIVE
AND FISCAL CONSIDERATIONS

In his "Working Paper on Social Security in Canada", published in April 1973, the Minister of National Health and Welfare puts forward the following Proposition as part of the suggested "Employment Strategy" for providing income security to Canadians.

Proposition #3

"That as a means of meeting social needs that are now neglected or inadequately met, governments should consider the establishment of a community employment programme. Its purpose would be to provide socially useful employment to people who have been unemployed for an extended period of time, either by reason of the lack of jobs in the areas in which they might reasonably be expected to look for work, or by reasons of the "employability" of the people concerned."

The objective of the Work Opportunity Program of the Department is practically identical to the stated purpose of a community employment program, as given above. A number of questions which need to be answered are given in the paper and, within the appropriate terms of reference, are pertinent questions related to the Work Opportunity Program.

What should the scale of the program be? The basic limitation in the scale of the program is, of course, the size of the group that could potentially participate in it. Beyond this, however, there are a number of potential problems that a limitation in scale should minimize.

One such potential problem is the possibility that the program could generate shifts from the general labour market to the Work Opportunity Program. This problem can be quite effectively controlled by ensuring that participants in the program have been resident on the reserve for a stipulated minimum period of time and are, in fact, social assistance recipients during that time. It would not then be necessary to consider this problem when determining the scale of the program.

Another potential problem is that, by its existence, the Work Opportunity Program would increase the number of people seeking employment. The nature of the unemployment problem in Indian communities becomes a significant factor in this instance. The extent of chronic unemployment in most of these communities is so great that one of the goals of the

Work Opportunity Program is to increase the number of people seeking employment. Again, this particular problem should not be a factor in determining the scale of the program.

Still another possibility is that the Work Opportunity Program might bring pressure to bear on the wages paid or the conditions of work in similar jobs available in the general labour market or in less attractive lower paying jobs. In many Indian communities, however, the Work Opportunity Program is either the sole source of employment or certainly the major source. The wages paid in Work Opportunity projects are equated to wages for similar jobs in the community, if they exist, or to the Federal minimum wage standards. In addition, one of the factors in determining whether a band will submit proposals or whether such proposals will be approved, is the availability of employment in the community. It is, therefore, difficult to envisage any significant number of instances where the given problem might arise. It is extremely unlikely that the Work Opportunity Program would create artificial pressures on the labour market generally, as it relates to Indian people on reserves.

Any limitations on the scale of the Work Opportunity Program should be based on the size of the potential group for participation, the availability of band staff to administer the program and the defined limits of the program. These are the real limiting factors that must be taken into account.

Some of the definitions contained in the Work Opportunity Program would tend to limit the scale of the program. "An extended period of unemployment" has generally been taken to mean a continuous period of three months or more. This definition could be modified, but made more explicit and adhered to more closely. The area in which a person "ought reasonably to be expected to look for work" usually means the area within which the place of employment can reasonably be reached on a daily basis by available means of transportation. If employment is available in such an area, individuals are expected to seek it out, and this tends to determine whether a person qualifies for participation or whether, in fact, a proposed project would be approved. The Work Opportunity Program is also limited to participants who are actually recipients of Social Assistance at the time they are considered.

This automatically limits participation to one spouse per family and to single individuals.

The types of employment which qualify for consideration under the Work Opportunity Program are determined primarily by what the community considers as "socially useful employment". In most instances, the employment created falls into categories generally accepted by society as "employment". In some instances, however, what a community considers as "socially useful employment" may not fall into such a category. An example would be, the elderly social assistance recipient who undertakes on a regular basis to recount to the children of the community the legends, myths, and historical background of the people.

The capability of departmental and band staff to administer the Work Opportunity Program must be taken into account in determining the scale of the program. Thus far, in each region, the responsibility for coordinating the Work Opportunity Program has been undertaken by individuals who carry this responsibility in addition to their normal duties. If the scale of the program increases it will become more difficult for the coordinators to carry out all their duties

adequately. The scope of the program has now grown to the point where all the coordinators are recommending that the responsibility for Work Opportunity become a full-time responsibility. This recommendation is further justified if one includes among the duties of a coordinator the responsibility for coordinating all work generating programs in Indian communities. This would vastly improve the implementation of F.L.I.P., L.I.P., and relevant provincial programs, as well as, improving the efforts in Work Opportunity.

THE POTENTIAL OF THE WORK OPPORTUNITY PROGRAM

Most Canadian communities depend primarily on the demands of the general labour market for employment opportunities. Only on a seasonal basis are specially designed work generation programs needed to supplement employment opportunities. Many Indian communities, however, find that work generation programs are their main source of employment opportunities.

It would be totally unrealistic to assume that full employment can ever be achieved in Indian communities, but it must be recognized that work generation programs will play a major role in any reduction of unemployment that does occur.

To what extent can the Work Opportunity Program reduce the number of employable Social Assistance recipients? The answer to this question is dependent on the answers to two other questions. What is the proportion of the Social Assistance budget that could be used more effectively through the Work Opportunity Program? What funds are available for the Work Opportunity budget?

This year (1973-74), the Social Assistance funds expended through the Work Opportunity Program were 3.8% of the total Social Assistance budget, or about 2 million dollars. Available data indicates that 52% of the Social Assistance budget or 28 million dollars was spent on employable recipients. Clearly then, the proportion of the Social Assistance budget spent through the Work Opportunity Program could be greatly increased given an enlarged program. Similarly, the Appropriations capital expenditure through Work Opportunity this year was 3.1% of the total capital budget of the Indian and Eskimo Affairs Program. There is no doubt, that a much greater proportion of our capital funds could be more effectively spent relative to the creation of employment opportunities by moving away from the traditional procedures of tenders, contracts, etc., and having capital projects carried out by bands themselves using the labour force available in the community. Such a change would create employment and increase community pride while providing the physical facilities for which the capital funds were designated.

The amount of funds available for the Work Opportunity budget is then the crucial factor in determining

the extent to which the Work Opportunity Program can reduce the number of employable Social Assistance recipients. In the current year, \$1,670,000 dollars in the Work Opportunity budget formed the basis of a program which reduced the number of employable recipients by 7%. Each dollar of Work Opportunity funds attracted \$3.40 from other sources.

The effect of an increase in the Work Opportunity budget can best be illustrated by an example. Given a Work Opportunity budget of 10 million dollars, and assuming the relative proportion of fund sources to be the same as in the current year, a Work Opportunity Program would be mounted as follows:

Work Opportunity Funds	10 Million
Social Assistance Funds	12 Million
Appropriation Funds (Capital)	13 Million
Band Revenue Funds	3 Million
Other Funds	6 Million
<hr/>	
Total	44 Million
<hr/>	

Such a program would provide the equivalent of 5,166 employable recipients with year-round employment, and would reduce the number of employable recipients by 41%.

PROPOSALS RESPECTING
THE WORK OPPORTUNITY PROGRAM

Thus far we have examined an analysis of the Work Opportunity Program for 1973-74 and compared it to the experience of the previous two years. We have considered some of the policy, fiscal and administrative considerations of the Program and we have extropolated the potential of the Program and the limiting or constraining factors that influence that potential. What follows are a number of proposals and recommendations which have been arrived at after the thorough study outlined.

Work Opportunity Budget

It has already been pointed out that the primary factor determining the potential of the Work Opportunity Program is the amount of money available for the Program in the budget. We have barely scratched the surface when we consider the extent to which Social Assistance funds and capital Appropriations could be used in a Work Opportunity Process. Although the Work Opportunity Program has definitely reduced the

number of employable social assistance recipients, there are still a great many more who could be moved into a productive, satisfying work role. The limiting factor is, of course, the size of the Work Opportunity budget. These are the funds which supplement all other fund sources to allow payment of a going wage and which acts as the catalyst to get the Work Opportunity Process going.

- It is therefore recommended that:
18. Every possible effort should be made to increase the Work Opportunity "A" Budget for 1974-75 fiscal year and to seek approval for substantial "B" Budget figures for the same year.

Program Guidelines, Criteria and Definitions

Mention has been made of a number of problems which might arise if the scale of the Work Opportunity Program was substantially increased. In almost every case the suggested problems would be entirely avoided if the criteria, guidelines and definitions of the Program were fully and clearly spelled out and adhered to.

- It is therefore recommended that:
19. The existing Program criteria, guidelines, definitions and procedures be carefully redrafted and disseminated to all concerned. The material should include specific information concerning identification of funding, proper coding, definition of work, evaluative data, etc. The Financial Adviser of the Indian and Eskimo Affairs Program or a designate should be closely involved in the exercise.

Staff Capability

As mentioned before, any increase in the scale of the Program will affect the capability of the present departmental and band staff and structure to administer the Program.

- It is therefore recommended that:
20. The function of coordinating the Work Opportunity Program at the regional level become a full-time responsibility for a staff member. Included in the responsibility would be the coordination and integration of other work generating programs such as L.I.P. and F.L.I.P. The general objective of the person responsible would be to coordinate activities so that there would be general coverage year round and particular arrangements to meet the specific unique needs of different areas of the country.

- It is further recommended that:
21. At the district level Work Opportunity Program coordination become the responsibility of the District Supervisor who would utilize a District Committee to help carry out his responsibility.

Budget Distribution Formula

A problem that has been voiced often by certain regions is the inequity of the "per capita" distribution of Work Opportunity funds. It has been emphatically pointed out that the present formula does not take into account certain disparities which exist in various regions. The main criticism is directed at the fact that the relative extent of reliance on social assistance of the population on-reserve is not taken into account. In the Maritimes, for example, the total on-reserve population is relatively small, but about 80% of that population relies on Social Assistance for its livelihood. Some regions with large on-reserve population have a lower level of reliance on social assistance.

- It is recommended that:
22. The administration of the Indian and Eskimo Affairs Program consider the matter of the allotment of the available Work Opportunity budget and develop a system which takes into account both population numbers and the intensity of the social assistance problem in each region.

Work Incentives

Another matter which has received considerable attention across the country is the matter of

incentives to take employment rather than remain on social assistance. There is great disparity between provincial jurisdictions in their approaches to this question with some having very liberal approaches to the "disregarding" of portions of income earned while on social assistance, while others allow practically no earnings to be disregarded relative to social assistance payments.

- It is recommended that:
23. Consideration should be given to the possibility of developing a departmental incentive plan which could be universally applied in all regions. The continuing Social Assistance Review should undertake to study the various possible incentive methods and procedures and make recommendations in this regard.

Advance Planning

A problem that still plagues the administration of the Work Opportunity Program is the confusion and consequent lack of coordination which arises concerning the various sources of funds which are available at various times. Other federal and provincial government programs are specifically geared to be spot injections of funds at various times of the year. The funds available from such programs often form part of the funding of Work Opportunity projects.

The uncertainty that exists relative to these funds both as to time and amount of funds available militates against good coordination within the Work Opportunity Program.

A somewhat different situation exists as far as capital and other funds within the departmental appropriations are concerned. All too often the best funding for Work Opportunity occurs when the departmental administration is in throes of "disfunctional" behaviour, i.e., towards the end of a fiscal year. The Work Opportunity Program then finds it relatively easy to pick up funds that perhaps should not have been budgeted in the first place, funds that for various reasons were not spent, funds from activities that did not occur. This kind of unpredictable availability of funds that need to be used quickly encourages hastily conceived and submitted proposals which lead to frustration when clarification is required prior to possible approval.

What is required is a stable and increased Work Opportunity budget which would in turn encourage advance planning of Work Opportunity proposals by bands.

It is recommended that:

24. Over-all planning for the Work Opportunity Program should take place in concert with total departmental budget planning. All capital project planning should take into account the possibility of utilizing the Work Opportunity process. As a control mechanism, and bearing in mind the possibility of changing priorities, the planning should be done in two phases; Phase 1 taking place in the fall and allowing coordination with other work generating programs and, Phase 2 taking place possibly in June.

SUMMARY OF RECOMMENDATIONS

THE SCOPE OF THE SOCIAL ASSISTANCE PROGRAM

Recommendation No. 1

That social assistance should be redefined to cover

- (a) basic needs as outlined in the Canada Assistance Plan.
- (b) those items of special need deemed necessary and not ordinarily designated as the responsibility of other programs.

Recommendation No. 2

That other programs within the Department be closely examined in order to improve and strengthen them and to eliminate gaps which are now supplemented through the Social Assistance Program.

Recommendation No. 3

That the present method of financial coding of social assistance expenditures be modified to reflect and, as much as possible, differentiate between expenditures on basic needs, special needs, and any other authorized specific areas of funding such as the Work Opportunity Program.

Recommendation No. 4

That the continuing Social Assistance Review address itself in-depth to the extent of need and types of supportive services necessary to increase the effectiveness of financial assistance provided through the Social Assistance Program and truly meet all the needs of recipients.

RATES AND REGULATIONSRecommendation No. 5

That in the continuation of the Social Assistance Review particular consideration be given to the adequacy of existing rates and regulations as they apply to the Indian population on reserves and that proposals be developed to alleviate any inadequacies and inconsistencies that may be found. The desirability of band participation in the development of such proposals must be stressed.

ADMINISTRATION OF THE SOCIAL ASSISTANCE PROGRAMRecommendation No. 6

That the administration of the Social Assistance Program authority and responsibility not be separate in practice.

Preferably the Department should retrieve the Social Assistance Program entirely and implement it through departmental staff assuming authority, responsibility and control. If this is no longer considered possible then the administration of the Program should be transferred to individual bands, or groups of bands, on a contractual or agreement basis, whereby both authority and responsibility are transferred, necessary fiscal, human and physical resources are spelled out and ensured, and the result of failure to meet the conditions of the contract are clearly indicated.

STAFFRecommendation No. 7

That the continuing Social Assistance Review and appropriate segments of the departmental administration deal with the band staff training problem and through discussions with band councils, determine the kind of training best suited to the need, and the means by which it can be best provided.

Recommendation No. 8

That particular consideration be given to the development of a satisfactory system of recruitment and selection of staff, and including appropriate provisions regarding conditions of employment, assurance of tenure, and regular payment of band Social Assistance Program staff.

Recommendation No. 9

That considerably increased emphasis be given to departmental staff training, with a particular focus on their role as advisers and consultants to bands and band staff.

Recommendation No. 10

That through the continuing Social Assistance Review and on a region by region basis, a thorough study be done of work loads, both as to size and type, to determine what duties could best be carried out by support administrative staff, to what extent there could be a greater utilization of para-professional staff, the possibility of a better redeployment of existing staff, and the number of additional staff, if any, that may be needed.

LINES OF COMMUNICATIONRecommendation No. 11

That functional authority and responsibility relative to the Social Assistance Program be clearly developed and delineated for each level of administration along with the supervisory and monitoring responsibilities of the administrative levels relative to each other.

Recommendation No. 12

That there should be a close examination made of the administrative structure of the Social Assistance Program to determine

whether it should operate following a functional line with each level of social services staff being directly responsible to the level above it. If the present situation must continue then a clearer delegation of authority and responsibility should be delineated which would enable social service staff to properly undertake their responsibility for the efficient implementation of the Program.

Recommendation No. 13

That a clear-cut statement should be developed indicating the relationship of departmental, district and agency social service staff to band administrations and staffs who administer social assistance under the Contributions to Bands Program.

Recommendation No. 14

That material should be prepared describing the various methods of communication, the particular value and usefulness of each and a preferential order of use. Such material should be stressed in staff training particularly.

EVALUATIVE DATA

Recommendation No. 15

That a Work Group should be established with representation from the Social Assistance Program, finance, personnel, computer systems, departmental statistics, and other sectors of management and program administration with an interest in social assistance data. The purpose of the Work Group would be to outline and develop a satisfactory system for computerized data gathering and dissemination which would create a minimum of disturbance to the client and a maximum of usefulness to all concerned.

PREVENTIVE SERVICESRecommendation No. 16

That current proposals being developed concerning provision of preventive services should be given increased emphasis by the departmental administration, and a beginning should be made in studying the possible redeployment of staff necessary to allow professional staff and others to concentrate on the development and implementation of such services.

COORDINATION OF SOCIAL SERVICES WITH OTHER PROGRAMSRecommendation No. 17

That the continuing Social Assistance Review should more closely identify possible areas of coordination and cooperation between Social Assistance and other programs and make recommendations concerning ways and means to improve the situation in such areas.

WORK OPPORTUNITY BUDGETRecommendation No. 18

That every possible effort should be made to increase the Work Opportunity "A" Budget for 1974-75 fiscal year and to seek approval for substantial "B" Budget figures for the same year.

PROGRAM GUIDELINES, CRITERIA AND DEFINITIONSRecommendation No. 19

That the existing Program criteria, guidelines, definitions and procedures be carefully redrafted and disseminated to all concerned. The material should include specific information

concerning identification of funding, proper coding, definition of work, evaluative data, etc. The Financial Adviser of the Indian and Eskimo Affairs Program or a designate should be closely involved in the exercise.

STAFF CAPABILITY

Recommendation No. 20

That the function of coordinating the Work Opportunity Program at the regional level become a full-time responsibility for a staff member. Included in the responsibility would be the coordination and integration of other work generating programs such as L.I.P. and F.L.I.P. The general objective of the person responsible would be to coordinate activities so that there would be general coverage year round and particular arrangements to meet the specific unique needs of different areas of the country.

Recommendation No. 21

That at the district level Work Opportunity Program coordination become the responsibility of the District Supervisor who would utilize a District Committee to help carry out his responsibility.

