

REGIONAL MANAGEMENT COMMITTEE CONFERENCE

OCTOBER 30 - NOVEMBER 2, 1978

RED OAK INN, PETERBOROUGH, ONTARIO

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MONDAY, OCTOBER 30, 1978

Social Hour for all members at the Red Oak Inn.

TUESDAY, OCTOBER 31, 1978

Bill Garand, Chairman of the Conference, opened the proceedings by welcoming everyone.

He then introduced Ian Howes. Ian welcomed everyone to Peterborough.

Bill Garand suggested that everyone review the Agenda to make sure nothing is missing.

CONTRACT ADMINISTRATION

Bill Garand introduced Frank Roscoe. Frank gave a presentation with respect to Contract Administration. (See appendix 1).

Frank also reported on the Contract Review Committee and delegation of Signing Authority. (See appendix 1)

BUDGET CONTROL SYSTEM

Frank Roscoe turned the meeting to John Anderson. John took this opportunity to explain the new Budget Control System which has been implemented. (See appendix 1)

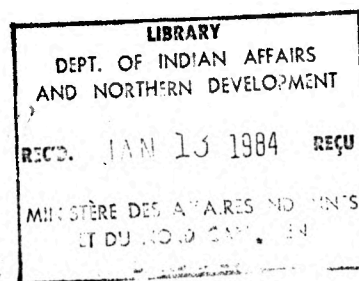
ACTIVITY STRUCTURE

John Anderson introduced Mr. Jim Wright from Headquarters. Together they explained the new Activity Structure, which is going to be divorced from the old one. (See appendix 2)

LOCAL GOVERNMENT BUDGET

This was outlined by Bill Garand. (See appendix 3)

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EDUCATION

Bill Garand introduced Gary Maxwell. Gary reported on the financial situation of the Education program. (See appendix 4)

ECONOMIC DEVELOPMENT

Don Wellstead finished the morning session of the meeting by reviewing the Economic Development Budget to all in attendance. (See appendix 5)

During the afternoon, participants visited the Curve Lake Indian Reserve - Band Office and Whetung Ojibway Crafts. Information with regard to the Curve Lake Band and Whetung Ojibway Crafts is attached. (See appendix 6)

Chief Ray Rogers' daughter, Stephanie Rogers, invited people from D.I.A.N.D., and O.R.L.C. members to attend a question and answer period at Trent University on Tuesday evening. This was a very interesting evening. (See appendix 7)

WEDNESDAY, NOVEMBER 1, 1978

Bill Garand, Chairman, opened the meeting.

HEADQUARTERS PERSPECTIVE - PROCESS, SUBSTANCE OF DISCUSSION PAPER

Ted Morton introduced Mr. Peter Gillespie, Acting Director, Policy Research, and Evaluation Group, and his assistants Herb Nabigon and Mr. Harvey Goldberg.

Mr. Gillespie spoke on the Headquarters Perspective. (See appendix 8)

Mr. Herb Nabigon and Mr. Harvey Goldberg gave a presentation with respect to the substance of the Discussion Paper. (See appendix 8)

PERSPECTIVE OF INDIANS OF ONTARIO

Austin Cabral introduced Mr. Del Riley, President, Union of Ontario Indians.

Mr. Del Riley reviewed his thoughts with respect to the Perspective of Indians of Ontario. (See appendix 9)

Bill Garand congratulated Chief Flora Tabobondung of Parry Island Reserve. She has been Chief of the reserve for 21 years.

TRIPARTITE

This afternoon session of the Conference was devoted to the Tripartite process.

Brian Bennett referred to his package re Regional Management Committee Conference - Tripartite Session, November 1, 1978. This was provided to everyone prior to the meeting. Brian gave a presentation re the Tripartite Process. (See appendix 10).

Andy Rickard introduced Mr. Justice Hartt, the guest speaker. (See appendix 10).

Mr. Justice Hartt, gave a presentation on The Indian Commission of Ontario. (See appendix 10).

Brian Bennett asked Rod Monague and Mansel Barstow to form two groups for Group Discussion/Feedback. (See appendix 10).

Mr. I. Cowie, Co-ordinator/Chief Advisor, Tripartite Branch, Ottawa, gave a presentation on the National Perspective. (See appendix 10).

THURSDAY, NOVEMBER 2, 1978

MANAGEMENT

Alex Yuile introduced Frank Jetté who is with the Management Systems Group in Ottawa, Indian Affairs. He has been working on re-organization questions. He made a presentation concerning the status of Regional re-organizations. (See appendix 11).

Ian Howes thanked Mr. Jetté very much and responded saying he agreed that if changes are to be made they should be made with the utmost efficiency.

O.R.L.C. PERSPECTIVE

Andy Rickard and Rod Monague reported on the O.R.L.C. Perspective. (See appendix 12).

WORKLOAD ANALYSIS - MANAGEMENT CONSULTING GROUP

Alex Yuile introduced Miss Michelle Greer and Mr. Peter Harrison. Miss Greer provided copies of the Organization Review, Ontario Region (Phase 1). (See appendix 13).

OPERATIONS FRAMEWORK

Frank Roscoe gave a presentation on the Operations Framework. (See appendix 14).

EMERGENCY PLANNING COMMITTEE

Bhoo Agarwal was introduced as the luncheon speaker. He spoke about Emergency Planning and handed out a pamphlet on the subject. (See appendix 14A)

TRAINING ORIENTATION

Phyllis Stewart provided committee members with a brief background that led to the development of an orientation program for the Ontario Region. Program Managers and District Managers were provided with a book Orientation and Continuing Education which is to assist new employees. (See appendix 15).

Ms. Stewart is leaving Indian Affairs to start a new career with Employment and Immigration Canada and everyone wished her the best in her new endeavours.

NATIVE INVOLVEMENT EMPLOYMENT

Frank Bradley, Regional Employment Co-ordinator, spoke on Native Employment. (See appendix 16).

PROGRAM FORECASTS

Bhoo Agarwal spoke on the Program Forecasts - 1980-81. (See appendix 17).

THE NATIVE EMPLOYMENT PROGRAM

Alex Yuile introduced Brenda Miller, Native Employment Co-ordinator, Personnel Branch, Ontario Region. Brenda was formerly with the Public Service Commission and Native Employment Program. Brenda handed out a text of her speech. (See appendix 18).

John Conduit concluded the meeting.



REGIONAL MANAGEMENT COMMITTEE CONFERENCE

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CONTRACTS

Frank Roscoe gave a brief presentation with respect to the Ontario Region Guideline for Contract Administration.

He provided to all in attendance well documented correspondence relating to Contract Administration.

Frank then explained the process of the Ontario Region Contract Administration using flip chart material. This information is included in the correspondence which has been provided.

He stressed the point that if there are any comments or criticism with regard to the Ontario Region Guideline, they should be submitted to Regional Office in writing.

Frank also emphasized that a Memorandum of Agreement is not a contract, but it is an agreement to enter into a contract.

CONTRACT REVIEW COMMITTEE

The Contract Review Committee makes a suggestion. After the contract is looked at, a recommendation is sent to John Anderson saying that it is valid and can be signed. The Director General can overthrow the Committee. The Committee does not make a decision, it just makes a recommendation.

DELEGATION OF SIGNING AUTHORITY

There are non-consulting and consulting contracts.

Members of the Contract Review Committee are Frank Roscoe, Chairman, Jim McFarlane of Personnel, and Pat Godfrey of Finance. They meet once a week to review everything, and it is in turn sent to Alex Yuile, Personnel for the man-servant relationship., then back to Finance.

BUDGET CONTROL SYSTEM

John Anderson gave a brief report with respect to the B.C.S. that has been implemented.

One of the major problems he voiced was the fact that the suspense list is extremely high. John then informed everyone that a seminar is being held this week in Toronto involving Superintendents of Finance and Administration, and Finance Clerks. The main purpose of this seminar is to try to eliminate the suspense list.

John also advised that the Community Status, Budget Status, and R15 Reports will be assessed in November and distributed.