BUDGET DISTRIBUTION FORMULA

Recommendation No. 22

That the administration of the Indian and Eskimo Affairs Program consider the matter of the allotment of the available Work Opportunity budget and develop a system which takes into account both population numbers and the intensity of the social assistance problem in each region.

WORK INCENTIVESRecommendation No. 23

That consideration should be given to the possibility of developing a departmental incentive plan which could be universally applied in all regions. The continuing Social Assistance Review should undertake to study the various possible incentive methods and procedures and make recommendations in this regard.

ADVANCE PLANNINGRecommendation No. 24

That over-all planning for the Work Opportunity Program should take place in concert with total departmental budget planning. All capital project planning should take into account the possibility of utilizing the Work Opportunity Process. As a control mechanism, and bearing in mind the possibility of changing priorities, the planning should be done in two phases; Phase 1 taking place in the fall and allowing coordination with other work generating programs and, Phase 2 taking place possibly in June.

WORK OPPORTUNITY DATA ANALYSIS

MARITIMES, 1973-74 (See Charts 10, 11 and 12)

The Region's original budget for Work Opportunity was \$55,000. This amount was arrived at on a "per capita" basis share of the national budget for Work Opportunity. The same procedure was followed to determine all regional Work Opportunity budgets.

After consultation with the Assistant Deputy Minister and a careful Regional Management Committee study of the regional over-all budget, the Regional Director authorized the transfer of \$100,000 from post-school education funds to the Work Opportunity budget thus raising it to \$155,000.

Bands, Projects and Costs

The number of bands participating in the Work Opportunity Program in the Maritimes this year (14) increased by 250% over the previous year (4). Approved projects (16) increased by 300% over the previous year (4). The total value of projects increased by 1,546% over the previous year. The Maritime projects made up

5% of the national total and 12% of the national value of projects.

Fund Sources

Work Opportunity funds constituted 18% of the total value of approved projects in the Region. Similarly, Social Assistance funds projected as savings made up another 18% of the total. Regional capital budget funds formed 55% of the total project value. These funds came exclusively from Community Affairs, specifically from the Housing Appropriation. Band Revenue funds were 1% of the total, while the remaining 8% came from "Other Sources" including the Department of Manpower, the provincial government and the Union of Nova Scotia Indians.

While Work Opportunity funds increased by 450% over the previous years, the ratio of Work Opportunity funds to other fund sources was 1/4.5 as compared to a ratio of 1/.9 in the previous fiscal year. This great increase in the multiplying factor was primarily the result of the dramatic rise in the use of budget capital funds in Work Opportunity projects - 55% of total value in this fiscal year as compared to 6% in the previous fiscal year. At the same time, the proportions of total value of both Work Opportunity

and Social Assistance dropped drastically - from 54% and 40% respectively in the previous year to 18% each in this year.

Employment Information

The total number of men employed on Work Opportunity in the Maritimes (187) increased by 434% over the previous year (35), while the man-months employment increased by 399%. Thus the average employment per man was 3.3 months. In the previous year the average was 3.5 months.

Cost Per Employment Unit

The cost per man-year of employment (\$16,848) increased by 231% over the previous year (\$5,091). This cost includes both the capital and labour component. The Work Opportunity cost per man year (\$3,048) increased by 11% while the Social Assistance cost per man year increased by 46%. The Appropriations cost per man year (\$9,305) increased by 3,165%. This segment is made up primarily by capital funds.

The man-year cost of employment in the Maritimes was double that of the national cost per man-year. However, the Work Opportunity segment cost was only 57%

greater than the national average for that segment and the Social Assistance segment was 270% greater than the national one and the regional Other Sources segment was 19% greater than the national.

General Observations

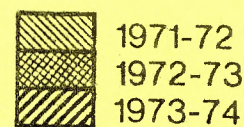
The 231% regional increase in man-year costs over the previous year reflects primarily the dramatic increase in the input of regional Appropriation capital funds into the projects. In the previous fiscal year projects were essentially the "clean up" type, with no permanent physical facilities remaining. This year almost all projects involved housing construction and repairs. Several of the projects also included job training as a major component.

To overcome the penalty imposed on the Maritimes by the "per capita" allocation of basic Work Opportunity budget, the Region transferred funds from a specific part of its regional budget for Education, increasing its Work Opportunity budget by 182%. In turn, each dollar of the Work Opportunity budget attracted another \$4.50 from other fund sources.

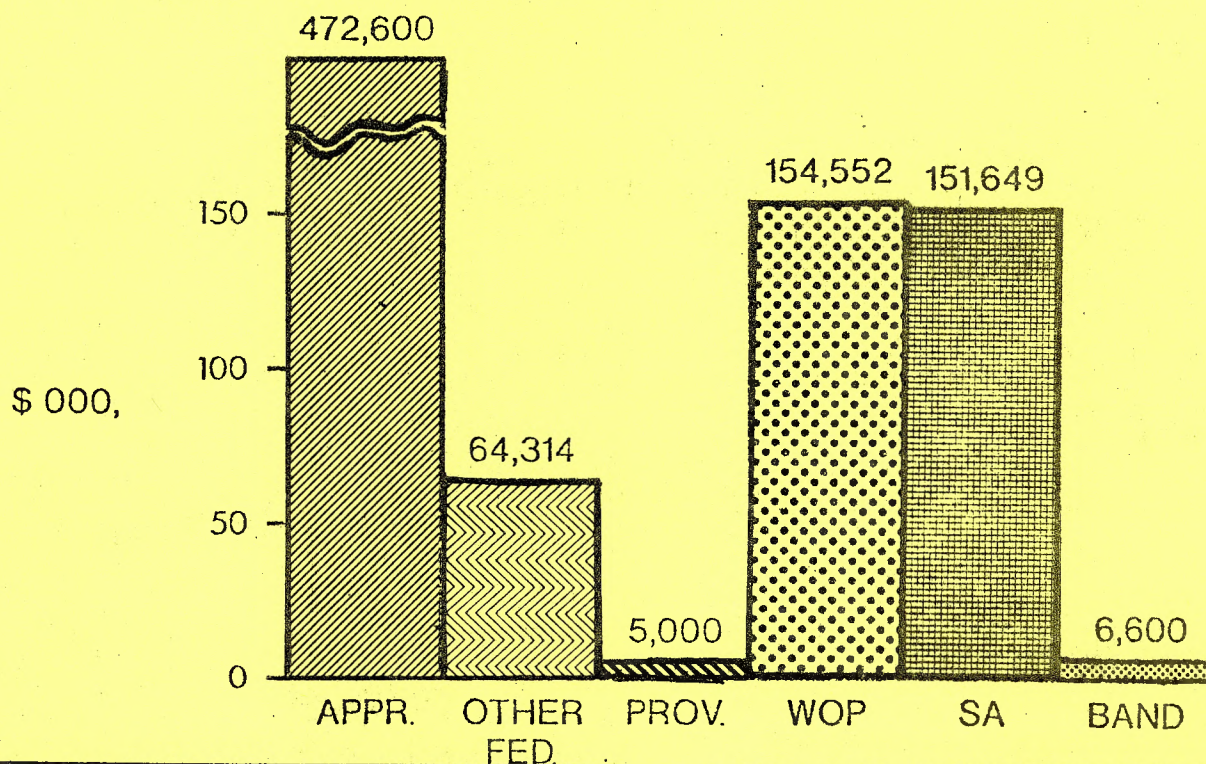
Thus by adding \$100,000 to the Work Opportunity budget, the Region produced a total project value of \$856,000 rather than the original potential from the basic Work Opportunity budget of \$303,000 in total value, assuming the same ratio of Work Opportunity dollars to other funds.

PERCENT PARTICIPATION

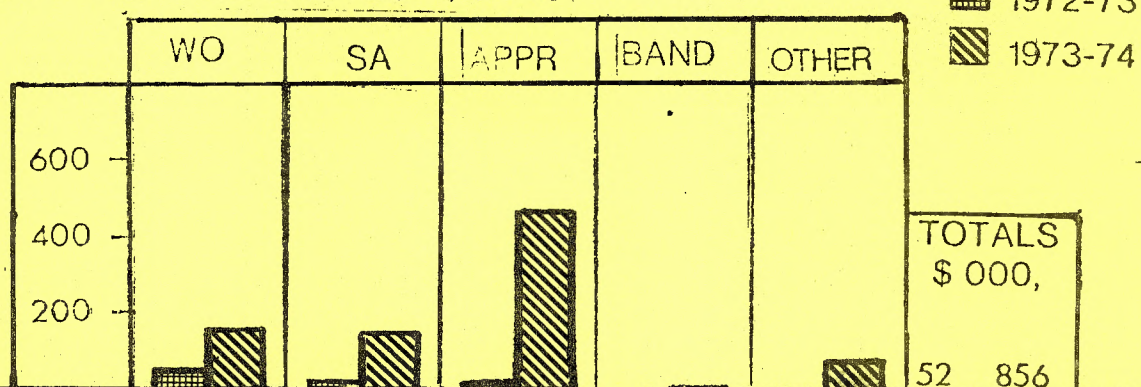
TOTAL 28 BANDS



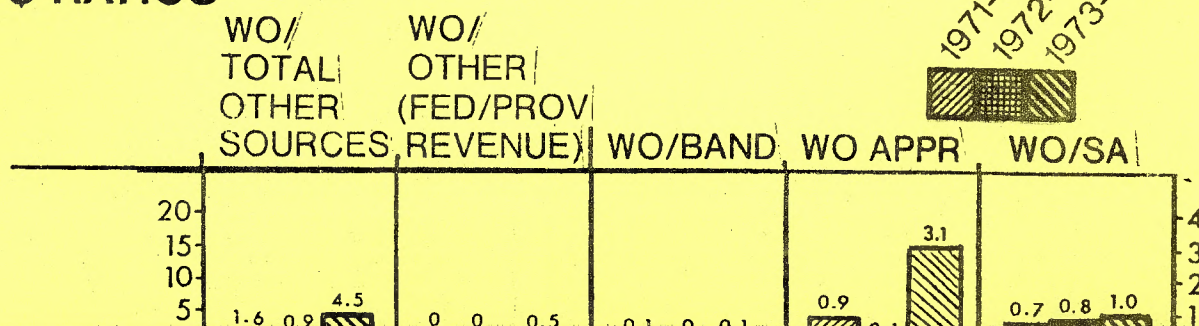
FUND SOURCES



W.O.P. EXPENDITURES \$000.



\$ RATIOS



WORK OPPORTUNITY DATA SHEET
REGIONAL SUMMARY

APPENDIX B

Chart 11

MARITIMES	1972-73			1973-74		
	Actuals		Percentages	Actuals		Percentages
		Reg- ional Total	Nat- ional Total		Reg- ional Total	Nat- ional Total
Bands	4		5	14		6
Projects	4		4	16		6
Costs \$	51,924		2	855,915		12
Work Opportunity \$	28,000	54	5	154,552	18	9
Social Assistance \$	20,808	40	3	151,649	18	8
Appropriations \$	3,000	6	1	472,600	55	22
Band \$				6,600	1	2
Other \$				70,514	8	9
Men	35		2	187		6
Man days	2,565		3	12,800		6
Man months	122.1		3	609.5		6
Man years	10.2		3	50.8		6
Total Cost/ Man years \$	5,091		61	16,848		201
Work Opportunity Cost/Man years \$	2,744	54	134	3,048	18	153
Social Assistance Cost/Man years \$	2,041 (170)	40	80	2,988	18	128
Appropriations Cost/Man years \$	294	6	18	9,305	55	361
Band Cost/ Man years \$				130	1	25
Other Cost/ Man years \$				1,388	8	144

Chart 12

[illegible]

APPENDIX B

Work Opportunity Data Sheet

Regional Breakdown by Bands - 1973-74

Project Information

Fund

Sources

Information

Employment Information

Band	Project Title	Total Cost	W.O.P.	P %	R %	S.A.	P %	R %	Appr.	P %	R %	Band	P %	R %	Other	P %	R %	No. of Men	Man Mos.	Cost per Man Mo.	W.O. Cost per Man Mo.	S.A. Cost per Man Mo.
1. t. ary's	Housing construction and repairs	44,516	5,962	13	4	3,554	8	2	housing 35,000	79	7							5	10	445	596	355
2.	Completion of Band Hall	8,494	7,229	85	5	1,265	15	1										5	3	2,831	2,410	422
skasoni	Maritime Indian Summer Games	13,108	4,803	37	3	1,505	11	1				600	5	9	Prov. 5000 U.N.S.I. 1,200	47	8	16	10	1,311	480	151
1. huben acadie	Housing construction and repairs	134,968	22,178	16	15	5,790	4	4	housing 107,000	80	23							20	45	2,999	493	129
2.	Recreation and playground facil.	6,180	3,592	58	2	588	10		housing 2,000	32	1							6	10.5	589	342	56
region totals		855,915	154,552	18		151,649	18		472,600	55		6,600	1		70,514	8		187	609.5	1,404	254	249

QUEBEC, 1973-74 (See Charts 13, 14 and 15)

Quebec was allocated \$120,000 in its Work Opportunity budget on a "per capita" basis (12%). Projects approved by December, 1973 show a commitment of this budget to \$116,000. The allocated budget was double that of the previous fiscal year.

Bands, Projects and Costs

The number of bands participating this year (16) increased by only 14% over the previous year (14). However, the number of projects (26) increased by 86% over the previous year (14). The total value of projects increased by 77%. Quebec projects made up 9% of all projects, while their total value accounted for 12% of the national project value.

Fund Sources

Work Opportunity funds accounted for only 13%

of the regional project costs, while Social Assistance funds made up a staggering 42%. Appropriation capital funds (entirely housing) constituted the remaining 45% of the cost. There were no Band Revenue funds used in the Quebec projects, nor were any funds found from other federal or provincial sources.

The number of fund sources and their relative proportions of total cost was atypical compared to the national picture. In particular the regional Social Assistance portion of cost is 40% greater than the national figure while the Work Opportunity portion is 47% less than the national.

The ratio of Work Opportunity dollars to funds from all other sources (including Social Assistance) was 1/6.7 this year compared to 1/6.9 last year. Although the Social Assistance proportion of cost has dropped compared to last year, its size still leaves unresolved questions concerning level of salaries and/or proper use of Social Assistance funds. This same question was raised last year.

Employment Information

The number of men employed this year (418) was an increase of 46% over the previous year (287). The man-months of employment (1,360.5) was an increase of 42% over the previous year. Thus, this year each man worked an average of 3.3 months -- the same average as last year.

The number of men employed in Quebec made up 13% of the national total. The same proportion was true for man-months employment.

Cost Per Employment Unit

A man-year of employment cost \$7,884 this year compared to \$6,334 the year before -- an increase of 24%. Most of this cost increase is reflected in the Appropriations capital segment which increased to 45% of the total cost as compared to 35% last year. The proportion for Social Assistance funds dropped a similar percentage from 52% last year to 42% this year. The Work Opportunity funds segmented remained at 13% of the total cost in both years. The total regional man-year cost was 7% lower than the national average,

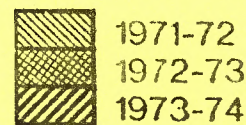
but the Social Assistance and Appropriation proportions were much higher than the national -- 40% and 43% respectively.

General Observations

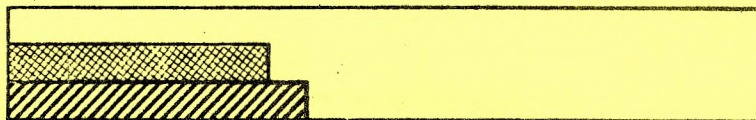
Quebec Region has followed the same pattern in Work Opportunity as in the previous years, i.e. a clear cut distinction of clean up and renovation projects solely financed by Work Opportunity and Social Assistance funds, and housing construction projects mainly financed by Appropriations and Social Assistance. The proportions of these projects has changed with an increase in the number and value of construction projects.

The data available gives rise to clear questions concerning whether Social Assistance funds were used in accordance with the general directives of the Program and the Treasury Board Minute. The proportion of Social Assistance funds in the total cost seems very high compared to other regions and the national average. An in-depth study should be done to determine whether the doubts raised are based on reality or to otherwise explain the variation from the norm.

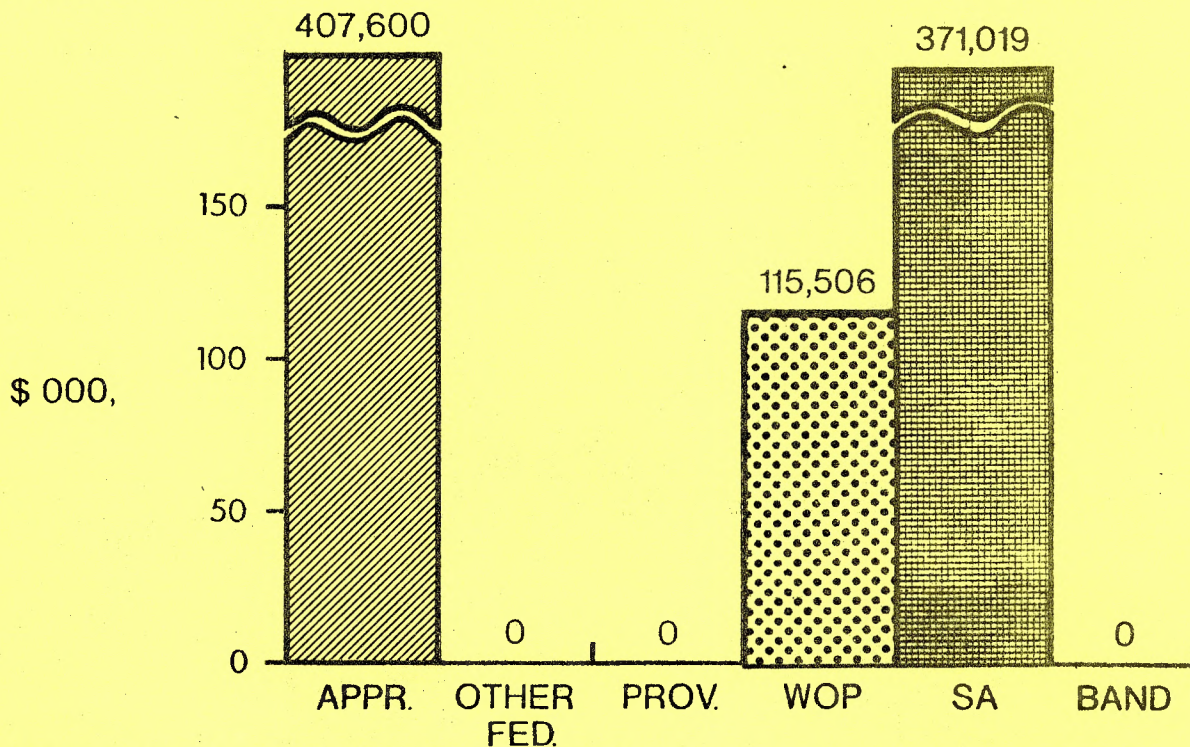
PERCENT PARTICIPATION



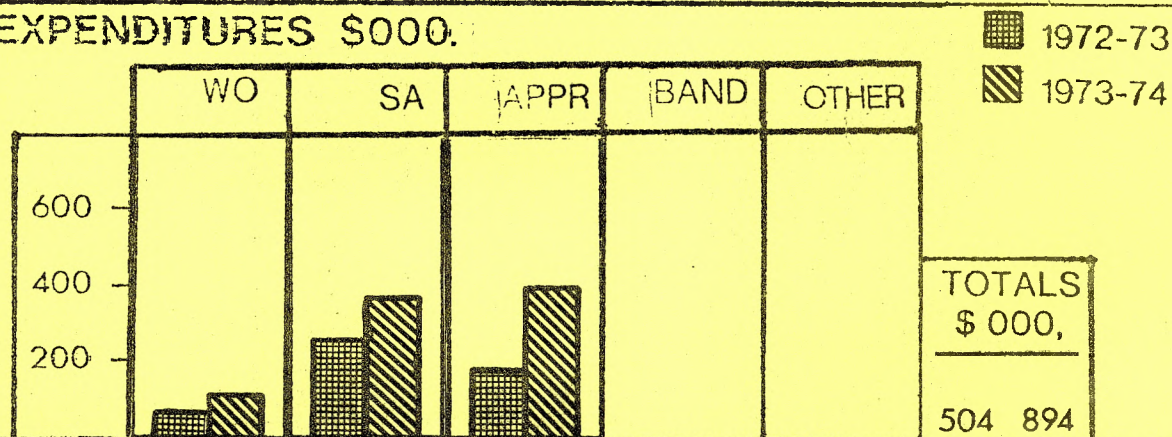
TOTAL 41 BANDS



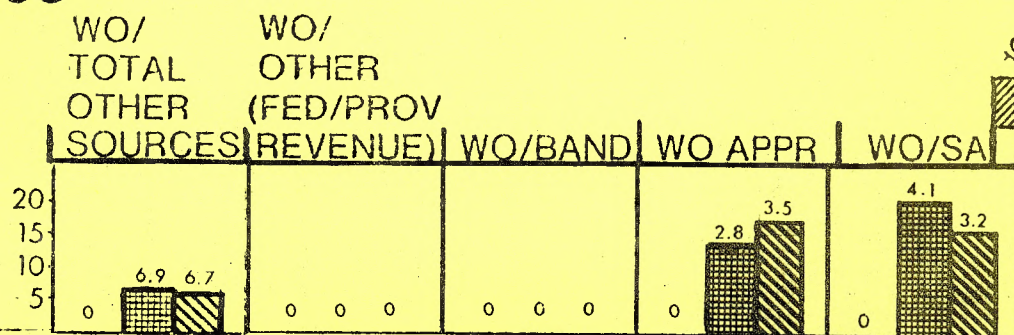
FUND SOURCES



W.O.P. EXPENDITURES \$000.



\$ RATIOS



APPENDIX B

Chart 15

QUEBEC			Work Opportunity Data Sheet									Regional Breakdown by Bands - 1973-74									Employment Information				
Project Information			Fund			Sources						Information						Employment Information							
Band	Project Title	Total Cost	W.O.P.	P %	R %	S.A.	P %	R %	Appr.	P %	R %	Band	P %	R %	Other	P %	R %	No. of Men	Man Mos.	Cost per Man Mo.	W.O.P. Cost per Man Mo.	S.A. Cost per Man Mo.			
Leclerc Bridges 1.	Brush Cleaning	4,336	3,556	82	3	780	18	.2										11	8	542	445	98			
	2. Wood cutting	5,959	4,789	80	4	1,170	20	.3										11	11	542	435	106			
	3. Painting 26 houses	8,775	6,275	72	5	2,500	28	.7										11	16.5	532	380	152			
Maniwaki	Repair Bridge surface	3,260	2,660	82	2	600	18	.2										7	3.5	931	760	171			
Oka 1.	Cleaning ditches	5,071	4,071	80	4	1,000	20	.3										7	10.5	483	388	95			
	2. Connect water and sewer system	2,200	1,700	77	2	500	23	.1										5	2.5	880	680	200			
Matashquan 1.	Construct 7 houses - 1st phase	23,500				10,200	43	3	Capital 13,300	57	4							12	51	461		200			
	2. Clean up Lake area	10,369	5,000	48	4	5,369	52	2										12	48	216	104	112			
	3. Connect 48 houses to water system.	8,877				2,877	32	.8	Capital 6,000	68	2							13	13	683		221			
Romaine	Community Improvement	19,661	10,950	56	10	8,711	44	2										15	45	437	243	194			
Bellevue ham 1.	Beautifying Project	558	358	64	.3	200	36	.1										5	1.3	429	275	154			
06	2. Extension to beautifying project.	1,017	617	61	1	400	39	.1										5	2.5	407	247	160			

APPENDIX B

[illegible]

APPENDIX B

Project Information			Work Opportunity Data Sheet									Regional Breakdown by Bands - 1973-74									Employment Information				
			Fund			Sources						Information													
nd	Project Title	Total Cost	W.O.P.	P %	R %	S.A.	P %	R %	Appr.	P %	R %	Band	P %	R %	Other	P %	R %	No.of Men	Man Mos.	Cost per Man Mo.	W.O.I Cost per Man Mo.	S. Cost per Man Mo.			
nt L	Housing Project	61,686				13,686	22	4	Capital 48,000	78	12							16	128	482		107			
n	Housing Project	31,200	5,700	18	5	7,500	24	2	Capital 18,000	58	4							10	60	520	95	125			
ge	Housing Project	71,600				20,000	28	5	Capital 51,600	72	13							20	200	358		100			
ion als		894,125	115,506	13		371,019	42		407,600	45								418	1360.5	657	85	273			

ONTARIO, 1973-74 (See Charts 16, 17, 18 and 19)

The basic budget for Work Opportunity in Ontario was \$160,000 or 16% of the national budget.

The Regional Management Committee at the beginning of the fiscal year, reviewed the over-all regional budget and determined that in the Social Assistance appropriation the Region could afford up to one million dollars in expenditure on Work Opportunity. This figure would include both those Social Assistance funds estimated as potential savings and a forecast surplus which could be transferred directly to the Work Opportunity budget.

Consequently, about \$512,000 was transferred to the Work Opportunity Budget increasing it to \$672,000.

Bands, Projects and Costs

The number of bands participating in Work Opportunity projects in Ontario this year (58) increased by 205% over the previous year (19). Approved projects (86) increased by 353% over the previous year (19). The total value of projects increased by 587% over

the previous year. Ontario projects made up 29% of the national total and 40% of the national value.

Fund Sources

Work Opportunity funds constituted 23% of the total value of approved projects in the Region. Social Assistance funds projected as savings made up 20% of the total value. Regional capital budget funds formed 26% of the total. Primarily these funds came from housing but there were also funds from Economic Development and Education. Band Revenue funds were 6% of the total value while 25% came from other sources such as Manpower (L.I.P. and Training), National Health and Welfare, provincial government and project revenues.

While Work Opportunity funds increased by 479% over the previous year, the ratio of Work Opportunity funds to other fund sources was 1/3.4 as compared to 1/2.7 the previous year. The improved ratio was largely due to an increase in the proportion of Appropriation capital funds made available as well as in the proportion of Band Revenue funds. Appropriation capital funds were 26% of the total this year compared to none the previous year. Band Revenue

funds were 6% of the total this year compared to 3% of the total last year. Other Sources accounted for 25% of the cost compared to 54% last year. The proportion of Work Opportunity funds dropped from 27% the year before to 23% this year, while Social Assistance savings funds increased from 16% to 20%.

Employment Information

The total number of men employed in Work Opportunity in Ontario (1,013) increased by 335% over the previous year (233) while the man-months of employment increased by 608%. The average employment period per man was 3.5 months compared to 2 months in the previous year.

Cost Per Employment Unit

The cost per man-year of employment this year was \$9,989. This was a decrease of 1% over the previous year. This cost includes both the capital and labour components. The Work Opportunity cost per man-year (\$2,293) decreased by 18% compared to the previous year (\$2,792) while the Social Assistance cost (\$1,951) increased by 18% compared to the previous

year (\$1,653). The Appropriations capital cost per man-year was \$2,564. No capital funds were utilized the year before. Band Revenue cost per man-year (664) increased by 89% over the previous year (352).

The man-year cost of employment in Ontario was 18% higher than the national average cost. Similarly the Work Opportunity cost per man-year was 18% higher than the corresponding national average. On the other hand, the Social Assistance cost per man-year was 17% lower than the corresponding national average. Band Revenue costs were 23% over the national average while the regional "Other Sources" segment was 115% higher than the national average.

General Observations

The 1% decrease in man-year cost reflects the drop in Work Opportunity costs and Other Sources costs and is mostly a drop in the labour component. The proportion of projects with a residue of permanent physical facilities has risen while the number of "clean up" projects has dropped.

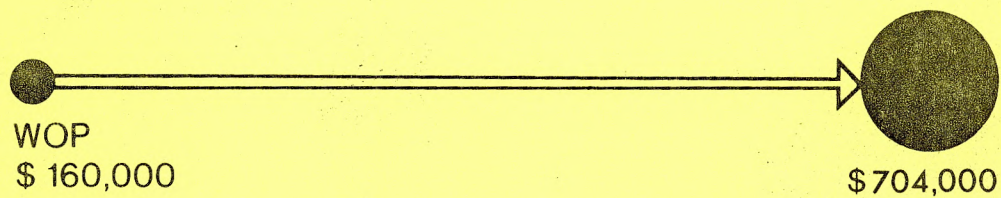
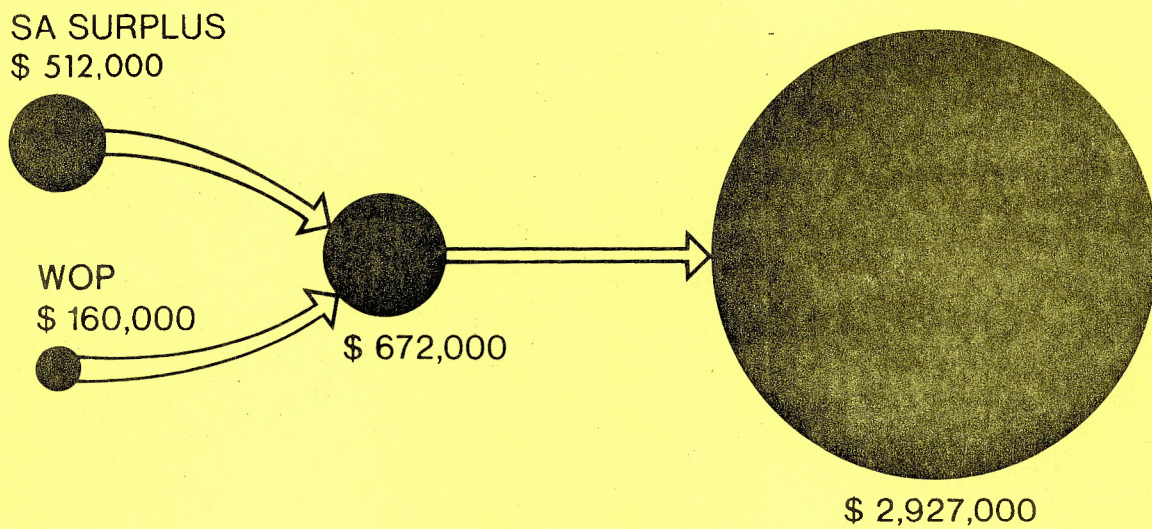
In order to make the Work Opportunity budget significant for the Region, a half million dollar

anticipated surplus in the Social Assistance Appropriation was transferred to the Work Opportunity budget increasing it by 320%. Each dollar of the Work Opportunity budget in Ontario was matched by \$3.40 in other fund sources.

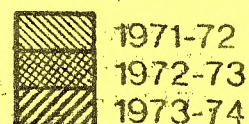
Thus by adding \$500,000 to the Work Opportunity budget, the Region produced a total project value of \$2,927,000 rather than the potential of \$704,000 from the original Work Opportunity budget, assuming the same ratio of Work Opportunity dollars to other dollars. In other words an added amount of \$500,000 to the Work Opportunity budget produced \$2,203,000 more in project value.