ACTIVITY STRUCTURE

John Anderson outlined the proposed New Activity Structure to all in attendance.

He indicated that organizational, the new activity structure is basically the same as the old structure, and hopefully, it will discourage coding.

New Activity Structures in the Indian Affairs Program are as follows:

Program Administration
Reserves and Trust
Education
Economic and Employment Development
Social Services
Community Infrastructure
Band Government

Program Administration was then broken down into the following sub-activities:

1120 - Staff Training
1460 - Program Development - Local Government
3100 - General Administration
3200 - Office and Management Services
3300 - Director of Operations
3500 - Financial Services
3610 - Personal Administration
3620 - Training and Development
3630 - Indian Recruitment and Development
3640 - Summer Student Employment
3700 - Information Services
3800 - Engineering Services
4100 - Tripartite, Indian Commission Act, Revision Act

J. Wright stated that when forecasts are submitted, there will not be so many figures - it is a much reduced document.

John Anderson reported that the Conversion Chart of Activity Structure has been received. This will be provided to all Superintendents of Finance and Administration, and other Program Managers.

John then strongly recommended that the Target Figures from Districts be submitted to Regional Office by November 9, 1978. These will be consolidated, and then forwarded to Headquarters by November 21, 1978.

Mitch Phillip, District Manager, Sioux Lookout District, reviewed the process of Activity Forecast - Five Years, that is presently being used in the Sioux Lookout District. All programs are involved. Correspondence relating to the Activity Structure - Five Years was provided to all in attendance for informational purposes.

LOCAL GOVERNMENT BUDGET

Bill Garand provided to all in attendance correspondence re: Financial Constraints - Local Government, and Local Government 1979/80 Targets.

He then read over and explained these handouts.

EDUCATION

Gary Maxwell briefly outlined the financial situation of the Education program.

Allotment established by Headquarters - Federal Schools - 2310 - no variance to
- 2330 - the end of the year.

- Provincial Tuition - 2410 - no variance to the end of the year.

Post School Education - received 900.0 from other programs
300.0 from within programs
1.200.0 was put in to Post School which allows for a no variance situation.

New Isolated Post Regulation - will increase costs, however, a separate Headquarters submission will be made in this area.

With respect to the Education Program Targets for 79/80, please note the outline attached.

The priorities for next year's Education program is as follows:

Statutory - Federal Schools - Instruction and Maintenance

Sub-Statutory - 2560 Transportation, 2520 Room and Board,
2210 Administration, 2700 Post School set as a priority by Region

Gay Maxwell reported that the elimination of programs is Region wide.

~~APPENDIX 2~~

DON WELLSTEAD
FINANCIAL CONSTRAINTS - ECONOMIC DEVELOPMENT

Don Wellstead reviewed the Financial Constraints with respect to Economic Development.

Summary of a total Economic Development (activity 5000) funding by fiscal year:

	(\$000)
1977-78	4,700
1978-79	3,200
1979-80 Target	2,400

Reduced funding in 1978-79 compared to 1977-78 is due to:

- (a) Reduced allocations of \$1,000,000. for capital projects, grants, and contributions for business development and stabilization of existing businesses.
- (b) Transfer of \$4,000,000. to Employment Program, and;
- (c) Transfer of \$100,000. to Education (Post Secondary)

The effect on 1978-79 programs has been a general reduction of activities in the areas affected such as a lower level of Capital Projects. Probably the most serious implication is the reduced capacity to reach to business development proposals, due to a shortage of grant/contribution monies which is often required to supplement the repayable portion of financing for such enterprises.

The reduction in the 1979-80 targets vs. the 1978-79 budget is due to an absence of an allocation of funds for capital purposes. We are hopeful that allocation for such purposes will still be forthcoming although communication with Headquarters to date indicates the contrary.

The 1977-80 targets have been tentatively allocated on the basis of three general criteria:

1. The protection of funds in Regional Office to cover various programs for assistance to Indian Economic Development: e.g. The Federal-Provincial Resources Development and Forest Fire Protection Agreements, and advisory services provided by C.E.S.O., O.C.D.A., and Queen's and Western Universities.
2. The allocation to Districts of as much of the operations and maintenance funds as possible.
3. The allocation, wherever possible, of funds to areas which permit the greatest flexibility in the way they may be used under existing authorities.

LOCAL GOVERNMENT BUDGET

FINANCIAL CONSTRAINTS:

A) 1978/79 BUDGET

FINANCIAL PROBLEMS THAT WE ARE EXPERIENCING THIS YEAR.

PROJECTED YEAR-END DEFICIT \$000.0

1210 SOCIAL SERVICES ADMINISTRATION:

FUNDING FOR THE ASSOCIATIONS TO ENABLE THEM TO GATHER INFORMATION FOR THE SOCIAL ASSISTANCE REVIEW

60.0

1220 SOCIAL ASSISTANCE:

WE DID NOT HAVE THE FUNDING REQUIRED BY TREASURY BOARD AT THE BEGINNING OF THE YEAR. WE WERE SHORT \$965.0 IN THIS ACTIVITY. WE TRANSFERRED FUNDS FROM OTHER LOCAL GOVERNMENT ACTIVITIES WITHIN THE REGIONAL OFFICE. WE ARE STILL SHORT

345.0

1230 CARE OF ADULTS:

WE HAVE A SHORTAGE OF APPROXIMATELY \$50.0 THIS FISCAL YEAR DUE TO THE PAYMENT OF OUTSTANDING INVOICES TO NURSING HOMES

50.0

1442 POLICING:

DUE TO ENRICHMENT OF SERVICES AND BENEFITS UNDER THE FEDERAL/PROVINCIAL PROPOSED AGREEMENT WE ANTICIPATE A DEFICIT. THERE IS PRESENTLY NO AGREEMENT WITH THE PROVINCE BUT SERVICES AND BENEFITS ARE BEING PROVIDED IN ACCORDANCE WITH THE PROPOSED AGREEMENT. WE WILL HAVE TO MAKE ARRANGEMENTS TO GET TREASURY BOARD APPROVAL TO PAY THEM OUR SHARE OF THE SERVICE IF THE AGREEMENT IS NOT SIGNED IN TIME.

1442 POLICING: (CONTINUED)

BASED ON THE TERMS OF THE PROPOSED AGREEMENT, THE FEDERAL SHARE BEING 52%, WE WOULD HAVE A SHORTAGE OF \$317.6. INCREASING THE FEDERAL SHARE TO 60% IN ACCORDANCE WITH THE TERMS OF LAST YEAR'S AGREEMENT WOULD INCREASE THIS AMOUNT CONSIDERABLY.

320.0

OUR PRESENT TOTAL ANTICIPATED DEFICIT FOR 1978/79 IS:

775.0

THIS DEFICIT COULD BE COVERED BY REQUESTING SUPPLEMENTARIES IN THE FOLLOWING ACTIVITIES:

1230 CARE OF ADULTS:

INVOICES NOW BEING PROCESSED IN THE REGION FOR EXPENDITURES TO NURSING HOMES REPRESENTING SERVICE PREVIOUS TO THIS FISCAL YEAR TOTAL

320.0

1442 POLICING:

THE INCREASE IN COST TO THE FEDERAL GOVERNMENT ON THE FEDERAL/PROVINCIAL AGREEMENT BETWEEN 1977/78 AND 1978/79 BASED ON THE TERMS OF THE PROPOSED AGREEMENT IS

475.0

TOTAL REQUEST TO TREASURY BOARD

795.0

THE IMPLICATIONS THAT WE WOULD BE FACED WITH IF WE DID NOT RECEIVE THE ADDITIONAL FUNDS FROM TREASURY BOARD WOULD OBVIOUSLY BE CARRIED OVER TO NEXT FISCAL YEAR. WE COULD COVER AN ADDITIONAL \$50.0 FROM REGIONAL OFFICE FUNDS THIS FISCAL YEAR (POSSIBLY MORE). THE ITEMS TO BE CUT WOULD HAVE TO BE LOOKED AT AND THE IMPLICATIONS ASSESSED.