Work Opportunity Program
ONTARIO

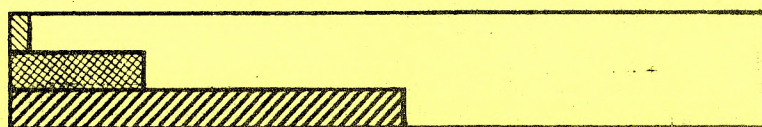
WOP + SA SURPLUS



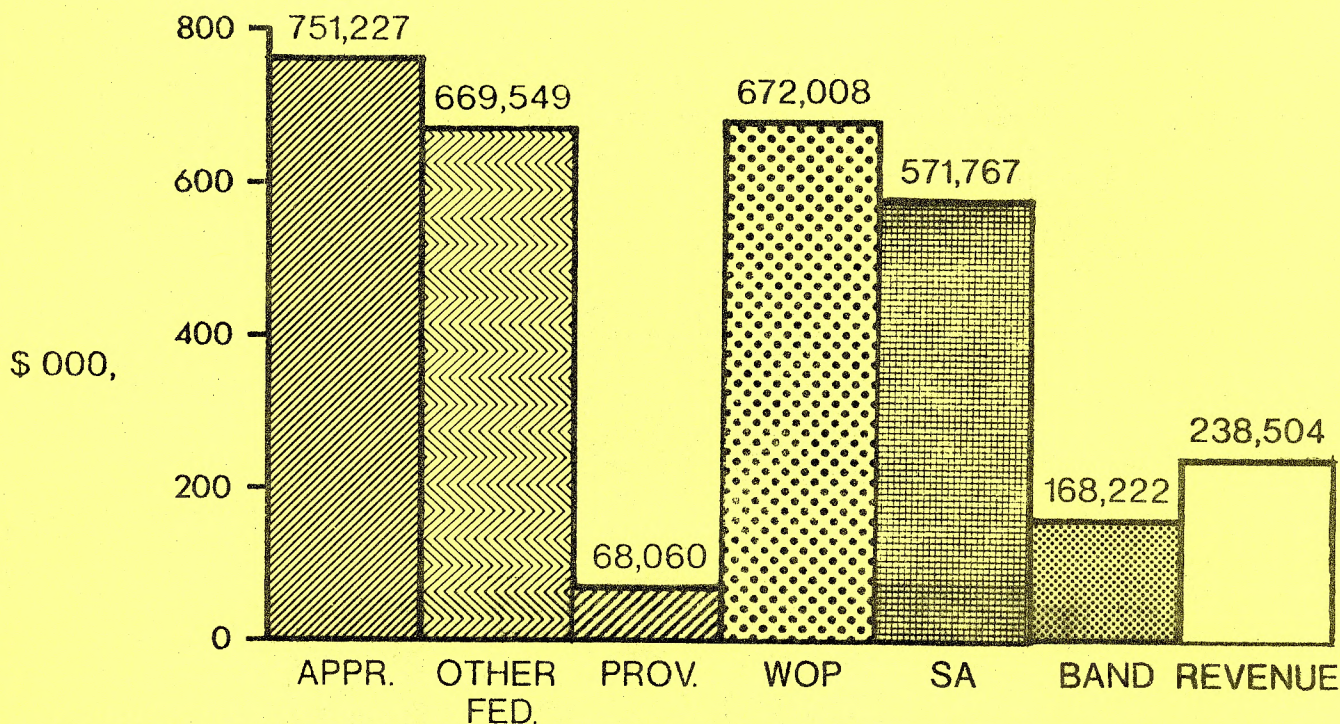
PERCENT PARTICIPATION



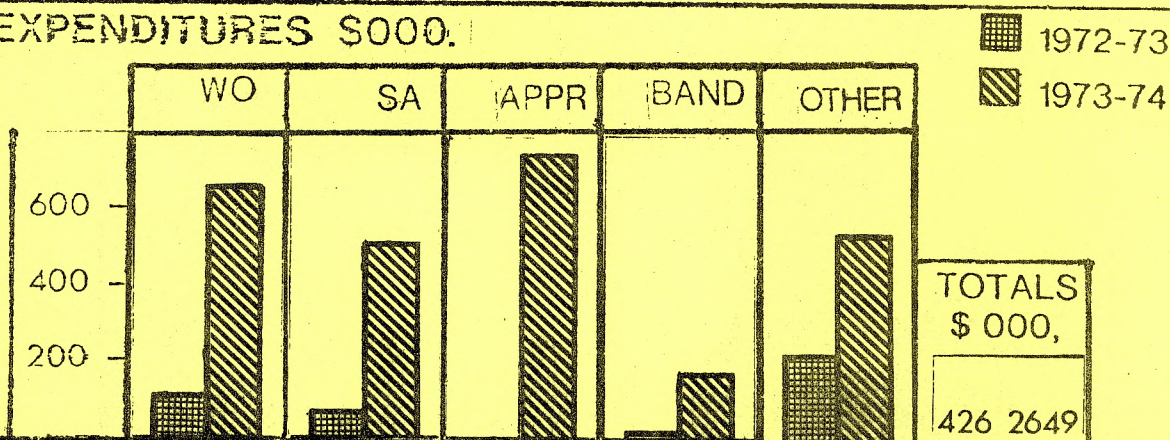
TOTAL 108 BANDS



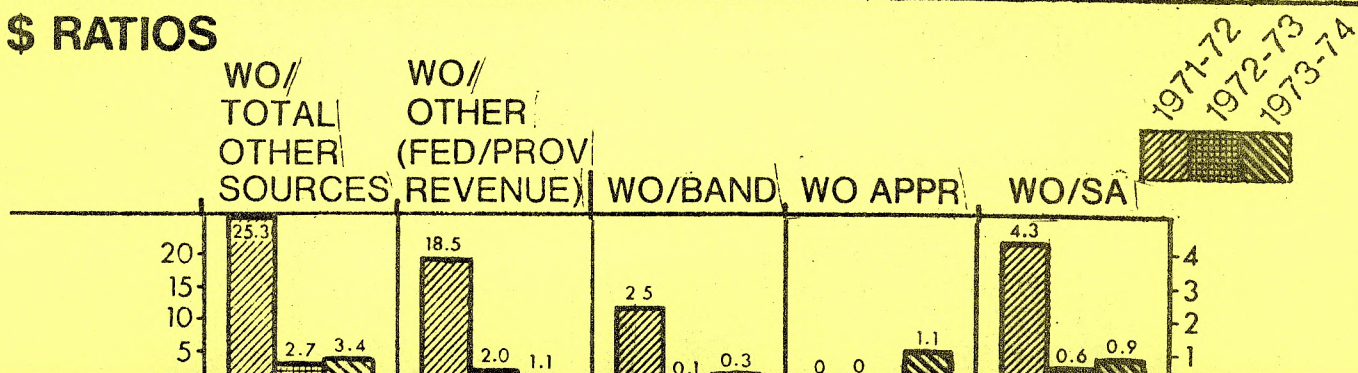
FUND SOURCES



W.O.P. EXPENDITURES \$000.



\$ RATIOS



ONTARIO	1972-73			1973-74		
	Actuals		Percentages		Actuals	
		Reg- ional Total	Nat- ional Total		Reg- ional Total	Nat- ional Total
Bands	19		22	58		26
Projects	19		19	86		29
Costs \$	425,570		17	2,927,475		40
Work Opportunity \$	115,594	27	19	672,008	23	40
Social Assistance \$	68,450	16	9	571,767	20	28
Appropriations \$				751,277	26	35
Band \$	14,582	3	6	194,722	6	42
Other \$	226,944	54	55	737,701	25	73
Men	233		16	1,013		32
Man days	10,428		14	73,850.7		34
Man months	496.6		14	3,516.7		34
Man years	41.4		14	293,1		34
Total Cost/ Man years \$	10,279		122	9,989		118
Work Opportunity Cost/Man years \$	2,792	27	137	2,293	23	118
Social Assistance Cost/Man years \$	1,653 (138)	16	65	1,951	20	83
Appropriations Cost/Man years \$				2,564	26	102
Band Cost/ Man years \$	352	3	44	664	6	123
Other Cost/ Man years \$	5,482	54	393	2,517	25	215

APPENDIX B

Chart 19

Project Information			Work Opportunity Data Sheet															Employment Information				
			Fund			Sources			Information													
Band	Project Title	Total Cost	W.O.P.	P %	R %	S.A.	P %	R %	Appr.	P %	R %	Band	P %	R %	Other	P %	R %	No. of Men	Man Mos.	Cost per Man Mo.	W.O.P. Cost per Man Mo.	S.A. Cost per Man Mo.
Demagani	House renovation, complete community dock & Rec. centre	11,772	9,663	82	1.4	2,109	18	.4										9	18	654	537	117
White fish lake	Reshingle 16 houses and repair 7 sewer beds	15,788	11,453	73	1.7	4,335	27	.8										8	24	658	477	181
1. Kaipole island	Repairs and renovations	4,962	1,286	26	.2	1,676	34	.3	2,000	40	.3							3	6	827	214	279
2.	Erosion control - Gabion wall	19,893	11,636	58	1.7	5,007	26	1.0				3,250	16	1.9				10	30	663	388	167
Ship. of Sarnia	1. Improve drains	33,769	12,813	38	1.9	20,956	62	4.1										16	64	528	200	327
Ship. of Little Stony Pt.	Major repairs to 4 housing units	19,966	2,542	13	.4	5,424	27	1.1	housing 12,000	60	1.6							5	30	666	85	181
2.	Construct 6 new housing units	51,000	10,450	20	1.6	13,550	27	2.6	housing 27,000	53	3.6							9	54	944	194	251
1. Ravian of Thames		60,000	5,946	10	.9	3,054	5	.6	housing 51,000	85	6.8							9	18	3,333	330	170
2.	Addition to band office	18,000	4,844	27	.7	3,156	18	.6	Community facilities 10,000	55	1.3							5	15	1,200	323	210
3.	Day Care Centre	45,000				8,549	19	15														
1. Muncey of Thames	Fencing, clearing of cemetery and recreation park	12,648	7,448	59	1.1	5,200	41	1.0										12	52.4	859		163
																		6	50	253	149	104

APPENDIX B

Project Information			Work Opportunity Data Sheet									Regional Breakdown by Bands - 1973-74						Employment Information				
			Fund			Sources						Information										
Band	Project Title	Total Cost	W.O.P.	P %	R %	S.A.	P %	R %	Appr.	P %	R %	Band	P %	R %	Other	P %	R %	No. of Men	Man Mos.	Cost per Man Mo.	W.O. Cost per Man Mo.	S. Cost per Man Mo.
2.	Construct 6 new housing units	50,961	14,241	28		9,720	19	1.9	housing 27,000	53	3.6							9	18	654	537	117
3.	Administration office extension for Band council	8,228				3,228	39	6							F.L.I.P. 5,000	61	3	3	8.6	957		375
Chip. of Thames	Extension to school	35,570	6,249	18	.9	12,321	35	2.4	Educ. 17,000	47	2.3							14	42	847	149	293
2.	Construction 12 new housing units	120,000	24,466	20	3.6	31,214	26	6.0	housing 64,320	54	8.6							18	108	1,111	227	289
Moose Deer Point	Construction Community Hall	27,210				2,450	9	.5	Community facilities 10,000	37	1.3				L.I.P. 14,760	54	2.7	7	14	1,944		175
Parry Island	1 new unit house construction	30,020	3,026	10	.5	1,474	5	.3	housing 25,500	85	3.4	20						5	10	3,002	303	147
Chip. of Rama	7 new units and repair 10 homes House constr.	112,994	25,301	22	3.8	14,693	13	2.9	housing 73,000	65	9.7							16	72	1,569	351	204
Chip. of Georgina Island	Construction 1 housing unit	22,102	1,958	9	.3	1,042	5	.2	housing 19,000	86	2.5	102		.1				4	6	3,684	326	174
Beau seuil	Housing Assistance Program	100,000	15,524	16	2.3	14,476	14	2.8	housing 70,000	70	9.3							18	90	1,111	172	161
roquois St. Regis	Community improvements	13,500	11,000	81	1.6	2,500	19	.5										11	33	409	333	76
Mohawks of Bay of Quinte	Community improvements	18,207				9,000	49	1.7							L.I.P. 9,207	51	1.7	20	40	455		225

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Project Information			Work Opportunity Data Sheet										Regional Breakdown by Bands - 1973-74						Employment Information				
			Fund		Sources						Information												
id	Project Title	Total Cost	W.O.P.	P %	R %	S.A.	P %	R %	Appr.	P %	R %	Band	P %	R %	Other	P %	R %	No. of Men	Man Mos.	Cost per Man Mo.	W.O.P. Cost per Man Mo.	S.A. Cost per Man Mo.	
3.	Stumping, gravel roads, clear housing sites	13,600	9,830	72	1.5	3,770	28	.7										18	36	378	273	105	
ne er	Road construction	26,791	8,290	31	1.2	5,001	19	1.0	housing 3,500	13	.5	10,000	37	5.9				10	30	893	276	893	
1. ing on	Construction of 30 privies	7,655	5,543	72	.8	2,112	28	.4										8	8	957	693	264	
2.	Sawmill operation	96,601	4,851	5	.7	10,750	11	2.1							Revenue 81,000	84	15.0	15	90	1,073	54	119	
3.	Hand release	16,598	10,721	65	1.6	4,877	35	1.1										13	26	638	412	226	
1. teff Day	Construction of curling rink	26,306				5,052	19	1.0	housing 9,000	34	1.2				L.I.P. 12,254	47	2.3	9	27	974		187	
	Day Care Centre renovations	27,500				1,357	5	2				18,500	67		F.L.I.P. 443 Prov. 7,200	2 26	.2 4	5	7	3,929		194	
1. ssv rows	Sawmill operations	96,601	9,081	9	1.4	6,520	7	1.3							Revenue 81,000	84	15.0	17	85	1,136	107	77	
2.	Training program Education/rec. building	44,767	5,105	11	.8	9,962	23	1.9							Manpower 29,700	66	5.5	12	96	466	53	104	
3.	Hand release	16,595	10,855	65	1.6	5,740	35	1.1										13	39	426	278	147	
4.	Construction of 41 privies	10,742	7,753	72	1.2	2,989	28	.6										9	9	1,194	861	332	

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Project Information		Work Opportunity Data Sheet																	Regional Breakdown by Bands - 1973-74					Employment Information				
		Fund			Sources									Information														
	Project Title	Total Cost	W.O.P.	P %	R %	S.A.	P %	R %	Appr.	P %	R %	Band	P %	R %	Other	P %	R %	No. of Men	Man Mos.	Cost per Man Mo.	Cost per Man	S. Co. per Man						
1.	Sewing factory	171,764	13,732			28,573	17	5.5	Econ. Dev. 10,830 Educ. 17,559	6 10	1.4 2.3				Manpower 32,298 F.L.I.P. 10,000 Revenue 72,504	19 6 42	6.0 1.9 13.4	26	312	551		92						
2.	Lakefront improvement & store site development	8,070	6,603	82	1.0	1,467	18	.3										5	10	807	660	147						
3.	Construct 3 houses	30,200				2,792	9	5				3,000	10		L.I.P. 7,200 F.L.I.P. 17,208	24 57	4 9	7	21.7	1,392		129						
4.	Snowshoe Bay Resort - Phase 1	18,584	12,585	68	1.9	4,899	26	1.0				1,100	6	.7				9	27	688	466	181						
5.	Snowshoe Bay Development Project	41,807				7,794	19	14							L.I.P. 14,592 F.L.I.P. 19,421	35 46	7 10	12	41.6	1,000		187						
6.	Emergency storm damage repairs	12,802	10,674	83	1.6	2,128	17	.4										11	22	582	485	97						
7.	Construction of dock & landing ramp	19,201	13,732	72	2.0	4,969	26	1.0				500	2	.3				11	33	582	416	151						
8.	Band works	42,600				6,999	16	.3				5,000	12		L.I.P. 15,000 F.L.I.P. 15,601	35 37	8 8	16	56	761		125						
9.	Complete new arena project	120,315	6,003	5	.9	8,312	7	1.6	L.I.P.-CA 50,000	42	6.7	25,000	20	14.9	L.I.P. 31,000	26	5.7	8	72	1,671	83	115						
10.	Construction of medical clinic	14,000	2,845	20	.4	4,155	30	.8							N.H.W. 7,000	50	1.3	5	15	933	190	277						
11.	Complete arena interior	19,559				9,387	48	17							F.L.I.P. 10,172	52	5	10	6	3,260		1,565						

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Project Information			Work Opportunity Data Sheet															Regional Breakdown by Bands - 1973-74			Employment Information				
			Fund			Sources						Information													
	Project Title	Total Cost	W.O.P.	P %	R %	S.A.	P %	R %	Appr.	P %	R %	Band	P %	R %	Other	P %	R %	No. of Men	Man Mcs.	Cost per Man Mo.	Cost per man	S. Cost per man			
1. Kwer	Construction of 6 houses	119,000	4,763	4	.7	4,237	4	.8	housing 51,000	43	6.8	59,000	49	35.1				10	20	5,950	238	211			
2. Kwer	Renovate 3 houses	10,272	8,706	85	1.3	1,566	15	.3										12	38	270	229	41			
3. Kwer	House clean 2 homes and paint interior	550	500	91	.1										Homemakers 50	9		3	12	46	42				
4. Kwer	Community improvement	16,661				5,775	35	10							F.L.I.P. 10,886	65	5	6	3.3	5,049		,750			
5. Kwer	Sawmill operation	16,647	6,057	36	.9	10,590	64	2.1										7	35	476	173	30			
6. Kwer	Construct church and houses	72,467	37,395	52	5.6	15,072	21	2.9				20,000	27	11.9				12	72	1,006	519	200			
7. Kwer	Renovate band buildings	23,500	6,697	28	1.0	3,321	14	.6				13,500	58	8.0				14	42	560	159	79			
8. Kwer	General reserve clean-up	18,971	15,722	83	2.3	3,249	17	.6										13	39	486	403	83			
9. Kwer	Band works	26,000				4,754	18	9							L.I.P. 8,000 F.L.I.P. 13,246	31 51	4 7	14	34.8	747		137			
10. Kwer	Band works	20,066				4,722	24	9							L.I.P. 8,000 F.L.I.P. 7,344	40 36	4 4	6	24.3	826		194			
11. Kwer	Construct 3 houses and new road	57,823	35,525	61	5.3	8,098	14	1.6	housing 12,000	21	1.6	2,200	4	1.3				28	56	1,033	634	145			

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Project Information			Work Opportunity Data Sheet															Regional Breakdown by Bands - 1973-74															Employment Information				
			Fund			Sources						Information																									
	Project Title	Total Cost	W.O.P.	P %	R %	S.A.	P %	R %	Appr.	P %	R %	Band	P %	R %	Other	P %	R %	No. of Men	Man Mos.	Cost per Man Mo.	W.O.P. Cost per Man	S. Cost per Man															
ron	Construct 2 houses	17,006	3,366	20	.5	2,843	17	.6	housing 10,797	63	1.4							6	12	1,417	281	237															
11	Clear road - continuation of L.I.P.	38,717	30,923	80	4.6	7,794	20	1.5										30	60	645	515	130															
ert	Reserve clean-up & cemetery repair	5,500	3,200	48	.5	2,300	42	.5										3	15	367	213	154															
at	Reserve clean-up & water channels	18,336	14,671	80	2.2	3,665	20	.7										13	39	470	376	94															
11	Cleaning & painting interiors of homes	6,894				4,365	63	.9	Community facilities 2,487	36	.3				Homemakers 42	1		10	15	460		291															
	Reserve clean-up, housing construction, drainage, etc	84,452	39,328	47	5.9	14,840	18	2.9	housing 24,784	29	3.3	5,500	6	3.3				20	100	845	393	148															
anish ver	Construct 4 houses	34,479	14,772	43	2.2	1,707	5	.3				18,000	52	10.7				18	45	766	328	38															
arden ver	Park renovation	18,000	13,676	76	2.0	4,324	24	.8										8	24	750	570	180															
11 on	Complete 5 homes, relocate band	68,720	13,408	20	2.0	1,812	3	.4	housing- water & sewage 53,500	77	7.1							6	12	5,727	1,117	151															
11 ribou se	Construct band building-Phase 1	6,848				3,713	54	.7							L.I.P. 3,135	46	.6	21	21	326		177															
	Brushing, land clearing-airstrip	42,006				15,037	36	2.9							L.I.P. 26,969	64	5.0	20	100	420		150															
11																																					

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Project Information			Work Opportunity Data Sheet															Regional Breakdown by Bands - 1973-74															Employment Information				
			Fund			Sources									Information																						
	Project Title	Total Cost	W.O.P.	P %	R %	S.A.	P %	R %	Appr.	P %	R %	Band	P %	R %	Other	P %	R %	No. of Men	Man Mos.	Cost per Man Mo.	G.O. Cost per in	S. Cost per in															
1.	Clearing brush, level land for housing	2,088	1,545	74	.2	543	26	.1										6	6	348	258	91															
2.	Sawmill operation for construction of band hall	4,634				2,122	46	.4							L.I.P. 2,512	54	.5	7	7	662		303															
3.	Clearing for airstrip	19,148				10,552	55	2.0							L.I.P. 8,596	45	1.6	23	46	416		229															
4.	Wood cutting	2,000	1,307	65	.2	693	35	.1										10	10	200	131	69															
5.	Garbage disposal, Recr. development, Sawmill operation	8,077	5,293	66	.8	2,784	34	.5										7	17	475	311	164															
6.	Road repair, community improvement, Sawmill operation	9,316	5,370	58	.8	3,946	42	.8										10	20	466	269	197															
7.	Sawmill operation	2,950	1,535	52	.2	1,415	48	.3										6	6	492	256	236															
8.	Day Care construction	63,575	3,968	6	.6	8,747	14	1.7							Prov. 50,860	80	9.4	10	50	1,272	79	175															
9.	Community improvements	22,296				9,174	41	1.8							L.I.P. 13,122	59	2.4	15	45	495		204															
10.																																					
11.		2,927,473	672,008	23		571,767	20		751,277	26		194,722	6		737,701	25		1,013	3,516.7	832	206	163															
12.																																					