B) 1979/80 TARGETS

OUR PRESENT DISTRIBUTION OF FUNDS ASSUMING THAT WE RECEIVE THE ADDITIONAL FUNDS FROM TREASURY BOARD FOR THIS FISCAL YEAR AND OUR BUDGET IS BALANCED AT THE END OF THE YEAR, OUR TOTAL INCREASE FOR 1979/80 IS \$732.8 OR 2.7%.

1000 - SALARIES:

ALL SALARIES FOR THE TIME BEING ARE BEING HELD IN REGIONAL OFFICE. WE RECEIVED AN INCREASE OF \$180.1 FOR SALARIES IN SEPTEMBER OF THIS YEAR. WHEN WE DISTRIBUTED THE TARGETS THEY WERE BASED ON THE ASSUMPTION THAT WE HAD TO RETAIN OUR SALARIES AT OUR PRESENT SALARY BUDGET INCLUDING THE \$180.1. WE WERE ADVISED LAST WEEK THAT WE COULD INCLUDE THE SALARIES AT THE LEVEL OF THE BUDGET PRIOR TO THE SEPTEMBER INCREASE. THIS NOW PROVIDES US \$180.1 ADDITIONAL FOR NEXT YEAR.

1220 - SOCIAL ASSISTANCE:

1221 - WELFARE ADMINISTRATORS SALARIES:

1240 - CHILD CARE:

THESE ACTIVITIES ARE CONSIDERED STATUTORY PROGRAMS BY TREASURY BOARD AND THE AMOUNT REQUIRED HAS BEEN RETAINED. NO TRANSFER OF FUNDS WILL BE ALLOWED AT DISTRICT LEVEL WITHIN THESE ACTIVITIES. DISTRICTS CANNOT PLAN ON USING SURPLUSES IN THESE ACTIVITIES TO COVER OFF OVER EXPENDITURES IN OTHERS. WE HAVE NOT INCREASED THE ALLOCATIONS TO DISTRICT FOR THESE ACTIVITIES. ALLOCATIONS COULD BE INCREASED WITH PROPER JUSTIFICATION.

WE SHOULD HAVE INCREASED 1221, THE WELFARE ADMINISTRATORS SALARIES, BUT DUE TO AN OVERSIGHT, IT WAS NOT DONE. WE SENT A TELEX OCTOBER 30TH ADVISING DISTRICTS TO INCREASE THE AMOUNT BY 10%.

1420 - CORE FUNDING:

1441 - RECREATION:

THE AMOUNTS HAVE NOT BEEN INCREASED AS THEY ARE BASED ON THE OFFICIAL POPULATION FIGURES AS OF DECEMBER 31, 1978 WHICH WE DO NOT RECEIVE UNTIL WELL INTO 1979. THE ALLOCATION TO BANDS SHOULD, THEREFORE, BE BASED ON THE DECEMBER 31, 1977 POPULATION AND YOUR TARGETS SHOULD REFLECT THIS REGARDLESS OF YOUR ALLOCATION. FUNDS ARE BEING HELD IN THE REGIONAL BUDGET FOR ANY INCREASE IN POPULATION WHEN THE FIGURES ARE AVAILABLE. WE HAVE A WELL DOCUMENTED CASE FOR THE FUNDING OF THREE FORT HOPE COMMUNITIES AND FUNDS ARE BEING HELD IN REGIONAL OFFICE IF WE CAN RECEIVE AUTHORITY TO FUND THEM.

1440 - BAND ADMINISTRATION:

ONLY A 6% INCREASE HAS BEEN ALLOCATED. WE HAVE NOT BEEN ABLE TO ALLOW FOR ADDITIONAL PROGRAMS TO BE TAKEN OVER BY BANDS. WE HAVE ALLOWED FOR FUNDING OF THE NEW FORT HOPE COMMUNITIES SHOULD THEY GET AUTHORITY TO ADMINISTER PROGRAMS AND ALSO \$15.0 FOR THE LAC LA CROIX EDUCATION PROGRAM. THE \$180.1 SURPLUS PRESENTLY IN THE SALARIES SHOULD BE USED TO RELIEVE THIS SITUATION.

1442 - POLICING:

OUR REGIONAL TARGETS FOR POLICING IS SHORT \$687.8 WHICH WE ARE REQUESTING AS ADDITIONAL FUNDS. THIS AMOUNT REPRESENTS THE INCREASE IN THE FEDERAL/PROVINCIAL AGREEMENT FROM 1977/78 TO THE ESTIMATED AMOUNT FOR 1979/80. IF WE DO NOT RECEIVE THE ADDITIONAL FUNDS, WE ANTICIPATE THE FUNDING COULD BE PROVIDED FROM COMMUNITY DEVELOPMENT AND THE BAND WORK PROCESS.

1471 - COMMUNITY DEVELOPMENT:

THE COMMUNITY DEVELOPMENT TARGET HAS BEEN DECREASED BY \$210.0. IF ADDITIONAL FUNDS ARE NOT PROVIDED FOR POLICING THE FUNDS WOULD LIKELY HAVE TO BE TRANSFERRED TO COVER THE POLICING.

1495 - BAND WORK PROCESS:

THIS PROGRAM HAS TENTATIVELY BEEN HELD AT THE SAME AMOUNT AS THIS YEAR. SHOULD WE NOT GET THE ADDITIONAL POLICING FUNDING, THIS PROGRAM WOULD BE REDUCED BY \$181.3.

C) COVERING POSSIBLE 1978/79 DEFICIT IN 1979/80

AS PREVIOUSLY MENTIONED, SHOULD WE NOT RECEIVE ADDITIONAL FUNDING THIS YEAR TO COVER OUR ANTICIPATED DEFICIT OF \$775.0 THE FOLLOWING ACTION IS RECOMMENDED TO BE TAKEN.

1)	\$50.0 COULD LIKELY BE COVERED THIS FISCAL YEAR BY CUTTING CERTAIN ITEMS	50.0
2)	FURTHER CUT THE BAND WORK PROCESS FUNDING	218.7
3)	USE THE PRESENT SURPLUS IN SALARIES FOR NEXT FISCAL YEAR	180.1
4)	NEGOTIATE WITH THE PROVINCE AND HOLD THE POLICING AT THE 1978/79 COSTS	222.4
5)	OMIT THE FUNDING TO THE ONTARIO INDIAN HOUSING COUNCIL WHICH IS PRESENTLY BEING EVALUATED	100.0
	TOTAL	<hr/> 771.2

THIS SITUATION WOULD, OF COURSE, BE RELIEVED BY ANY INCREASE IN OUR NEXT YEAR'S TARGETS AND ANY SURPLUSES RECOVERED FROM BANDS THIS FISCAL YEAR AND NEXT FISCAL YEAR.

D) SUMMARY OF REQUEST TO TREASURY BOARD

- 1) WE ARE REQUESTING THE FOLLOWING AMOUNTS THIS FISCAL YEAR IN SUPPLEMENTARIES.

ADDITIONAL FUNDS TO COVER OUTSTANDING INVOICES TO NURSING HOMES FOR CARE OF ADULTS 320.0

ADDITIONAL FUNDS TO COVER THE COST OF THE POLICING AGREEMENT INCREASE BETWEEN 1977/78 AND 1978/79 475.0

TOTAL REQUESTED 1978/79 795.0

- 2) THE ITEMS BEING REQUESTED FOR NEXT YEAR ARE AS FOLLOWS.

ADDITIONAL FUNDS TO COVER THE POLICING AGREEMENT INCREASE BETWEEN 1977/78 AND 1979/80 69.78

ADDITIONAL FUNDS TO PROVIDE A GENERAL INCREASE TO OUR TARGETS TO ENABLE US TO RETAIN THE SAME LEVEL OF SERVICE AS THIS YEAR. THE JUSTIFICATION BEING THAT 2.7% INCREASE DOES NOT PROVIDE THIS. ANY SUCH INCREASE IF APPROVED WOULD BE SET AT THE NATIONAL LEVEL. +

TOTAL REQUESTED 1979/80 69.78+

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E) RECOMMENDED PRIORITIES FOR ADDITIONAL FUNDING

- 1) GENERALLY INCREASE THE PROGRAM FUNDING TO BANDS FROM 6% TO 10%. THIS WOULD NOT BE DONE ACROSS THE BOARD BUT RATHER ON THE ZERO-BASE PRINCIPAL TO PROVIDE A MORE EQUITABLE DISTRIBUTION.
- 2) INCREASE OUR 1440 BAND ADMINISTRATION OVERHEAD ALLOTMENT TO ENABLE BANDS TO ADMINISTER ADDITIONAL PROGRAMS.

F) COMMENTS ON CUTBACKS:

- 1) NATIONAL HEALTH AND WELFARE ARE MAKING SOME DRASTIC CUTBACKS SUCH AS TRAVEL FOR RELATIVES OF SICK PEOPLE AND APPLYING THE MEANS TEST FOR FUNDING OF CERTAIN ITEMS. THIS WILL DEFINITELY PUT PRESSURE ON OUR DEPARTMENT TO TAKE OVER THE FUNDING OF SOME OF THEIR CUTBACKS. GIVEN THE RESOURCES WE COULD POSSIBLY GO ALONG WITH PROVIDING SOME OF THE FUNDING. IN VIEW OF THE FUNDING IMPLICATIONS I HAVE JUST EXPLAINED, WE CANNOT CONSIDER FUNDING THESE ITEMS. WE HAVE REQUESTED A MEETING WITH NATIONAL HEALTH AND WELFARE TO FURTHER DISCUSS THEIR CUTBACKS. WE WILL ADVISE YOU OF THE OUTCOME OF THIS MEETING.
- 2) NEGOTIATIONS HAVE TAKEN PLACE BETWEEN OUR HEADQUARTERS AND NATIONAL HEALTH AND WELFARE ON FUNDING FOR THE CARE OF ADULTS IN NURSING HOMES. WE HAVE BEEN ADVISED THAT NATIONAL HEALTH AND WELFARE WILL PROVIDE \$75.0 FOR THIS PURPOSE. WE WERE FURTHER ADVISED BY HEADQUARTERS THAT THEY WILL PROVIDE THE TOTAL AMOUNT REQUIRED WHICH IS \$200.0. THIS ARRANGEMENT WOULD RELEASE FUNDS TO BE USED IN OTHER ACTIVITIES. NATIONAL HEALTH AND WELFARE HAVE VERY RECENTLY ADVISED US THAT THE ONLY FUNDS THEY ARE PROVIDING THIS REGION ARE FOR THE TACHE HOME IN WINNIPEG ESTIMATED AT \$75.0 WHICH

WE HAVE NO INVOICES AND HAVE NOT INCLUDED IN OUR ESTIMATES. WE WILL TRY TO GET THIS MATTER CLARIFIED.

- 3) WE HAVE INSTRUCTED THE PROVINCE AND DISTRICTS THAT WE CANNOT CONSIDER ADDITIONAL DAY CARE CENTRES IN ONTARIO DUE TO THE COST OF OPERATION. THE DISTRICTS SHOULD OFFICIALLY ADVISE THE BANDS OF THIS AS WE DO NOT SEE A CHANGE IN THIS REGIONAL POLICY FOR NEXT FISCAL YEAR.
- 4) WE WERE VERBALLY ADVISED BY HEADQUARTERS THAT IT IS UNLIKELY THAT TREASURY BOARD WILL CONSIDER PROVIDING ADDITIONAL FUNDS IN FUTURE YEARS FOR BAND ADMINISTRATION TO ENABLE THEM TO ADMINISTER ADDITIONAL PROGRAMS. TREASURY BOARD APPARENTLY WILL REQUEST A CUTBACK IN PERSON-YEARS TO PROVIDE THIS ADDITIONAL FUNDING. AS YOU ALL KNOW, THIS WAS THE ORIGINAL INTENTION WHEN FUNDS WERE FIRST TRANSFERRED TO BANDS. THIS IS EASIER SAID THAN DONE.
- 5) ALTHOUGH CAPITAL HAS NOT BEEN MENTIONED, I FEEL IT IS NECESSARY TO MENTION IT DUE TO THE PROBLEMS WE ARE EXPERIENCING. WHEN WE IMPLEMENTED THE CAPITAL MANAGEMENT SYSTEM IN THE SUMMER OF 1977, WE HAD PLANNED THAT WITHIN TWO YEARS THE SYSTEM WOULD BE FULLY OPERATIONAL AND THE PROJECT JUSTIFICATION AND A FIVE-YEAR FORECAST IN PLACE. THE INFORMATION RECEIVED AT FIRST VARIED BETWEEN EXCELLENT AND TERRIBLE! THIS SITUATION GENERALLY IMPROVED FOR THE FIRST SIX MONTHS. IT HAS SINCE DETERIORATED IN MOST DISTRICTS TO A LEVEL THAT IS WORST THAN WHEN IT FIRST STARTED.

THIS SITUATION CANNOT BE TOLERATED AS IT WILL MOST CERTAINLY EFFECT ANY FUNDING THAT IS PROVIDED. PLANS ARE PRESENTLY UNDERWAY TO ARRANGE A ONE-DAY SESSION WITH ALL DISTRICTS TO GO OVER THEIR SUBMISSIONS. YOU WILL BE NOTIFIED OF THIS IN THE VERY NEAR FUTURE.

6) ANOTHER THING THAT SHOULD BE MENTIONED IS THE STATUS OF THE LOCAL GOVERNMENT CIRCULARS.

LG 1 IS THE CIRCULAR RECOMMENDING THE PROCESS TO BE USED WITH BAND COUNCIL RESOLUTIONS. THIS WILL HAVE TO BE CHANGED WHEN THE AUTHORITY OF APPROVAL IS TRANSFERRED TO THE DISTRICTS. THIS WILL BE CARRIED OUT AT A LATER DATE.

LG 2 THE CAPITAL MANAGEMENT SYSTEM WILL BE UPDATED PRIOR TO APRIL 1, 1979.

LG 3 IS THE PROCESS TO BE FOLLOWED WITH B.C.R.'S WITH REGARDS TO BAND FUNDS. THIS WILL BE UPDATED IN THE VERY NEAR FUTURE WHICH WILL REFLECT THE DISTRICT AUTHORITY TO APPROVE B.C.R.'S WITH REGARDS TO EXPENDITURES OF BAND REVENUE FUNDS.

LG 4 IS THE RECOMMENDED PROCESS TO BE FOLLOWED WHEN DISTRICTS ARE DELEGATED THE AUTHORITY TO APPROVE B.C.R.'S REGARDING ACCOUNTABLE CONTRIBUTIONS TO BANDS. THE DRAFT WAS FORWARDED TO DISTRICTS AND WE DID RECEIVE SOME EXCELLENT COMMENTS.

LG 5 IS BEING PREPARED AND WILL OUTLINE THE PROCESS TO BE FOLLOWED WHEN DISTRICTS ARE DELEGATED THE AUTHORITY TO APPROVE B.C.R.'S WITH REGARDS TO APPROPRIATED CAPITAL FUNDS ADMINISTERED BY BANDS.

LG 6 IS BEING PREPARED AND WILL OUTLINE THE
PROCESS TO BE FOLLOWED WITH REGARDS TO OUR
NORTHERN ELECTRIFICATION PROGRAM WITH
ONTARIO HYDRO.