MANITOBA, 1973-74 (See Charts 20, 21 and 22)

The basic Work Opportunity budget for Manitoba was \$155,000 or 15.5% of the national budget. At the beginning of the fiscal year the Region requested permission to use Work Opportunity specifically with their housing program and to be allowed to take anticipated savings from Social Assistance to begin with. This was allowed but the data received from the Region indicates that the original plan was not used. Very little actual housing construction was carried on in the Work Opportunity Program. The Work Opportunity budget appears to have been augmented by \$36,000, but the source is not clear.

Bands, Projects and Costs

Bands participating in the Work Opportunity Program this year (33) showed an increase of 175% over last year (12). Approved projects (43) increased

by 153% over last year (17). The total value of projects increased by only 70% over last year. The Manitoba projects made up 15% of the national total but their value was only 5% of the national total.

Fund Sources

Work Opportunity funds constituted 52% of the total value of approved projects in the Region. Social Assistance savings funds made up 35% of the total. Appropriation funds accounted for a negligible 2% of the total and funds from "Other Sources" made up only 1%. Band Revenue funds formed 10% of the total value.

Work Opportunity funds increased by 120% over the previous year while the ratio of Work Opportunity dollars to dollars from all other sources fell from 1/1.5 last year to 1/.9 this year. This was the lowest multiplying ratio of any region. This drop can be

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primarily attributed to the Region's failure to use Appropriation capital funds and a drastic drop this year in their proportion of funds from Other Sources.

Employment Information

The total number of men employed in Work Opportunity in the Region (440) increased by 188% over last year (153), but man-months of employment increased by only 112% over the previous year. Thus average length of employment per man fell from 2.3 months last year to 1.7 months this year.

Cost Per Employment Unit

The total cost (capital and labour) per man-year of employment decreased by 20% from last year, but this was primarily a drop in the capital component. In fact, the Work Opportunity cost per man-year increased by 4% over the previous year while the Social Assistance cost per man-year increased by 7% over the previous year.

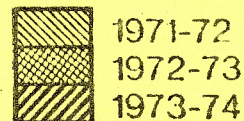
The total cost per man-year for the Region was 29% lower than the national average man-year cost. However, the Work Opportunity segment was 56% higher than the similar national average. The Social Assistance regional segment was 11% lower than the similar national average while the Appropriations segment was 95% lower than the national average.

General Observations

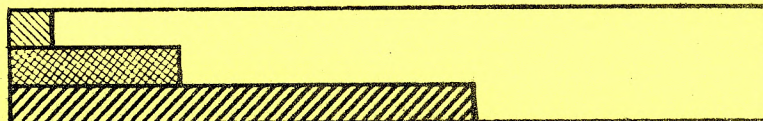
One is struck by the fact the Work Opportunity funds, rather than supplementing other fund sources, has become the major fund source for almost all the projects in the Region. Appropriations capital funds are almost non existent. Most projects are of the "make work" or "clean up" variety. In the few projects with a residue of physical facilities the capital costs were usually borne by the band using Band Revenue funds.

On the whole, the basic concept of the Work Opportunity Program is not followed in Manitoba, this year.

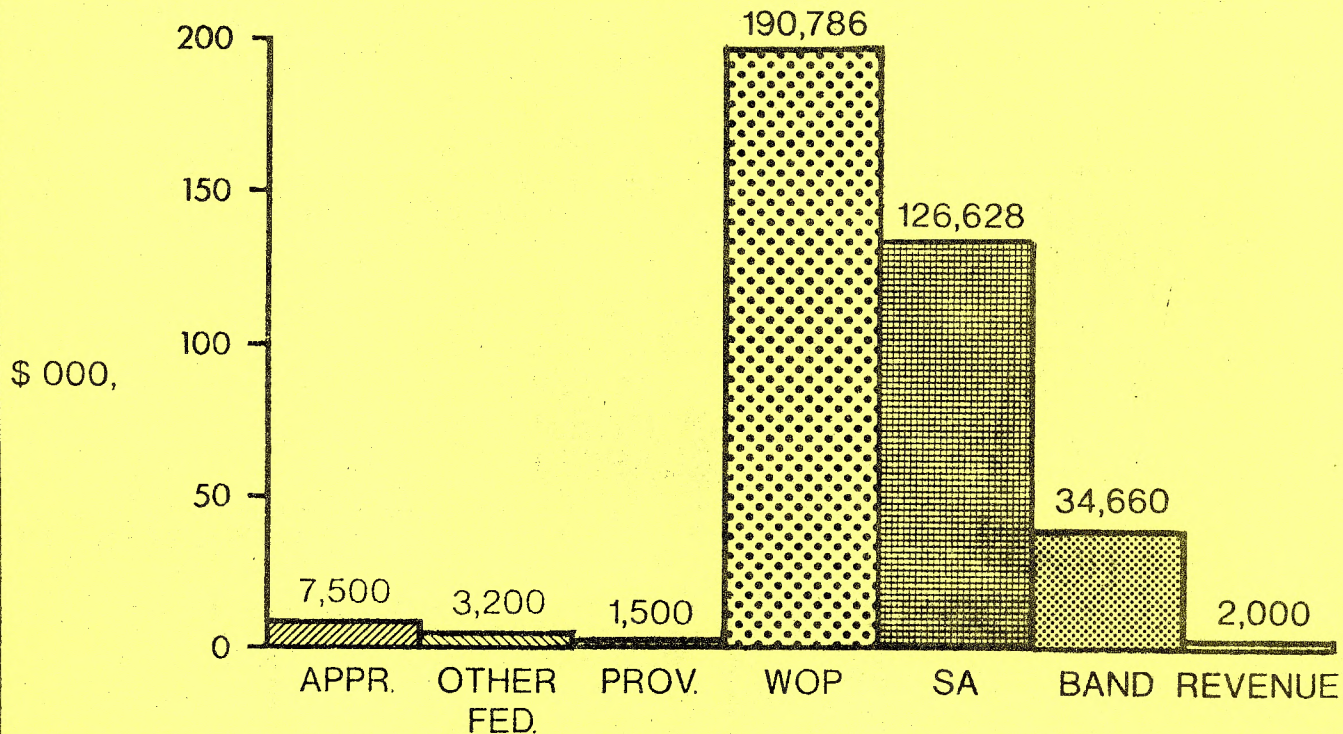
PERCENT PARTICIPATION



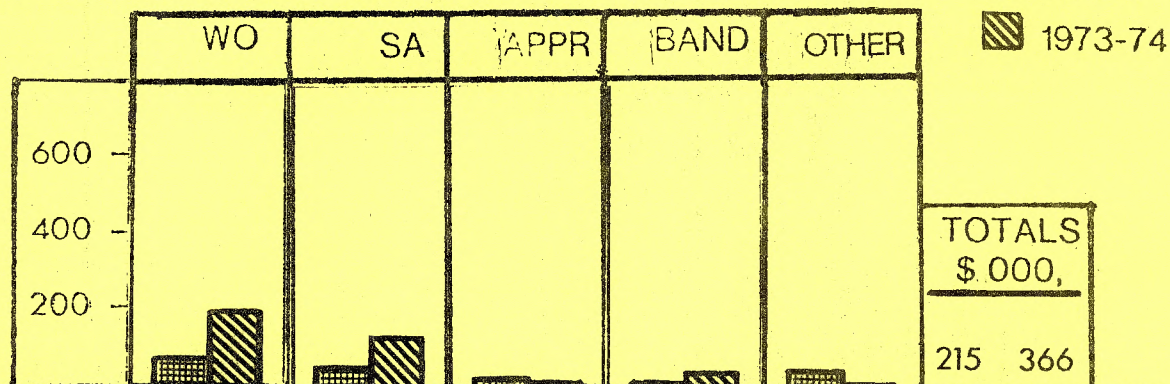
TOTAL 54 BANDS



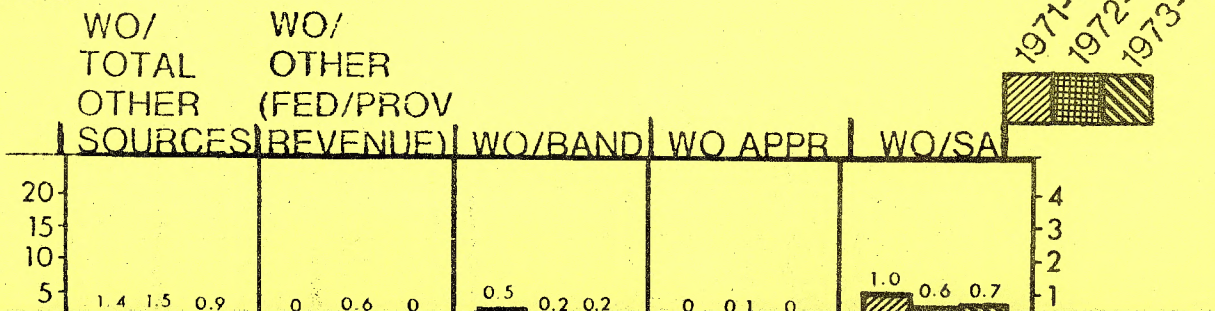
FUND SOURCES



W.O.P. EXPENDITURES \$000.



\$ RATIOS



WORK OPPORTUNITY DATA SHEET
REGIONAL SUMMARY

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Chart 21

MANITOBA	1972-73			1973-74		
	Actuals	Percentages		Actuals	Percentages	
		Reg- ional Total	Nat- ional Total		Reg- ional Total	Nat- ional Total
Bands	12		14	33		15
Projects	17		17	43		15
Costs \$	215,228		9	366,274		5
Work Opportunity \$	86,558	40	12	190,786	52	11
Social Assistance \$	55,650	26	7	126,628	35	7
Appropriations \$	9,000	4	4	7,500	2	.4
Band \$	15,020	7	6	34,660	10	8
Other \$	50,000	23	12	6,700	1	1
Men	153		10	440		14
Man days	7,270		10	15,446		7
Man months	346.3		10	735.5		7
Man years	28.9		10	61.3		7
Total Cost/ Man years \$	7,447		88	5,976		71
Work Opportunity Cost/Man years \$	2,995	40	127	3,108	52	156
Social Assistance Cost/Man years \$	1,926 (161)	26	76	2,064	35	89
Appropriations Cost/Man years \$	311	4	43	122	2	5
Band Cost/ Man years \$	520	7	65	565	10	108
Other Cost/ Man years \$	1,730	23	124	109	1	11

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Chart 22

Project Information			Work Opportunity Data Sheet															Employment Information				
			Fund			Sources									Information							
Band	Project Title	Total Cost	W.O.P.	P %	R %	S.A.	P %	R %	Appr.	P %	R %	Band	P %	R %	Other	P %	R %	No. of Men	Man Mos.	Cost per Man Mo.	W.O.P. Cost per Man Mo.	S.A. Cost per Man Mo.
Elley ver	Community Improvement	7,540	5,030	67		2,510	33											16	25	302	201	100
Wasag- mack	Community Improvement	17,294	12,119	70		5,175	30											32	34	509	356	152
Water- ten	Environmental	8,960	4,890	55		4,070	45											10	30	299	163	136
ak ake	Communicator	2,307	1,407	61		900	39											1	12	192	117	75
xford urse	Environmental, Roads and garden	16,800	9,450	56		7,350	44											21	42	400	255	175
equis	Environmental	11,318	6,000	53		5,318	47											16	48	236	125	111
oplar iver	Clean-up	4,317	2,500	58		1,817	42											10	10	432	250	182
olling iver	Homes and Activity Centre	10,771	6,621	62		3,150	29					1,000	9					9	10	108	662	315
oseau iver	Sports grandstands Camp	9,079	5,129	57		1,950	21								Revenue 2,000	22		22	13	898	395	150
onry ay	Recreation Project	17,280	9,280	54		8,000	46											16	54	320	172	148
coal iver	Painting and Fencing	6,050	4,600	76		1,450	24											10	10	605	460	145

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Project Information		Work Opportunity Data Sheet Regional Breakdown by Bands - 1973-74															Employment Information				
		Fund			Sources						Information										
Project Title	Total Cost	W.O.P.	P %	R %	S.A.	P %	R %	Appr.	P %	R %	Band	P %	R %	Other	P %	R %	No. of Men	Man Mos.	Cost per Man Mo.	W.O. Cost per Man Mo.	S.A. Cost per Man Mo.
Park Development	9,000	5,700	63		3,300	37											5	11	818	518	300
Plumbing and Housing	60,690	28,705	47		6,600	11					25,385	42					20	60	1,012	478	110
Beach Development	4,454	2,354	53		2,100	47											7	10	445	235	210
Boat Building	5,139	1,789	35		1,350	26		Educ. 2,000	39								6	9	571	199	150
Land Clearing	900				900	100											6	2	150		450
Adult Centre & Painting houses	15,886	5,886	37		4,500	28		Educ. 5,500	35								8	16	993	368	281
Recreation	1,500	750	50		750	50											1	3	500	250	250
Environmental Pasture	14,000	4,400	31		3,600	26					6,000	43					8	16	875	275	225
Environmental and Recreation	5,000	3,600	72		1,400	28											10	10	500	360	140
Stockade	14,105	7,050	50		5,055	36					2,000	14					20	48	294	147	105
Recreation Project	6,981	3,081	44		2,400	34								Province 1,500	22		8	16	436	193	150

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Project Information			Work Opportunity Data Sheet															Regional Breakdown by Bands - 1973-74					Employment Information				
			Fund					Sources					Information														
	Project Title	Total Cost	W.O.P.	P %	R %	S.A.	P %	R %	Appr.	P %	R %	Band	P %	R %	Other	P %	R %	No. of Men	Man Mos.	Cost per Man Mo.	W.O. Cost per Man Mo.	S. Cost per Man Mo.					
ota ns	Environmental - Clean-up and Recreation Project	4,861	3,750	77		1,111	23											11	11	442	341	101					
ota L	Environmental Clean-up and Recreation Project	5,300	4,400	83		900	17											12	12	442	367	75					
	Environmental - Beautification	15,000	7,500	50		7,500	50											10	30	500	250	250					
er er	Environmental Clean-up and Recreation Project	6,752	4,826	72		1,926	28											10	10	675	483	193					
x-1. er	Boundry Brush Clearing	7,554	4,854	64		2,700	36											12	18	420	270	150					
	2. Clean-up	5,410	3,072	57		2,338	43											11	11	492	279	213					
	3. Maintenance Band Office	2,200	1,700	77		500	23											2	4	550	425	125					
	4. Painting houses	4,100	3,000	73		1,100	27											11	8	513	375	138					
	5. Environmental - Recreation	6,500				6,500	100											5	4	1,625		1625					
1. low- er	Environmental clean-up and Recreation	12,076	7,276	60		4,800	40											16	32	377	277	150					
	2. Pine cone picking	4,000				4,000	100											10	10	400		400					

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Project Information			Work Opportunity Data Sheet Regional Breakdown by Bands - 1973-74															Employment Information				
Project Information			Fund			Sources									Information			Employment Information				
Project Title	Total Cost		W.O.P.	P %	R %	S.A.	P %	R %	Appr.	P %	R %	Band	P %	R %	Other	P %	R %	No. of Men	Man Mos.	Cost per Man Mo.	W.O.D. Cost per Man Mo.	
Environmental - Beautification	6,200		4,550	73		1,650	27											5	10	620	455	165
Environmental - Sanitation	9,180		6,180	67		3,000	33											10	20	459	309	150
Park and Playground	3,216					3,216	100											8	8	402		402
Home Repairs	2,688					2,688	100											8	8	336		336
House Painting	4,574		2,774	61		1,800	39											12	12	381	231	150
Economic Developments	8,844		1,473	17		4,171	47								C.M.H.C. 3,200			7	14	632	105	292
House porches for pensioners	1,265		240	19		750	59					275	22					5	5	253	48	150
House porches for pensioners	1,500		1,200	80		300	20											2	5	300	240	60
Clean-up environment	1,350		1,050	78		300	22											4	4	338	263	75
Agriculture and Recreation	4,333		2,600	60		1,733	40											7	10.5	413	248	165
	366,274		190,786	52		126,628	35		7,500	2		34,660	9		6,700	2		440	735.5	198	259	172

SASKATCHEWAN, 1973-74 (See Charts 23, 24 and 25)

The regional basic budget for Work Opportunity this year was \$155,000. Last year the Region increased its basic budget by transferring funds from its Policing Appropriation. This year the Region has apparently followed a similar practice by transferring funds from Band Management and Water and Sanitation Appropriations to bring the basic Work Opportunity budget to \$212,000.