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ONTARIO REGION
EDUCATION PROGRAM TARGETS
1979 - 80

<u>2210 - Administration</u>	<u>79/80</u>	<u>78/79</u>	<u>77/78</u>
401 Regional Office	123.0	140.0	40.0
411 Sudbury	12.0	11.9	6.0
451 Brantford Education	13.0	12.4	9.0
479 Brantford District	--	1.0	-
471 London	12.0	13.5	5.0
476 Peterborough	12.0	8.1	5.0
485 Fort Frances	8.0	6.2	4.0
486 James Bay	16.0	14.7	9.0
487 Kenora	8.0	17.2	4.0
489 Nakina	21.0	20.4	8.0
492 Lakehead	8.0	7.1	4.0
494 Sioux Lookout	<u>67.0</u>	<u>66.5</u>	<u>35.0</u>
	300.0	319.0	129.0

2310 - 2330

				77/80 <u>78/79</u>	79 <u>79/80</u>	<u>77/78</u>
411 Sudbury	950	x	\$ 475 = \$	451,250	433.9	<u>427.0</u>
451 Brantford Education	1100	x	90 =	99,000	87.8	<u>114.0</u>
479 Brantford District	1100	x	78 =	86,000	91.0	<u>84.0</u>
471 London	500	x	850 =	425,000	400.8	<u>358.0</u>
476 Peterborough	820	x	850 =	697,000	512.4	<u>440.0</u>
485 Fort Frances	175	x	2050 =	358,750	342.9	<u>132.0</u>
486 James Bay	700	x	950 =	665,000	572.1	<u>502.6</u>
487 Kenora	600	x	900 =	540,000	346.7	<u>256.0</u>
489 Nakina	530	x	950 =	503,500	443.7	<u>309.0</u>
492 Lakehead	185	x	500 =	92,500	78.1	<u>61.0</u>
494 Sioux Lookout	2050	x	950 =	1,947,500	1,382.9	<u>1,420.0</u>
401 Region		--		<u>206,400</u>	<u>722.0</u>	<u>229.2</u>
				\$6,071,900	5,467,100	<u>4,332.8</u>

* 1977/78

2410 - Tuition

			<u>Students</u>	<u>Tuition</u>	<u>Total</u>	<u>Cumm. Total</u>
411	Sudbury	Elem.	893	1607	1,435,051	3,227,055
		Sec.	722	2482	1,792,004	(2,788.3)
						* 2,408.0
451	Brantford Education	Elem.	36	1422	51,192	1,064,919
		Sec.	429	2363	1,013,727	(1,071.7)
						* 910.0
471	London	Elem.	616	1432	882,112	1,795,318
		Sec.	357	2558	913,206	(1,714.5)
						* 1,806.0
476	Peterborough	Elem.	603	1468	885,204	2,491,683
		Sec.	681	2359	1,606,479	(2,327.3)
						* 1,890.0
485	Ft. Frances	Elem.	541	2173	1,175,593	1,674,217
		Sec.	168	2968	498,624	(1,366.1)
						* 935.0
486	James Bay	Elem.	312	2240	698,880	1,275,690
		Sec.	221	2610	576,810	(1,173.2)
						* 1,457.8
487	Kenora	Elem.	204	1926	392,904	594,230
		Sec.	86	2341	201,326	(445.7)
						* 836.0
489	Nakina	Elem.	342	1819	622,098	845,202
		Sec.	83	2688	223,104	(820.4)
						* 978.0
492	Lakehead	Elem.	246	1819	447,474	704,082
		Sec.	108	2376	256,608	(631.2)
						* 555.0
494	Sioux Lookout	Elem.	144	1804	259,776	622,500
		Sec.	167	2172	362,724	(728.4)
						* 548.0
						14,294,896
401	Reg. Office					945,104 (138.7)
						* 0
				400 Total		15,240,000
						(13,205.5)
						* 12,323.8
	Units Established from - August justification sheets plus 2%					
	Tuition - taken average of June quarterly plus 12%					

Priority to be Assessed

2420 - Counselling Services

		<u>79/80</u>	<u>78/79</u>	<u>77/78</u>
401	Regional Office 6.0 Toronto + 60.0 Ottawa	66.0	5.8	3.5
411	Sudbury 391.0	391.0	390.8	280.0
451	Brantford Educ.	3.0	2.8	3.5
471	London	112.0	111.2	136.0
476	Peterborough	200.0	197.8	172.7
485	Fort Frances	130.0	129.5	80.0
486	James Bay	60.0	59.1	10.0
487	Kenora	90.0	88.2	65.7
489	Nakina	70.0	69.2	50.0
492	Lakehead	50.0	48.1	40.0
494	Sioux Lookout	<u>20.0</u>	<u>18.6</u>	<u>50.0</u>
		1192.0	1121.1	891.4

2520-

2540 - Room and Board

	<u>79/80</u>	<u>78/79</u>	<u>77/78</u>
411 Sudbury	225.0	311.7	<u>164.9</u>
451 Brantford Educ.	5.0	3.2	6.0
471 London	12.0	14.0	16.0
476 Peterborough	150.0	133.4	<u>149.0</u>
479 Brantford Dist.	--	--	-
485 Fort Frances	100.0	100.3	79.0
486 James Bay	273.0	155.2	<u>245.0</u>
487 Kenora	200.0	199.1	<u>129.0</u>
489 Nakina	120.0	94.4	<u>179.0</u>
492 Lakehead	75.0	85.6	85.0
494 Sioux Lookout	<u>350.0</u>	<u>300.0</u>	<u>414.0</u>
	1510.0	1396.9	<u>1,466.9</u>

2560 - Daily Transportation

	<u>79/80</u>	<u>78/89</u>	<u>77/78</u>
411 Sudbury	623.0	576.7	555.0
451 Brantford Educ.	240.0	232.2	216.0
479 Brantford Dist.	--	--	-
471 London	478.5 (10%)	454.9	407.0
476 Peterborough	700.0	516.0	426.0
485 Fort Frances	157.8	131.4	148.0
486 James Bay	84.0	120.0	45.0
487 Kenora	165.0	158.0	158.0
489 Nakina	146.9	149.6	130.0
492 Lakehead	154.6	105.0	108.0
494 Sioux Lookout	<u>232.0</u>	<u>190.0</u>	<u>93.5</u>
	2981.8	2633.8	2,286.5

2580 - Group Homes

	<u>79/80</u>	<u>78/79</u>	<u>77/78</u>
486 James Bay	150.0	108.0	182.8
494 Sioux Lookout	<u>250.0</u>	150.0 (for 7 months only)	NOT IN OPERATION AS YET.
	400.0	258.0	

Priority to be Assessed

	<u>79/80</u>	<u>78/79</u>	<u>77/78</u>
Printing Native Studies Materials	10.0	--	6.0
Native Language Courses	15.0	10.0	16.3
Education Liaison Officers - Associations	200.0	200.0	120.0
P.O.N.A. III - 50% Share	25.0	--	23.0
Ontario Native Education Council 50% Share	<u>50.0</u>	<u>29.0</u>	(7/10 of yr)
	300.0	239.0	

Activities Eliminated

1977/78

Summer School Assistance for Department Teachers or
Winter or Evening Courses

135.6

1.70.9

Clothing

306.7

Student Allowances - Elementary and Secondary

School Committees - District Council: London, Sioux Lookout

71.4

Library Grants

45.1

Cultural Grants

51.7

Research

0

Curriculum Enrichment

384.3

Adult Education

648.4

Student Residences

566.5

Noon Lunch Supplement

2,504.7 129.1

1977-78

School Committees

543.8

569.3

Research

Curriculum Enrichment

Clothing

Student Allowances

645.9

606.7

Noon-Lunch Supplement

Adult Education

234.2

693.5

Library Grants

Cultural Grants

51.7

51.7

Student Residences

119.0

566.5

1594.6

2,487.7

2700 - Post-Secondary

Total Region

79/80

\$ 2,679.6

60.

\$ 2,739.6

300.0

~~450.0 (unemployment)~~

321.8 (unemployment)

203.6

2,565.0

78/79 (viii)

3,460.4

77/78 (vii)

2,311.6

Summary - O & M

Finance Targets 79-80

77/78

1978

79/80

78/79

Statutory

2310 - 2330	4,332.8	\$ 6,071.9	6,071.9	6,010.0
2410	12,323.8	15,240.0	15,240.0	13,205.5

Obligatory Services to Support Statutory

2210 Administration	129.0		300.0	
2520 2540 Room and Board	1,466.9		1,510.0	
2560 Transportation (DAILY)	226.5		2,981.8	
2580 Group Homes	182.8		400.0	

Other (i.e. Discretionary - Priority) 5,798.4

17/78

10,679.5

2420 Counselling Services	891.4		1,192.0	
2700 Post-Secondary		3,565.0	2,739.6	
2360 Curriculum Enrichment	284.3		300.0	
Consultation Funds	-	--	--	

Total O & M		\$ <u>30,675.3</u>	\$ <u>30,735.3</u>	29,845.0
Salaries	6,665.0	<u>7,665.0</u>	<u>7,665.0</u>	7,343.2
Total		\$ <u>38,340.3</u>	\$ <u>38,400.3</u>	37,238.2

4944.6 6,071.9
 2,070.9 15,240.0
 12,323.8 15,240.0
 10,289.3
 (1,028.5)
 (1,22.9)
 (1,10.8)
 7,343.2

7,665.0
 5,215
 1,848



CLIFF WHETUNG

WHETUNG OJIBWAY CRAFTS, CURVE LAKE RESERVE

Mr. Whetung operates Whetung Ojibway Crafts on Curve Lake Reserve, near Peterborough. His two-storey craft shop, with a full range of Canadian crafts and jewellery attracts visitors from all over Ontario. The moccasins produced by "Whetung Ojibway Crafts" can be bought all over Canada and abroad. The business which was started in 1960 now employs up to 15 people full-time and approximately 100 other Band members who assist in the moccasin production.

In 1966, Mr. Whetung approached the Department for a loan to expand his operation. His facilities were inadequate for the anticipated business growth. Loan funding was approved and the business has continued to flourish.

In addition to direct funding from the Department received considerable assistance in the business financial planning from a local accounting firm.

Mr. Whetung's business has involved him in considerable⁷ travel throughout the country during the past few years and visits to Trade Shows and Reserves has enabled the business to establish excellent ties with its producers and retail customers.

Changes in consumer demand or supply availability therefore have not jeopardized the business. Anticipation of problems before they occur and the ability to make the necessary adjustments have kept the business in a very stable condition.

Mr. Whetung was born, grew up and went to school on Curve Lake Indian Reserve and then attended high school at Peterborough. He was a Councillor and postmaster at Curve Lake for 24 years until 1970. Mr. Whetung has been a member of the Ontario Region Indian Economic Development Fund Advisory Board since 1972.

CURVE LAKE BAND

(Mississauga Indians settled on the reserve in 1837)

Curve Lake I.R. #35 acreage 1664
Fox Island I.R. #35A acreage 500
About 260 Islands in Trent Severn Waterways #36A
owned jointly with Hiawatha and Scugog bands

Population - members residing on Reserve	544
- members residing off Reserve	152
- other natives from other bands	<u>15</u>
	711

Address: Curve Lake P.O., Curve Lake, Ontario KOL 1R0
Telephone: Band Office 705-657-8045

Chief: Dalton Jacobs
Councillors: Andrew G. Johnson
Hollis Taylor
Michael Whetung
Murray Whetung
Douglas Williams
Aubrey Coppaway
Franklin Knott

Last election June 21, 1978 (2 yr. term)

Band Staff: William F. Whetung - Band Administrator
Hannah Johnson - Clerk
Bonnie Taylor - Clerk
Vanessa Taylor - Secretary
Kay Taylor - Welfare Administrator
Vacant - Education Administrator
Jack Whetung - Constable
Garfield Knott - Constable
Keith Knott - Works Officer
4 partime - Caretakers

Community Buildings: Administration Office
2 Classroom School
Community Centre - Built 1952
Day Care Centre - Dixie Shilling - Supervisor
United Church - Built 1907
Library

Enterprises: Craftshop (See attached sheet)
Tea Room
Bussing - 25 year plaque for bussing issued to Elsie Knott
Leasing subdivisions 184 lots - \$38,000.00 rental per
annum to individuals and
the band receives a service
fee of \$100. to \$150. per lot

Hairdressing
Marina
General Contractors

Enterprises:(cont'd) Steel Contractor
Trapping
Snack Bars
Post Office/Store

Band Administering the following Programs:

Welfare	\$72,000.
Day Care	70,000.
Core funding	25,000.
Band Financial Admin.	5,464.
Recreation	5,540.
Roads	10,000.
Water & Sanitation	1,000.
Fire Prevention	800.
Fed. School Instruction	50,500.
Fed. School Maintenance	13,000.
Fed. School Committees	1,155.
Federal Tuition	177,000
Guidance	11,400.
Daily Transp. of pupils	19,800.
Professional Training	6,600.
Vocational Training	2,000.
Maint. Prof. Students	26,800.
Maint. Voc. Students	25,200.
Placement	3,000.
Relocation	1,500.
Training on the Job	6,000.

Band has an agreement with Peterborough County School Board to run their school and hire teachers. Band has a representative on the School Board. There is also an Education Committee on the reserve. There are 36 children in school on the reserve from kindergarten to Grade 2. One hundred and one public school children Grades 3 to 8 are bussed to Lakefield as are 29 high school students. An additional 24 people attend University and Community College. The Band administers \$215,000.00 for out-of-district students at Trent University and Sir Sandford Fleming College presently 42 students.

This Band receives \$100,000. per year in local government Capital allocation and this year they are spending it on water and sanitation for individual homes. Most homes are built on individually owned lots and this year the band completed a tentative housing subdivision for an additional 64 homes to be built over the next 10 to 20 years. Most of the main roads were paved about 10 years ago. Hydro was obtained in 1951 and the first telephones were installed in 1916.

A lot of employment is obtained off the reserve in the surrounding area in factories, construction projects and institutions both full-time and part of the year. The craft Shop on the reserve generates a lot of employment (See attached sheet) as does the band administration with some trapping and self employment. About 20 more reserve jobs would eliminate welfare to employables.

GORDON MILLERREGIONAL INFORMATION ADVISER

Mr. Miller comments on the Regional Management Conference Meeting with Trent University Native Studies Students on the evening of October 31, 1978.

Due to an invitation conveyed to the Regional Management Group by O.R.L.C. member Sarnia's Chief Ray Rogers and his daughter Stephanie, several members of the contingent attending the Peterborough Conference attended a gathering of some 12 to 14 Indian students in the Native Studies students' lounge in Otonabee College, Trent University, from about 7:30 p.m. to 9:00 p.m.

The native student's president chairing the meeting was Terry Doxtator. Senior officer representing the Indian Affairs managers was John Conduit, Acting Regional Director General. Ray Rogers attended as did Parry Island Chief Flora Tabobondung and Six Nations' Chief Renson Jamieson.

Main points coming up in the discussion were the role of the O.R.L.C., funding of Indian students' post-secondary education and student employment.

Absence of Regional and District education and employment specialists contributed to some difficulty in fully answering the students' enquiries.

Mr. Conduit promised to arrange for Peterborough District and Toronto Regional staff to attend more fully to the students' need for more information.

Gordon Miller additionally advised them of the functions of the Regional Speakers' Bureau and promised to make their representations about student employment known to Linda Simon of the Public Service Commission's Native Employment Program, Ontario Region.



M R. P E T E R G I L L E S P I E

A/DIRECTOR GENERAL POLICY RESEARCH AND EVALUATION GROUP

It gives me a great deal of pleasure to come here to Peterborough. It is all very well to sit in the ivory tower in Hull and deliver plans and so forth, however this will not help if we don't communicate with people. We have already sent out packages of proposals to the Revisions of the Indian Act.

The Indian Act was last revised in 1951. The White Paper Policy was in 1969. The Minister attended a meeting last summer with two people from the Deputy Minister's office and said this is very useful. He has not approved anything yet in this paper. We have agreed to talk to the Indian people on an informal basis. The National Indian Brotherhood has agreed to this informally. On October 4 the National Indian Brotherhood were in Ottawa to discuss the Indian Act Revision and to discuss the reviews on it. Noel Starblanket said the Indian people have not had the proposal very long. The Indian peoples' views regarding this Country will stem from how the Indian looks at the BNA Act in the future. On June 15 proposals were discussed with Noel Starblanket and we received recommendations that we are moving in the right direction.