Bands, Projects and Costs

Bands participating in the Work Opportunity Program in Saskatchewan this year (33) increased by 200% over last year (11), while approved projects (36) increased by 157% over the previous year (14). The total value of projects increased by 81% over last year. Saskatchewan projects made up 13% of the national total while their value was 9% of the national.

Fund Sources

Work Opportunity funds made up 32% of the total

value of approved projects. Social Assistance savings funds constituted 40% of the total regional value, while Appropriation Capital funds and Band Revenue funds each formed 14% of the total. Work Opportunity funds increased by 39% over the previous year while the ratio of Work Opportunity funds to other fund sources increased from 1/1.4 last year to 1/2.1 this year. The increase in multiplying power was mostly due to an increase in the use of Appropriation capital funds, although there was a slight increase in the proportion of Social Assistance funds as well. The size of the Social Assistance portion of value (40%) raises some question as to whether the correct amount of Social Assistance savings were calculated. This year the national average is 27%.

Employment Information

The total number of men employed on Work Opportunity projects in Saskatchewan (365) increased by 43% over last year (256). The man-months of employment increased by 106%. The average employment period per man was 4.1 months this year compared to 2.8 months last year.

Cost Per Employment Unit

The cost per man-year of employment this year was \$5,328. This was a decrease of 12% from last years cost. The Work Opportunity cost per man-year decreased by 32% from last year while the Social Assistance cost decreased by 6%. The Appropriations capital cost increased by 212%. Band Revenue cost decreased by 20%.

The man-year cost of employment in Saskatchewan was 36% lower than the national average. Work Opportunity costs were 14% lower while Social Assistance costs were 9% lower. Appropriations costs were 71% lower than the corresponding national average, while Band Revenue costs were 44% higher.

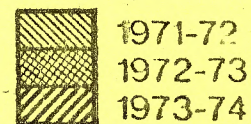
General Observations

The Region showed a marked improvement in the use of Appropriations funds in Work Opportunity but is still well below the national average. Social Assistance funds are disproportionately high as a regional funds factor but is still lower than the national average. Once again, the Region falls in the "middle of the road" category, but some concern is felt over the low

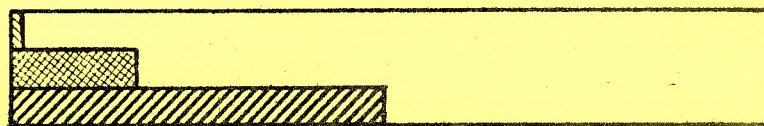
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multiplying factor of Work Opportunity funds to other fund sources and the rather high proportion of Social Assistance funds.

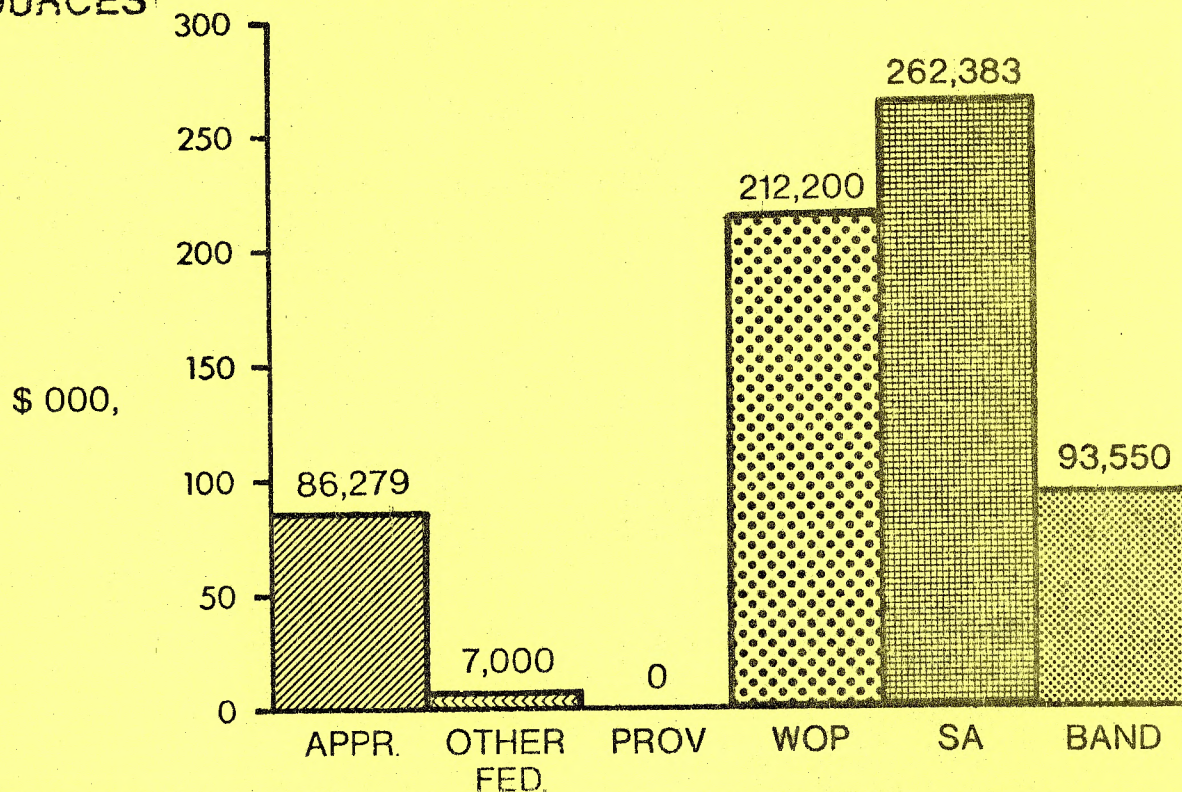
PERCENT PARTICIPATION



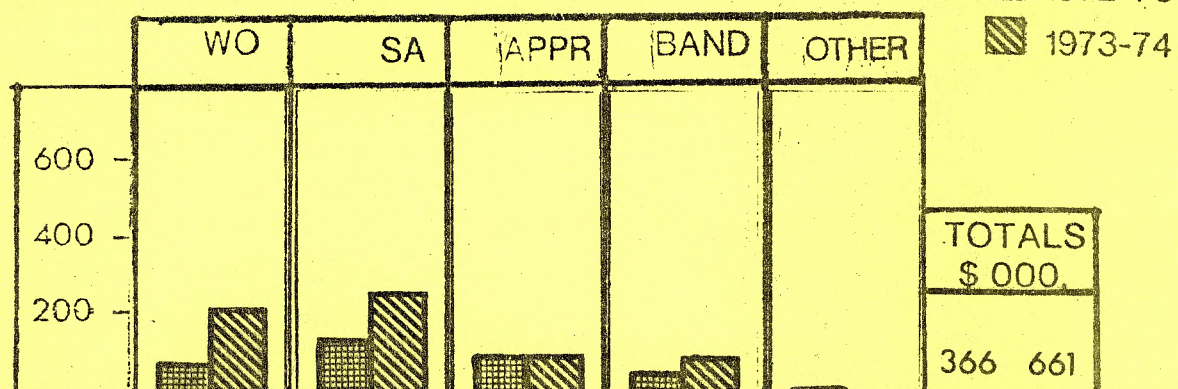
TOTAL 67 BANDS



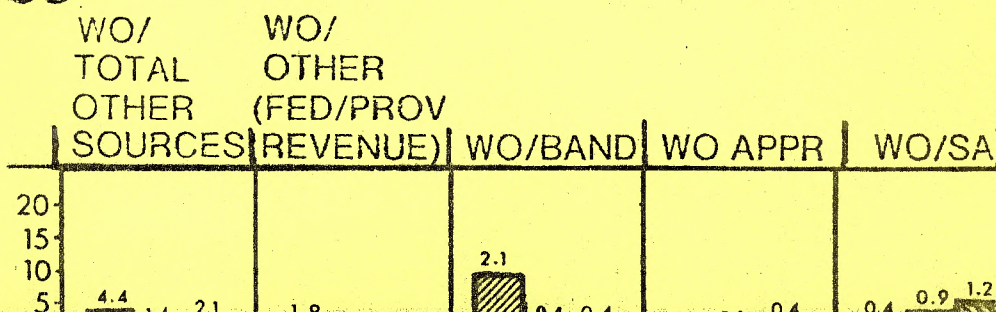
FUND SOURCES



W.O.P. EXPENDITURES \$000.



\$ RATIOS



WORK OPPORTUNITY DATA SHEET
REGIONAL SUMMARY

APPENDIX B

Chart 24

SASKATCHEWAN	1972-73			1973-74		
	Actuals	Percentages		Actuals	Percentages	
		Reg- ional Total	Nat- ional Total		Reg- ional Total	Nat- ional Total
Bands	11		13	33		15
Projects	14		14	36		13
Costs \$	366,287		15	661,412		9
Work Opportunity \$	152,934	42	12	212,200	32	13
Social Assistance \$	135,189	37	16	262,383	40	13
Appropriations \$	14,519	4	19	93,279	14	4
Band \$	57,101	15	24	93,550	14	21
Other \$	6,544	2	2			
Men	256		17	365		12
Man days	15,183		20	31,269		15
Man months	723		20	1,489		15
Man years	60.3		20	124		15
Total Cost/ Man years \$	6,074		72	5,328		64
Work Opportunity Cost/Man years \$	2,536	42	61	1,716	32	86
Social Assistance Cost/Man years \$	2,242 (187)	37	88	2,112	40	91
Appropriations Cost/Man years \$	241	4	94	752	14	29
Band Cost/ Man years \$	947	15	119	754	14	144
Other Cost/ Man years \$	109	2	8			

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Chart 25

SKATCHEWAN			Work Opportunity Data Sheet									Regional Breakdown by Bands - 1973-74									Employment Information					
Project Information			Fund			Sources						Information						Employment Information								
Band	Project Title	Total Cost	W.O.P.	P %	R %	S.A.	P %	R %	Appr.	P %	R %	Band	P %	R %	Other	P %	R %	No. of Men	Man Mos.	Cost per Man Mo.	W.O.P. Cost per Man Mo.	S.A. Cost per Man Mo.				
Inter n	Farm Project	20,500	15,000	73	7	5,000	24	2	Econ.Dev. 500	3	.5							10	60	342	250	83				
Poso in	Farm Project	56,150	7,500	13	4	7,500	13	3	Educ. 25,000 Econ.Dev. 14,000	45 25	27 15	2,150	4	2				7	52.8	1,063	142	142				
Little line	Farm Project	37,000	6,000	16	3	4,000	11	1	Education 27,000	73	29							2	40	925	150	100				
Under wild	Garbage pick-up, etc.	3,656	2,500	68	1	970	27	.4				186	5	.2				1	9.8	373	255	99				
2	Farm and Cattle Operation	4,570				4,570	100	2										1	9.8	466		466				
Veet pass	Garbage Disposal	12,840	6,000	47	3	6,000	47	2				840	6	.9				2	22	584	273	273				
2	Construction Outdoor rink	6,000	4,000	67	2	2,000	33	.7										7	7	857	571	286				
3	Erect Garbage stands	3,400	1,500	44	.7	1,900	56	.7										8	12	283	125	158				
os mto	Construct Band Office	20,000	11,000	55	5	9,000	45	3										10	80	250	138	113				
oe ce	Garbage Pickup	3,687	1,400	38	.7	2,100	57	.8				187	5	.2				1	9.8	376	143	214				
ter and	Garbage Pickup	3,587	1,000	28	.5	2,400	67	.9				187	5	.2				1	10	359	100	240				

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SKATCHEWAN			Work Opportunity Data Sheet															Regional Breakdown by Bands - 1973-74					Employment Information				
Project Information			Fund			Sources						Information															
nd	Project Title	Total Cost	W.O.P.	P %	R %	S.A.	P %	R %	Appr.	P %	R %	Band	P %	R %	Other	P %	R %	No.of Men	Man Mos.	Cost per Man Mo.	W.O.P. Cost per Man Mo.	S. Cost per Man Mo.					
rnor ke	Garbage Pickup	9,600	2,500	26	1	7,100	74	3										3	22	436	114	323					
glis ver	Garbage Pickup	2,500	2,500	100	1													3	32.7	76	76						
mes ith	Farm Project	16,500	10,000	61	5	6,500	39	2										10	45	367	222	114					
skeg ce	Housing Renovations	3,123				3,123	100	1										5	8	390		390					
urgeon ke	Farm Project	30,000	20,000	67	9	10,000	33	4										5	25	1,200	800	400					
c La che	Clean-up	3,400	1,600	47	.7	1,800	53	.7										15	9.5	358	168	189					
oney pids	Community Improvement	15,500	7,000	45	3	8,000	52	3	Capital 500	3	.5							20	40	388	175	200					
nd d c	Construct 6 cabins docks, packing station	10,500	4,000	38	2	5,000	48	2	Econ.Dev 1,500	14	2							10	25	420	160	200					
ke ntreal	Construct Recreation Area	1,200	500	42	.2							700	58	.7				5	15	80	33						
hap- ace	Community Improvement	15,000	5,000	33	2	10,000	67	4										20	29.2	514	171	342					
te	Recreation Centre	15,000	5,000	33	2	10,000	67	4										10	50	300	100	200					

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Project Information			Regional Breakdown by Bands - 1973-74															Employment Information				
			Fund			Sources									Information							
Band	Project Title	Total Cost	W.O.P.	P %	R %	S.A.	P %	R %	Appr.	P %	R %	Band	P %	R %	Other	P %	R %	No. of Men	Man Mos.	Cost per Man Mo.	W.O.I. Cost per Man Mo.	S.. Cost per Man Mo.
Seese Coose	Construct community rink	87,000	25,000	29	12				Winter Works 7,000	8	9	55,000	63	59				10	50	1,740	500	
Cowessess	Community improvement	62,500	10,000	16	5	52,500	84	20										35	210	298	48	250
Seey	Community improvement	16,430	6,000	37	3	10,000	61	4				430	2	.5				10	30	548	200	333
Ahkewi Stakaw	Construct 2 basements	17,000	7,000	41	3	10,000	59	4										10	50	340	140	200
Seakimay	Community improvement	15,400	8,000	52	4	6,400	42	2				1,000	6	1				8	32	481	250	200
Seasqua	Community improvement	23,139	5,000	22	2	12,360	53	5	Educ. 2,112 Econ.Dev. 2,667	9 12	2 3	1,000	4	1				50	200	116	25	62
Seiteear	Complete arena	28,525	9,400	33	4	16,000	56	6				3,125	11	3				20	80	357	118	200
Seascow Seetung	Construct pasture fence	1,300	1,000	77	.5	235	18	.1				65	5	.1				5	13.6	96	74	17
Seanding Seaffalo	Home improvements	25,680	10,000	39	5	15,000	58	6				680	3	.7				20	77.2	333	130	194
Seakanese	Community improvement	3,500	3,500	100	2													8	7	500	500	
Seapot	Renovate houses	33,522	2,000	6	.9	6,522	19	2				25,000	75	27				8	40.6	826	49	161
126																						

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[illegible]

ALBERTA, 1973-74 (See Charts 26, 27 and 28)

The base regional budget for Work Opportunity was \$150,000. The data indicates a total of \$165,000 in Work Opportunity funds, therefore, \$15,000 was transferred from some other Appropriation to increase the budget.

Bands, Projects and Costs

The number of bands participating this year (19) increased by 73% over the previous year (11), but the number of projects (30) increased by 114% over last year. The total value of projects increased by 92%. Alberta projects made up 11% of the national total but constituted 14% of national project value.

Fund Sources

Work Opportunity funds accounted for only 17% of regional project costs, while Social Assistance funds

APPENDIX B

made up a rather high proportion of 36%. Appropriation capital funds formed a healthy 34% of total costs. These funds came from Economic Development, Education and Community Affairs (housing) Appropriations. Band Revenues constituted 10% of total value while Other Sources looked after only 3%.

While Work Opportunity funds increased by 126% over last year, the ratio of Work Opportunity funds to other fund sources decreased from 1/6 to 1/4.9 the previous year. The decrease was caused by a proportional lessening of Band Revenue and Federal/Provincial sources of funds (35% to 13%), but there was a large increase in the proportions of Social Assistance funds (19% to 36%) which raises some questions concerning the calculation of Social Assistance savings. The Work Opportunity proportion of fund sources (17%) was also considerably increased from last year 12%.

Employment Information

The total number of men employed in Work Opportunity in Alberta (450) increased by 53% over the previous year (295). The man-months of employment increased by 197%. Thus the average employment period per man increased

by 95% to 3.7 months from 1.9 months the previous year.

Cost Per Employment Unit

The cost per man-year of employment was \$7,032, a decrease of 35% from last years cost. The Work Opportunity cost per man-year decreased by 24% from last year while Social Assistance costs decreased by 20%. On the other hand, Appropriations costs per man-year increased by 23%. Band Revenue costs decreased by 55% while Federal/Provincial costs decreased by 91%.