There was an independent negotiation with the Minister who plans to present proposals to Cabinet by Christmas. (If not at this time it may not be until after the election, assuming that after the election he is still with us).

However, we have to do a great deal of analyzing. We have to start with a mandate; policy branch is to develop a set of proposals. Then we will be going across the country with detailed proposals and will listen and make modifications as necessary. A first reading in Parliament will then take place, including these ideas.

The National Indian Brotherhood are meeting in Banff to talk about the constitution and the Indian Act.

We have limited ability to go around so we have to have contact with Regional Office as a liaison link to get to the Indian people. We have to get our own feedback. We are looking to Ted Morton, a very capable person, as a liaison for us, collecting feedback, and collating this material.

One thing we don't want to be accused of is not keeping people informed. We need an exchange of information and hopefully this will lead to a great deal of information.

Gord Miller asked about Tribal Government. Is this something that has been revised from our good neighbours to the south. Are we coping out? The term was originally used by the N.I.B. The origin comes from the Band level or could be from the Regional level.

Mr. Morton stated that under the present Constitution and B.N.A. Act in regards to hunting and fishing the Provinces control natural resources so the Provinces have to agree with the Federal Government to amendments: Also whilst the Treaties overrule Provincial laws they do not override Federal Acts such as the Migratory Birds Act.

PRINCIPLES OF INDIAN TRIBAL GOVERNMENT

- A. TRIBAL GOVERNMENT WILL ENABLE INDIAN PEOPLE TO MAKE THE MAJOR DECISIONS REGARDING THEIR COMMUNITIES
- 1) INCREASE AUTHORITY AND RESPONSIBILITY OF TRIBAL GOVERNMENT
 - 2) LIMIT DEGREE OF CONTROL EXERCISED BY THE MINISTER AND DEPARTMENT
- B. THE BASIS OF TRIBAL GOVERNMENT IS:
- 1) SEC. 91(24)BNA ACT
 - 2) HISTORIC PRECEDENT AND TREATIES
- C. TRIBAL GOVERNMENT WILL BE A UNIQUE FORM OF GOVERNMENT
- D. BANDS WILL BE THE FOUNDATION OF TRIBAL GOVERNMENT
- E. TRIBAL GOVERNMENT WILL PROVIDE FOR FLEXIBILITY AND OPTING-IN
- F. TRIBAL GOVERNMENT WILL BE ACCOUNTABLE AND RESPONSIBLE
- G. ROLE OF DEPARTMENT WILL BE SUPPORT AND ASSISTANCE
- H. ALL FEDERAL OBLIGATIONS TO CONTINUE

DRAFT
FOR DISCUSSION ONLY

CHARTER FRAMEWORK UNDER REVISED INDIAN ACT

1. INDIAN ACT

A. GENERAL PROVISIONS

- PRESENT LOCAL GOVERNMENT PROVISIONS REMAIN

B. CHARTER PROVISIONS

- ESTABLISH SYSTEM FOR CREATION OR AMENDMENT OF CHARTERS.
- PROVIDE CHARTER GUIDELINES, NEGOTIATION, AMENDMENT PROCEDURE.
- ROLE OF CHARTER COMMISSION.

2. CHARTERS

- CHARTER IS A LEGAL INSTRUMENT ESTABLISHING CONSTITUTION OF BAND
- BANDS "OPT-IN" TO CHARTERS
- CHARTER COMMISSION (NEGOTIATES/RECOMMENDS/MONITORS)
- MINISTER APPROVES
- BANDS PASS OWN BYLAWS
- APPEALS ABOUT LEGALITY OF BYLAWS TO COMMISSION AND COURTS.

3. COMMUNITIES PROGRAM AGREEMENT

- CONTRACTUAL, NON-STATUTORY AGREEMENT
- BAND ADMINISTRATION OF PROGRAMS
- BUDGET LEVELS

CHARTERS: DRAFT OUTLINE

A. STATEMENT OF PRINCIPLES

B. LEGAL STATUS

C. EXERCISE OF COMMUNITY POWERS

1. METHOD OF DECISION-MAKING (E.G. COMMUNITY MEETINGS)
2. ORGANIZATIONAL STRUCTURE

D. ELECTIONS

E. POSSIBLE AREAS OF JURISDICTION

1. EDUCATION
2. COMMUNITY PLANNING
3. HOUSING
4. PUBLIC HEALTH AND SOCIAL SERVICES
5. SOCIO-ECONOMIC DEVELOPMENT
6. COMMUNITY FINANCES
7. REGULATION OF HUNTING AND FISHING
8. POWER TO ENTER INTO AGREEMENTS
9. OTHER POWERS THAT MAY BE REQUIRED