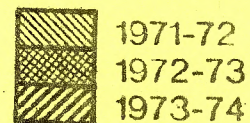
The man-year cost of employment in Alberta was 16% lower than the national average cost. The Work Opportunity cost per man-year was 40% lower, but the Social Assistance cost was 7% higher. Appropriations costs were 6% lower than the corresponding national average and Federal/Provincial costs were 75% lower. On the other hand, band costs per man-year employment were 32% higher than the corresponding national average.

General Observations

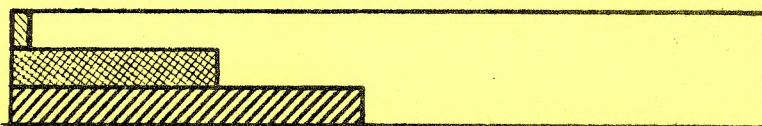
The decrease in the man-year cost from the previous year reflects a decrease in all fund sources with the

exception of Appropriations. Generally projects showed a good capital component. The average employment period per man was substantially increased, indicating that Work Opportunity projects in the Region are moving from the short-term to the long-term employment. The proportion of costs covered by Social Assistance seems unusually high.

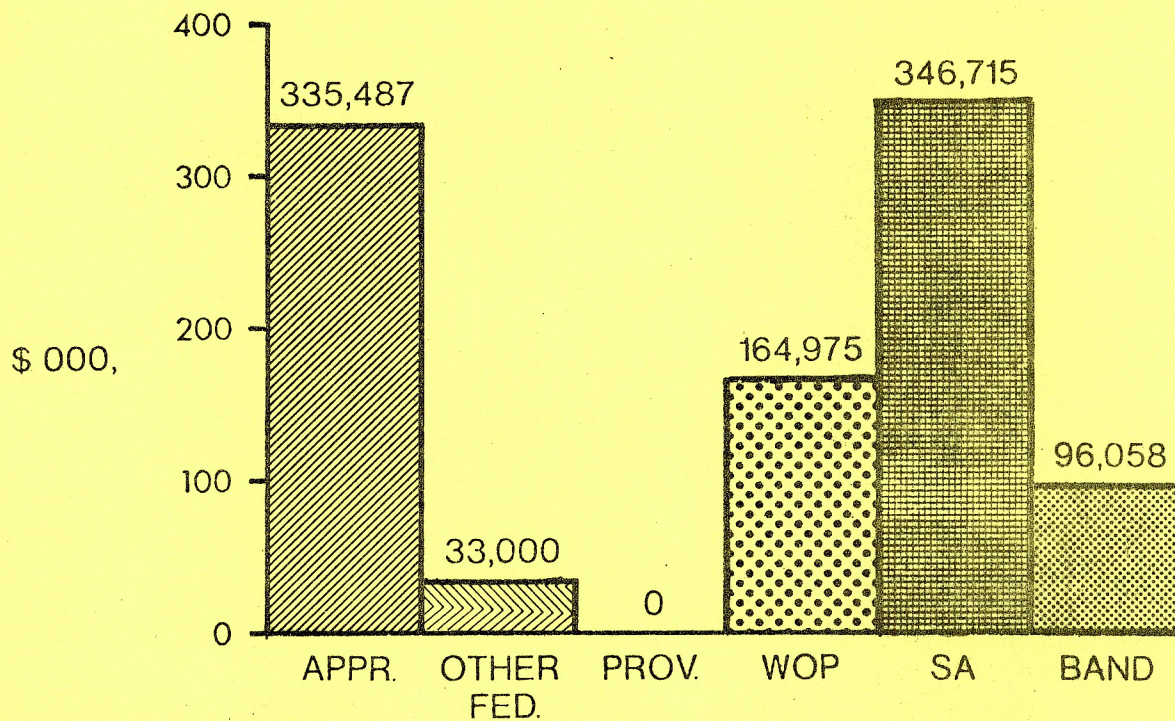
PERCENT PARTICIPATION



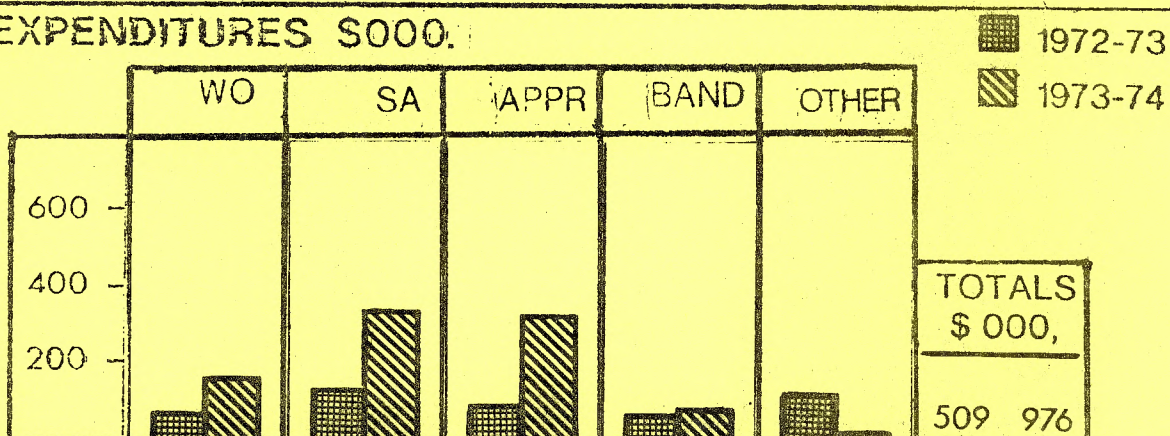
TOTAL 41 BANDS



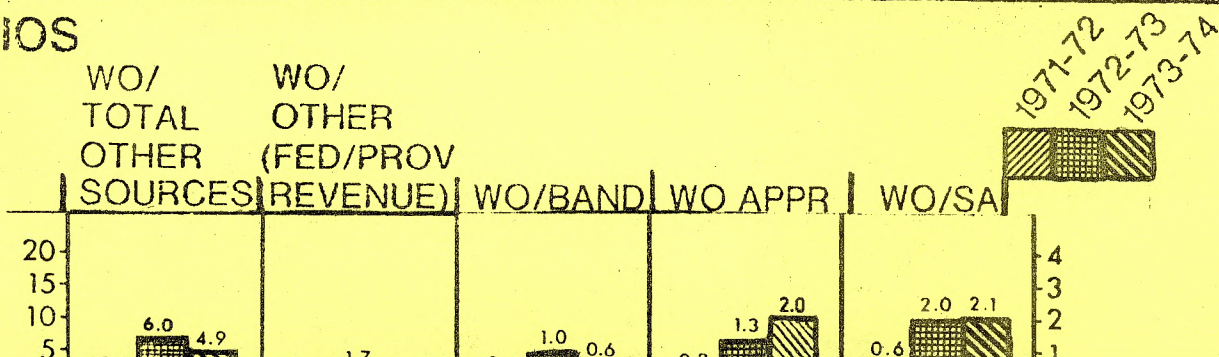
FUND SOURCES



W.O.P. EXPENDITURES \$000.



\$ RATIOS



WORK OPPORTUNITY DATA SHEET
REGIONAL SUMMARY

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Chart 27

ALBERTA	1972-73			1973-74		
	Actuals		Percentages	Actuals		Percentages
		Reg- ional Total	Nat- ional Total		Reg- ional Total	Nat- ional Total
Bands	11		13	19		9
Projects	14		14	30		11
Costs \$	509,201		20	976,235		14
Work Opportunity \$	72,797	14	12	164,975	17	10
Social Assistance \$	146,044	29	19	346,715	36	18
Appropriations \$	92,000	18	20	335,487	34	16
Band \$	72,640	14	31	96,058	10	22
Other \$	125,700	25	30	33,000	3	4
Men	295		20	450		14
Man days	11,795		16	34,996.5		17
Man months	561.7		16	1,666.5		17
Man years	46.8		16	138.9		17
Total Cost/ Man years \$	10,880		129	7,032		84
Work Opportunity Cost/Man years \$	1,555	14	73	1,188	17	60
Social Assistance Cost/Man years \$	3,121 (260)	29	123	2,496	36	107
Appropriations Cost/Man years \$	1,966	18	124	2,416	34	94
Band Cost/ Man years \$	1,552	14	195	692	10	132
Other Cost/ Man years \$	2,686	25	193	238	3	25

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Project Information			Work Opportunity Data Sheet															Regional Breakdown by Bands - 1973-74					Employment Information				
			Fund			Sources						Information															
and	Project Title	Total Cost	W.O.P.	P %	R %	S.A.	P %	R %	Appr.	P %	R %	Band	P %	R %	Other	P %	R %	No. of Men	Man Mos.	Cost per Man Mo.	W.O. Cost per Man Mo.	S. Cost per Man Mo.					
1. ave	Fencing	5,500	640	11.6	.4	2,310	42.0	.7	Educ. 2,000	36.4	.6	550	10.0	.6				6	18	306	36	128					
2.	Landscaping	28,783	7,423	25.8	4.5	17,030	59.2	4.9	Educ. 1,716	6.0	.5	2,614	9.0	2.7				11	44	654	169	387					
3.	Clean school grounds	4,710	975	20.7	.6	1,665	35.3	.5	Educ. 1,600	34.0	.5	470	10.0	.5				5	7.5	628	130	222					
1ft. 1. ile	Housing improvements	72,803	6,875	9.4	4.2	19,788	27.2	5.7	Housing 42,500	58.4	12.7	3,640	5.0	3.8				8	48	1,517	143	412					
2.	Community improvement	8,365				4,931	59.0	1.4	Capital 2,850	34.1	.9	584	6.9	.6				9	15	558		329					
1. urgeo. ke	Community improvement	28,389	1,492	5.3	.9	13,224	46.6	3.8	Housing 10,766	37.9	3.2	2,907	10.2	3.0				16	80	355	19	165					
2.	Group Homes	62,315	5,119	8.3	3.1	5,204	8.3	1.5	Econ.Dev. 45,760	73.4	13.6	6,232	10.0	6.5				11	44	1,416	116	118					
an ver	Community improvement	16,632	5,000	30.1	3.0	3,132	18.8	.9	Housing 8,500	51.1	2.5							11	49	339	102	64					
uard	Community improvement	15,292	5,000	32.7	3.0	1,792	11.7	.5	Housing 8,500	55.6	2.5							6	30	510	167	60					
ddle ke	Housing and landscaping	37,118	15,000	40.4	9.1	15,550	41.9	4.5				6,568	17.7	6.8				17	68	546	221	229					
ld ke	Ranching	61,387	17,000	27.7	10.3	8,248	13.4	2.4	Econ.Dev. 26,000 Housing 4,000	42.3 6.5	7.8 1.2	6,139	10.0	6.4				27	108	568	157	76					

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Project Information			Sources									Information						Employment Information				
Band	Project Title	Total Cost	W.O.P.	P %	R %	S.A.	P %	R %	Appr.	P %	R %	Band	P %	R %	Other	P %	R %	No. of Men	Man Mos.	Cost per Man Mo.	W.O. Cost per Man	S. Cost per Man
1	Drug and alcohol Project	15,000				3,000	20.0	.9	Econ.Dev. 12,000	80.0	3.6							9	25	600		120
2	Coordinator Extension - Phase 1	37,900	13,000	35.1	7.9	14,000	37.8	4.0	Econ.Dev. 5,000 Capital 5,000	13.5 13.5	1.5 1.5							20	80	462	163	175
3	Coordinator Extension - Phase 2	6,493	4,000	61.6	2.4	2,493	38.4	.7										15	12	541	333	208
1	Build Corrals	38,290	10,000	26.1	6.1	15,750	41.1	4.5	Econ.Dev. 6,500 Capital 3,500	17.0 9.1	1.9 1.0	2,540	7.0	2.6				30	90	425	111	175
2	Fencing and housing	33,620	5,000	14.9	3.0	12,000	35.7	3.5	Econ.Dev. 10,740 Capital 3,500	32.0 10.4	3.2 1.0	2,380	7.1	2.5				31	77	437	65	156
3	Extension to Corrals	8,675				2,175	25.1	.6	Econ.Dev. 6,500	74.9	1.9							8	12	723		181
4	Ranching	9,500				4,500	47.4	1.3	Capital 5,000	52.6	1.5							6	18	528		250
5	Coordinator	4,200				2,100	50.0	.6				2,100	50.0	2.2				1	12	350		175
Totals		976,235	164,975	16.9		346,715	35.5		335,487	34.4		96,058	9.8		33,000	3.4		450	1666.5	586	94	208

BRITISH COLUMBIA, 1973-74 (See Charts 29, 30 and 31)

British Columbia received a basic Work Opportunity budget of \$155,000 or 15.5% of the national basic budget.

Bands, Projects and Costs

The number of bands participating in the Work Opportunity Program this year (41) increased by 193% over last year (14). The number of approved projects (49) increased by 206%. The total value of projects increased by 47%. British Columbia projects this year made up 17% of the national total, but only 8% of the national value of projects.

Fund Sources

Work Opportunity funds constituted 23% of the total value of approved projects in the Region.

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Social Assistance funds projected as savings made up 28% of the total, but Appropriations funds formed only 16% of the total. Band Revenue funds looked after 6% of all funds while "Other Sources" constituted 27% of the total. Work Opportunity funds increased by 90% over last year, but the ratio of Work Opportunity funds to all other sources decreased from 1/4.7 last year to 1/3.4 this year. The decrease in the multiplying factor was due to the proportional increase of Work Opportunity funds from 12% of all funds last year to 23% this year. There was a large drop in the proportions of Appropriations and Band funds but a large increase in "Other Sources". Social Assistance funds as a source increased in proportion from 9% to 28%.

Employment Information

The total number of men employed (283) increased by 55% over last year (183), while the man-months employment this year increased by 160% over the previous year. Thus the average length of employment per man

this year was 3 months compared to 1.8 months last year.

Cost Per Employment Unit

The cost per man-year of employment this year was \$8,400, a decrease of 44% from last years cost. The Work Opportunity portion of this cost decreased by 27% from last year while the Social Assistance portion decreased by 4%. The Appropriations cost decreased from last year by 80% and the Band Revenue portion of cost decreased by 82%. On the other hand, the "Other Sources" portion of the cost increased by 1,505%.

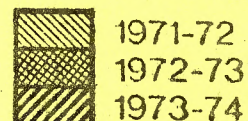
The man-year cost of employment in British Columbia this year was equal to the national average. The Appropriations segment was significantly lower than the corresponding national segment (47%) and the "Other Sources" segment was much greater (134%) than the national figure. All other segments were close to the respective national average.

General Observations

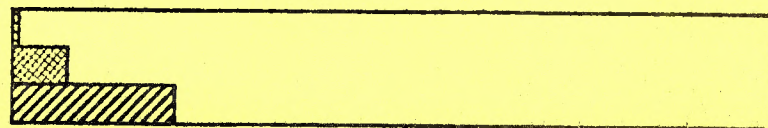
The Work Opportunity Program in British Columbia concentrated on projects which would be revenue producing or self-sustaining in nature. As a consequence, revenues and Federal/Provincial funds formed a much larger proportion of funding than in the previous year. Most projects while still quite respectable in capital content were also higher in work content than last year. As a result the length of employment per man increased 67% over last year. Every effort was made to create as many permanent jobs as possible and almost 20% of all jobs created were of this nature.

Given the initial Work Opportunity dollars there is every reason to believe that British Columbia could effectively mount a much larger Work Opportunity Program than it has thus far.

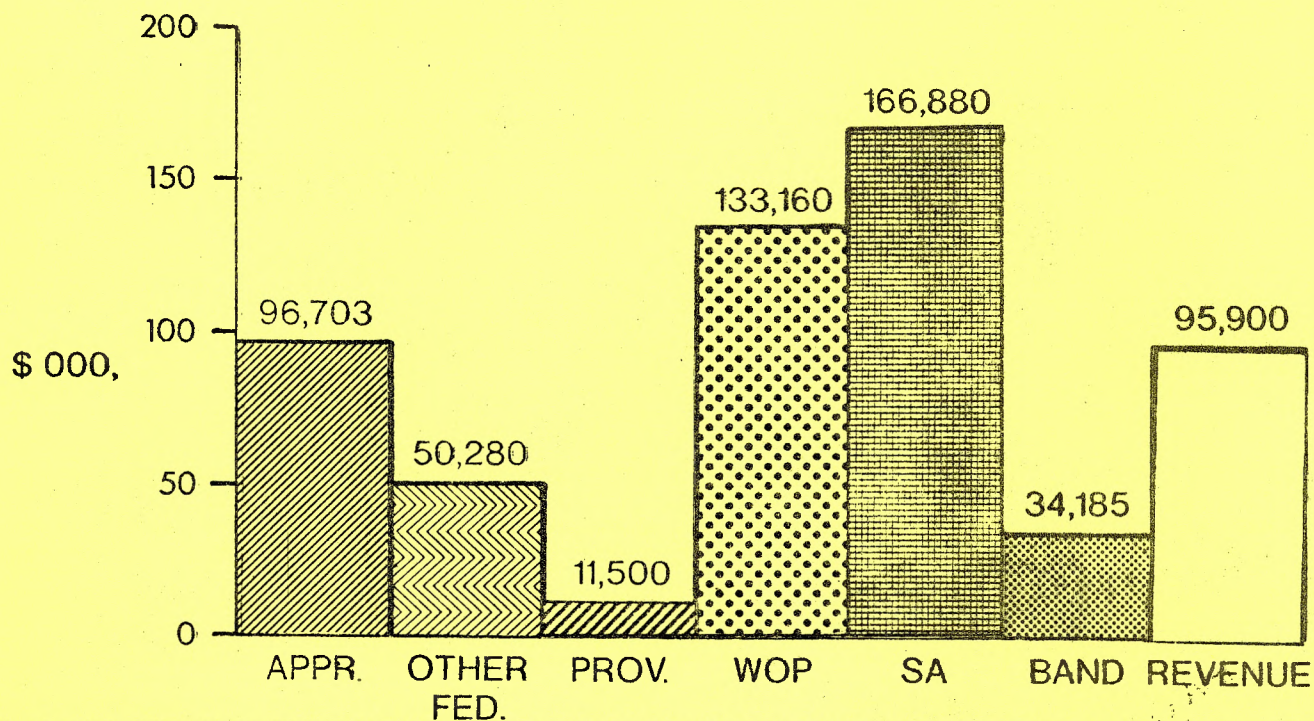
PERCENT PARTICIPATION



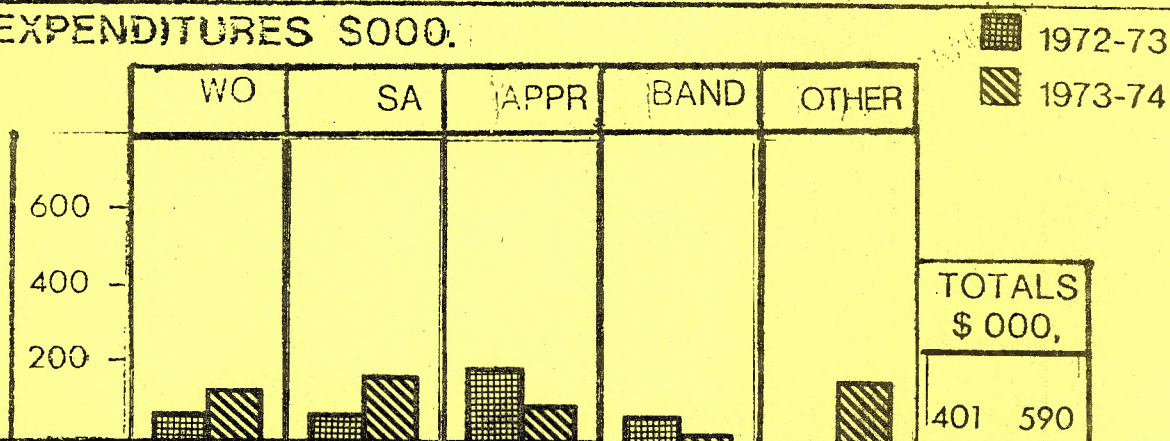
TOTAL 192 BANDS



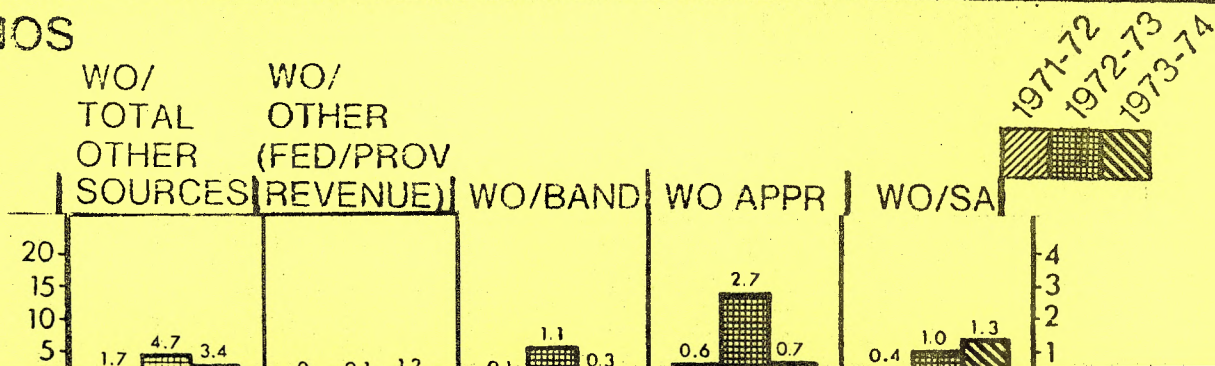
FUND SOURCES



W.O.P. EXPENDITURES \$000.



\$ RATIOS



WORK OPPORTUNITY DATA SHEET
REGIONAL SUMMARY

APPENDIX B

Chart 30

BRITISH COLUMBIA	1972-73			1973-74		
	Actuals		Percentages		Actuals	
			Reg- ional Total	Nat- ional Total		Reg- ional Total
Bands	14			16	41	19
Projects	16			16	49	17
Costs \$	401,463			16	589,808	8
Work Opportunity \$	70,356	17	12		133,160	23
Social Assistance \$	66,740	17	9		166,880	28
Appropriations \$	185,922	46	38		96,703	16
Band \$	74,644	19	32		34,185	6
Other \$	3,801	1	1		158,880	27
Men	183			12	283	9
Man days	6,794			9	17,692.5	8
Man months	323.5			9	842.5	8
Man years	27			9	70	8
Total Cost/ Man years \$	14,869			185	8,400	100
Work Opportunity Cost/Man years \$	2,606	17	133		1,896	23
Social Assistance Cost/Man years \$	2,472 (206)	17	101		2,376	28
Appropriations Cost/Man years \$	6,886	46	440		1,377	16
Band Cost/ Man years \$	2,765	19	364		487	6
Other Cost/ Man years \$	141	1	11		2,263	27

Chart 31

[illegible]

APPENDIX B

BRITISH COLUMBIA

Work Opportunity Data Sheet

Regional Breakdown by Bands - 1973-74

Project Information			Fund		Sources								Information						Employment Information				
Band	Project Title	Total Cost	W.O.P.	P %	R %	S.A.	P %	R %	Appr.	P %	R %	Band	P %	R %	Other	P %	R %	No. of Men	Man Mos.	Cost per Man Mo.	W.O.P. Cost per Man	S.A. Cost per Man	
Coastal	Clean up	5,330	3,330	62		2,000	38											7	7	761	476	286	
Urban	Clean up	1,420	970	68		450	32											3	3	473	323	150	
Urban	Store	18,500	6,500	35		4,000	22								Revenue 8,000	43		3	9	2,056	722	444	
Urban	Complete hall	5,128	2,878	56		2,250	44											8	8	641	360	281	
Urban	Complete hall	7,910	1,894	24		6,016	76											9	16	494	118	376	
Urban	Video tape stories	5,542	2,792	50		2,750	50											2	11	504	254	250	
Urban	house moving	892	292	33		600	67											2	2	446	146	300	
Urban	Cultural video taping	2,500	1,000	40		1,500	60											2	5	500	200	300	
Urban	house moving	66,000	9,800	15		4,000	6		housing 52,200	79								5	10	6,600	980	400	
Urban	Maintenance men	4,070	1,670	41		2,400	59											1	8	509	209	300	
Urban	Admin. of Div. Plans	7,080	2,324	33		2,452	35		Capital 2,304	32								2	6	1,180	337	409	

APPENDIX B

[illegible]

APPENDIX B

[illegible]

APPENDIX B

BRITISH COLUMBIA			Work Opportunity Data Sheet										Regional Breakdown by Bands - 1973-74						Employment Information					
Project Information			Fund			Sources						Information						Employment Information						
Band	Project Title	Total Cost	W.O.P.	P %	R %	S.A.	P %	R %	Appr.	P %	R %	Band	P %	R %	Other	P %	R %	No. of Men	Man Mos.	Cost per Man Mo.	W.O.I. Cost per Man Mo.	S. Cost per Man Mo.		
Acc- h	Dock Road	9,934	1,164	12		3,770	38								Prov. 5,000	50		3	5	1,987	233	754		
ttley 1.	Boardwalk	3,540	290	8		550	15					2,000	57		Fire Prev. 700	20		6	3	1,180	97	183		
2.	General store	17,910	2,000	11		4,010	22		Econ. Dev. 10,000 Ed. 500	56 3		1,400	8					3	8	2,239	250	501		
t 1. pson	Ditching	3,337	657	20		2,680	80											2	8	417	82	335		
2.	Day Care	3,744	2,544	68		1,200	32											4	6	624	424	200		
ion als		589,808	113,160	23		166,880	28		96,703,	16		34,185	6		158,880	27		283	842.5	700	158	198		

YUKON, 1973-74 (See Charts 32, 33 and 34)

The Yukon received a basic Work Opportunity budget this year of \$50,000 or 5% of the national budget

Bands, Projects and Costs

The number of bands participating increased to 7 from 3 the previous year. The number of approved projects increased from 3 to 8. The total value of projects increased by 177% over last year.

Yukon projects constituted 3% of the national total but only 1% of the national value.

Fund Sources

Work Opportunity funds accounted for 53% of regional project costs. Social Assistance constituted 34% of costs. The remaining 13% was looked after by Band Revenue funds. There were no funds from Appropriations capital or from "Other Sources". Work Opportunity funds expended increased by 80% over the previous year while the ratio of Work Opportunity dollars to other fund sources increased from 1/1.2 to 1/.9. Unfortunately, the primary source of other funds was Social Assistance.

Employment Information

The total number of men employed on Work Opportunity in the Region (55) increased by only 28% while the man-months of employment increased by 328%. Thus the average length of employment per man increased from .6 months last year to 2.1 months this year.

Cost Per Employment Unit

The total cost per man-year of employment in the Region was \$5,184, a decrease of 38% from last year. The Work Opportunity component of cost dropped from 81% of the total to 53% of the total this year, but on the other hand, the Social Assistance component of cost increased from 12% the previous year to 34% this year. The Band Revenues component increased from 7% to 13%.

The regional man-year cost was 38% lower than the national average, but the Work Opportunity component of that cost was 39% higher than the similar national figure. The Social Assistance component was 25% lower than the corresponding national figure while the Band Revenue component was 29% higher.

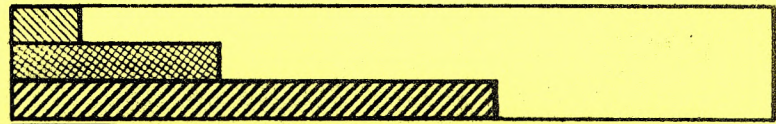
General Observations

Work Opportunity funds were the major source of funds rather than a supplementary source. The low capital component was primarily supplied by the bands themselves. The basic concept of the Work Opportunity Program was not followed in the Yukon. Although man-year costs were brought down, there was very little multiplying factor aside from Social Assistance funds. The Region seemed unable to utilize the budget allocated to it. There are real grounds for questioning whether the amount allocated and the method followed should be carefully reviewed before making next years allocation.

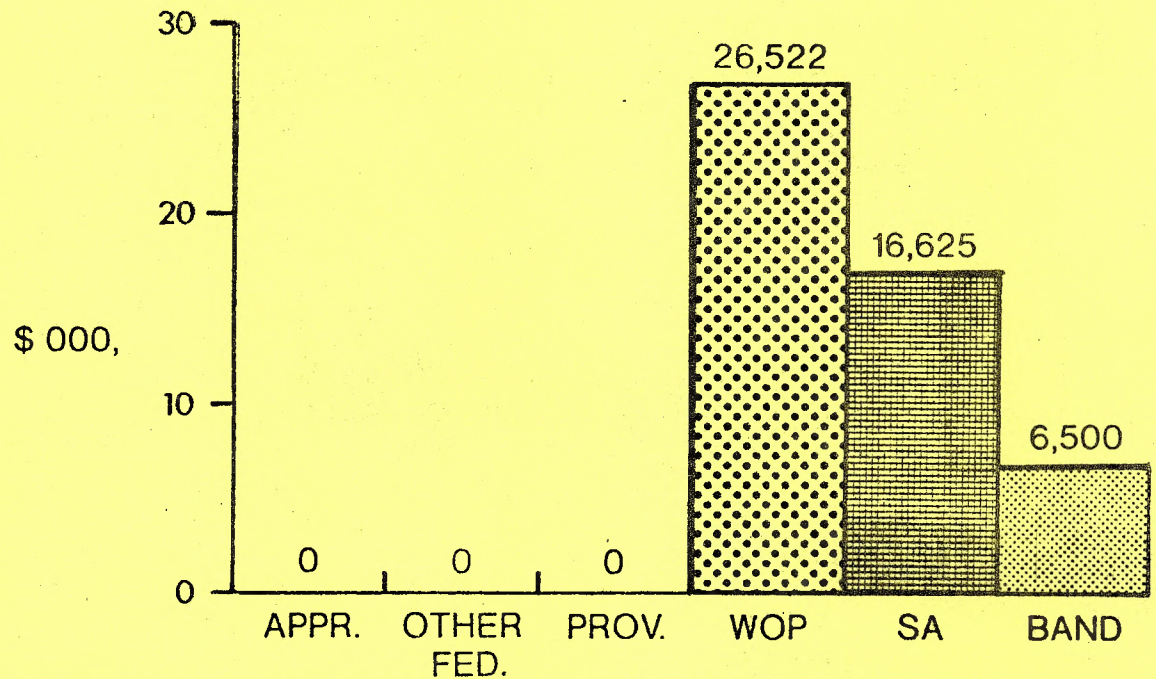
PERCENT PARTICIPATION



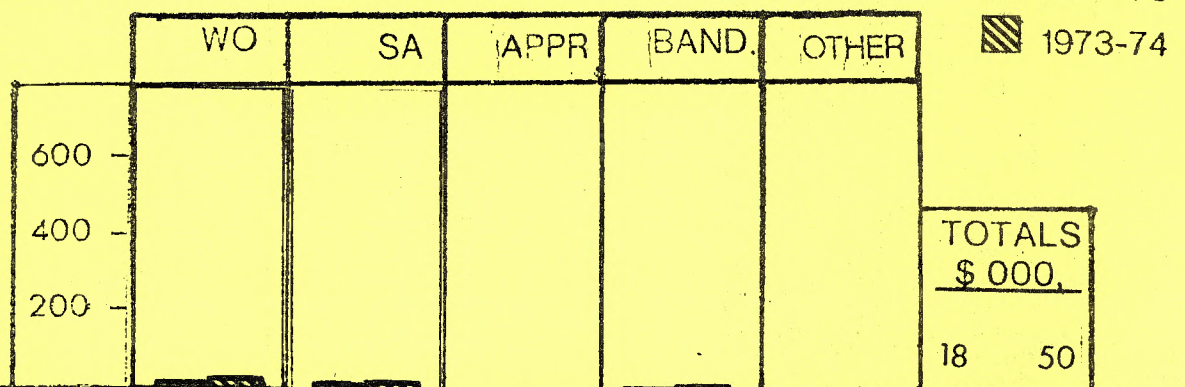
TOTAL 11 BANDS



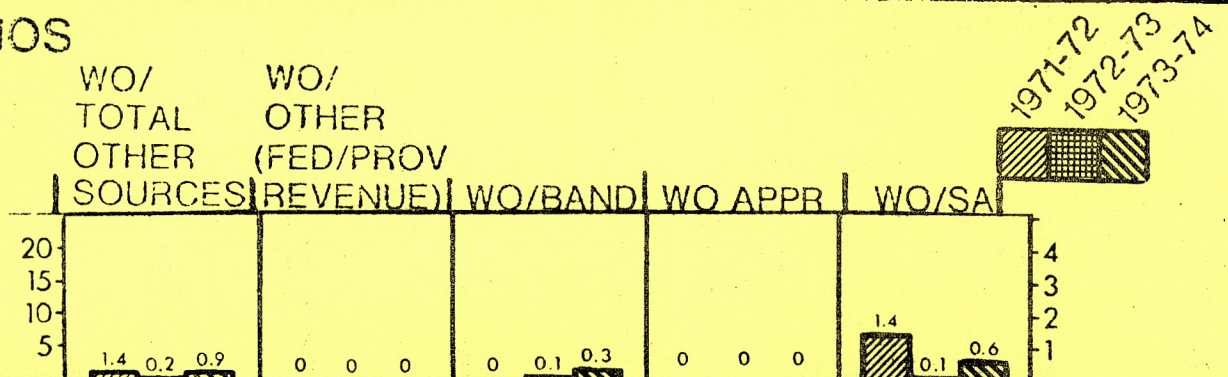
FUND SOURCES



W.O.P. EXPENDITURES \$000.



\$ RATIOS



WORK OPPORTUNITY DATA SHEET
REGIONAL SUMMARY

APPENDIX B

Chart 33

YUKON	1972-73			1973-74		
	Actuals	Percentages		Actuals	Percentages	
		Reg- ional Total	Nat- ional Total		Reg- ional Total	Nat- ional Total
Bands	3		3	7		3
Projects	3		3	8		3
Costs \$	18,415		1	49,647		1
Work Opportunity \$	14,851	81	2	26,522	53	2
Social Assistance \$	2,284	12	1	16,625	34	1
Appropriations \$						
Band \$	1,280	7	1	6,500	13	2
Other \$						
Men	43		3	55		2
Man days	565		1	2,415		1
Man months	26.9		1	115		1
Man years	2.2		1	9.6		1
Total Cost/ Man years \$	8,370		99	5,184		62
Work Opportunity Cost/Man years \$	6,750	81	330	2,772	53	139
Social Assistance Cost/Man years \$	1,038 (86)	12	41	1,740	34	75
Appropriations Cost/Man years \$						
Band Cost/ Man years \$	582	7	73	678	13	129
Other Cost/ Man years \$						

Chart 34

[illegible]