PROCESS FOR CHARTER AGREEMENTS

BAND REQUESTS CHARTER

COMMISSION BEGINS NEGOTIATIONS

BOARD-COMMISSION AGREEMENT

COMMISSION RECOMMENDS CHARTER TO MINISTER

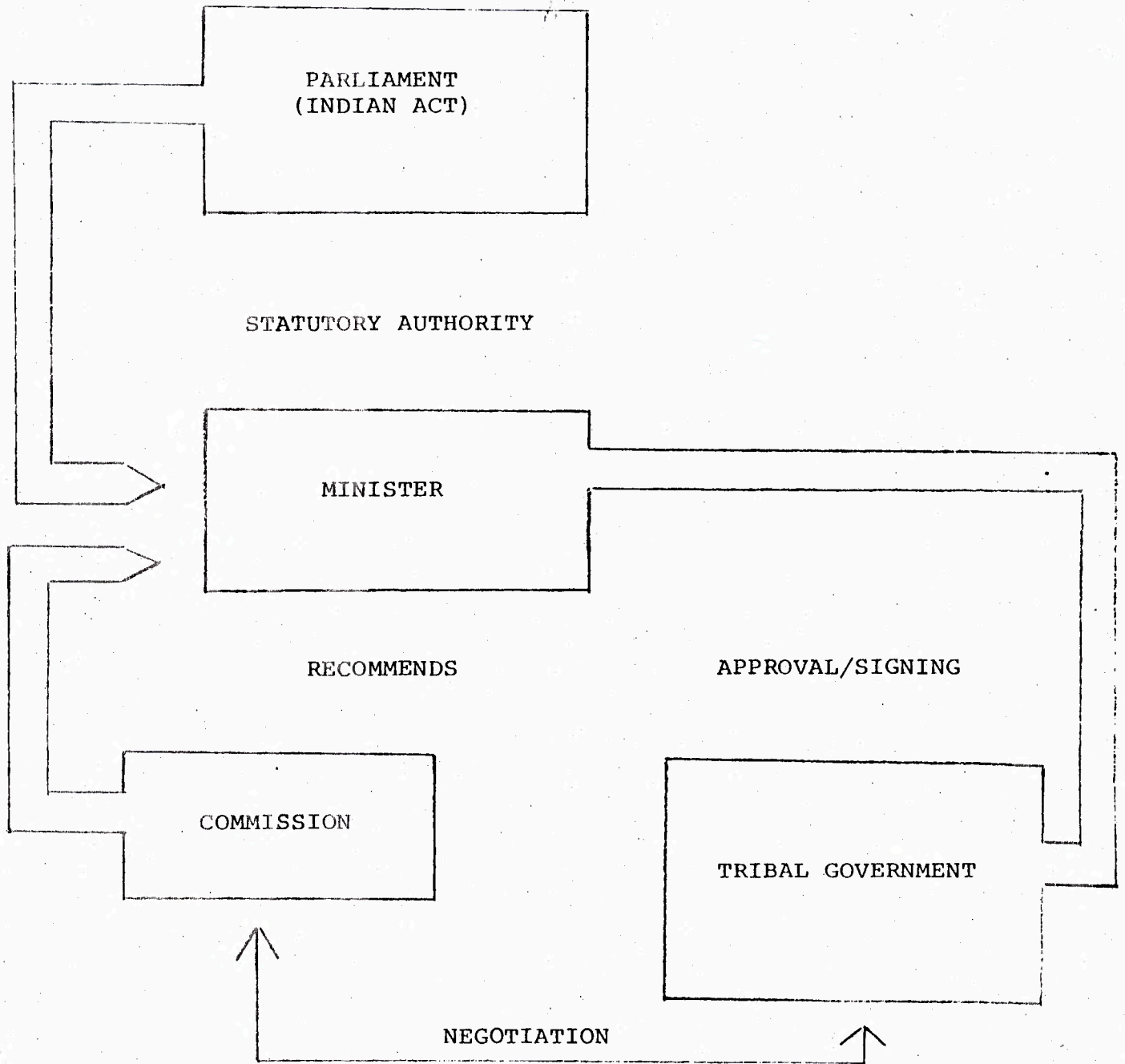
MINISTER APPROVES OR REQUESTS AMENDMENT

MINISTER/BAND SIGN CHARTER

BAND DEVELOPS COMMUNITY PROGRAM AGREEMENT WITH DEP'T

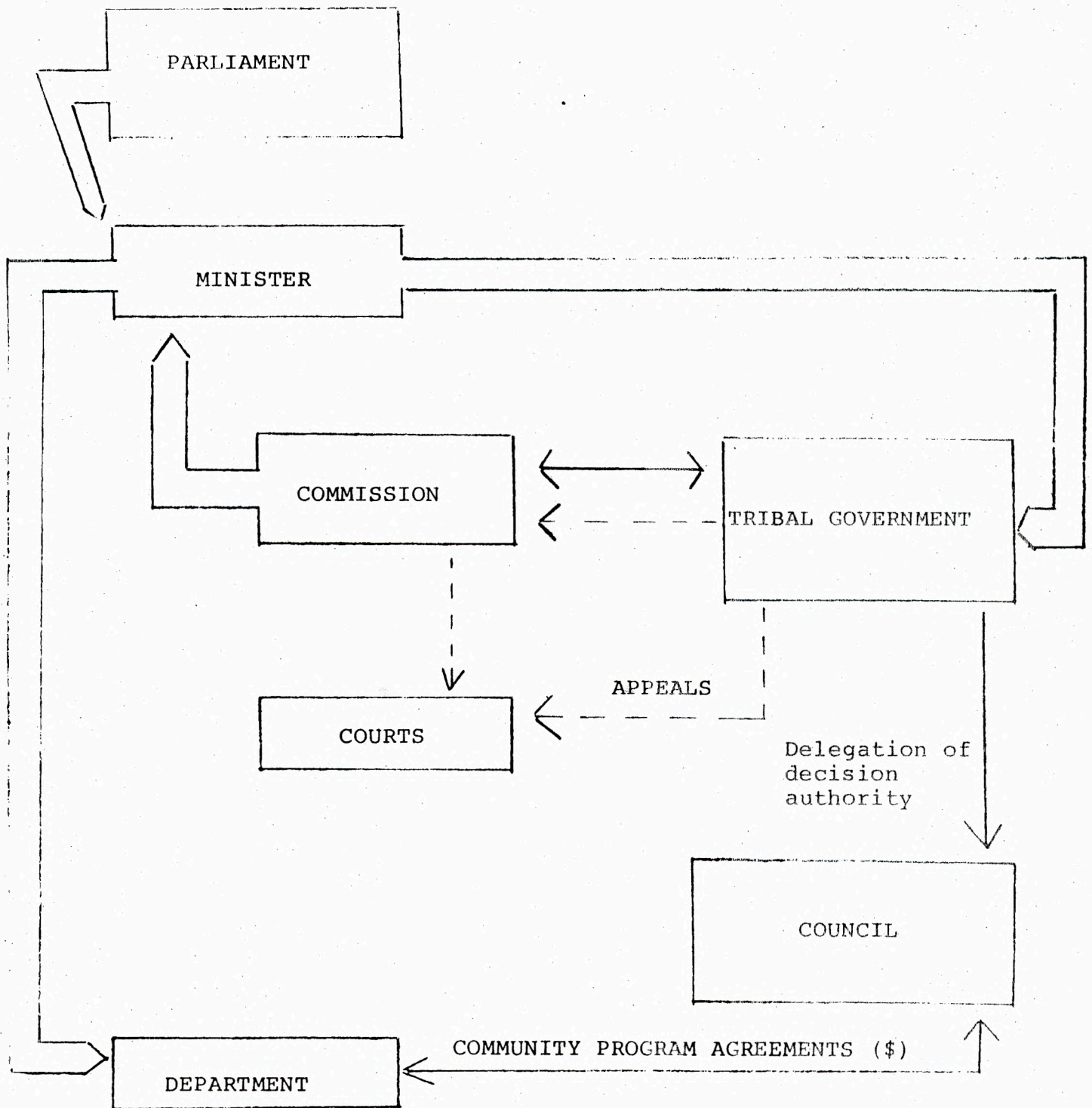
CHARTER REVIEWED (5 YEARS)

NEGOTIATION/APPROVAL OF CHARTERS



- Minister receives authority to approve Charters from Act
- Band/Commission negotiate Charters
- Commission recommends Charters
- Minister approves and signs Charters with Bands

OPERATION OF CHARTERS



- Council passes by-laws to enact Charters
- Commission rules on legality of by-laws
- Appeals go to Commission and/or Courts
- Council/Department develop Community Program Agreements

EDUCATION

1. RESERVE-BASED CHILDREN'S EDUCATION

' MINISTER SHALL BE RESPONSIBLE

2. CONTINUING EDUCATION

' MINISTER MAY PROVIDE SUPPORT

3. AGREEMENTS

' REQUIRE BAND APPROVAL

' CAN ALSO BE WITH: BANDS; UNIVERSITIES, ETC;
OTHER FEDERAL DEPARTMENTS

4. EDUCATION CHARTERS

' IN AGREEMENT WITH BAND

5. QUALITY

' SPECIFIED STANDARDS

6. ATTENDANCE

' EMPHASIS ON POSITIVE, NOT PUNITIVE

' SUGGESTED REPEAL OF S.119(4), (5), (6) AND SECTION 120

7. RELIGION

' INCLUDE INSTRUCTION IN TRADITIONAL INDIAN BELIEFS

8. LANGUAGE

' PROVIDE FOR USE OF INDIAN LANGUAGES

MEMBERSHIP
ENTITLEMENT TO BE REGISTERED

A. SPOUSES OF MIXED MARRIAGES

1. INDIANS REMAIN ENTITLED TO BE REGISTERED UPON MARRIAGE TO A NON-INDIAN.
2. NON-INDIANS DO NOT BECOME ENTITLED TO BE REGISTERED UPON MARRIAGE TO AN INDIAN.

B. CHILDREN OF MIXED MARRIAGES

1. CHILDREN OF A FIRST-GENERATION MIXED MARRIAGE ARE ENTITLED TO BE REGISTERED.
2. CHILDREN OF SECOND-GENERATION MIXED MARRIAGES MAY BECOME "BAND BENEFICIARIES", DEPENDANT UPON BAND BY-LAW CRITERIA.

MEMBERSHIP
BAND BENEFICIARIES

RELEVANT BAND BY-LAWS SHOULD STATE:

- A. WHO MAY BECOME A BAND BENEFICIARY.
E.G. NON-INDIAN SPOUSE
CHILDREN OF SECOND-GENERATION MIXED MARRIAGES
- B. CRITERIA TO BE MET
E.G. ANCESTRY
RESIDENCY
- C. BENEFITS TO BE CONFERRED
E.G. RESERVE RESIDENCY
TRIBAL GOVERNMENT INVOLVEMENT
BAND AFFAIRS PARTICIPATION
ETC.

HUNTING AND FISHING

PRINCIPLES

1. INCREASED STATUTORY PROTECTION FOR TREATY RIGHTS.
2. CLEAR BAND POWERS/JURISDICTION OVER FISH AND GAME ON RESERVE.

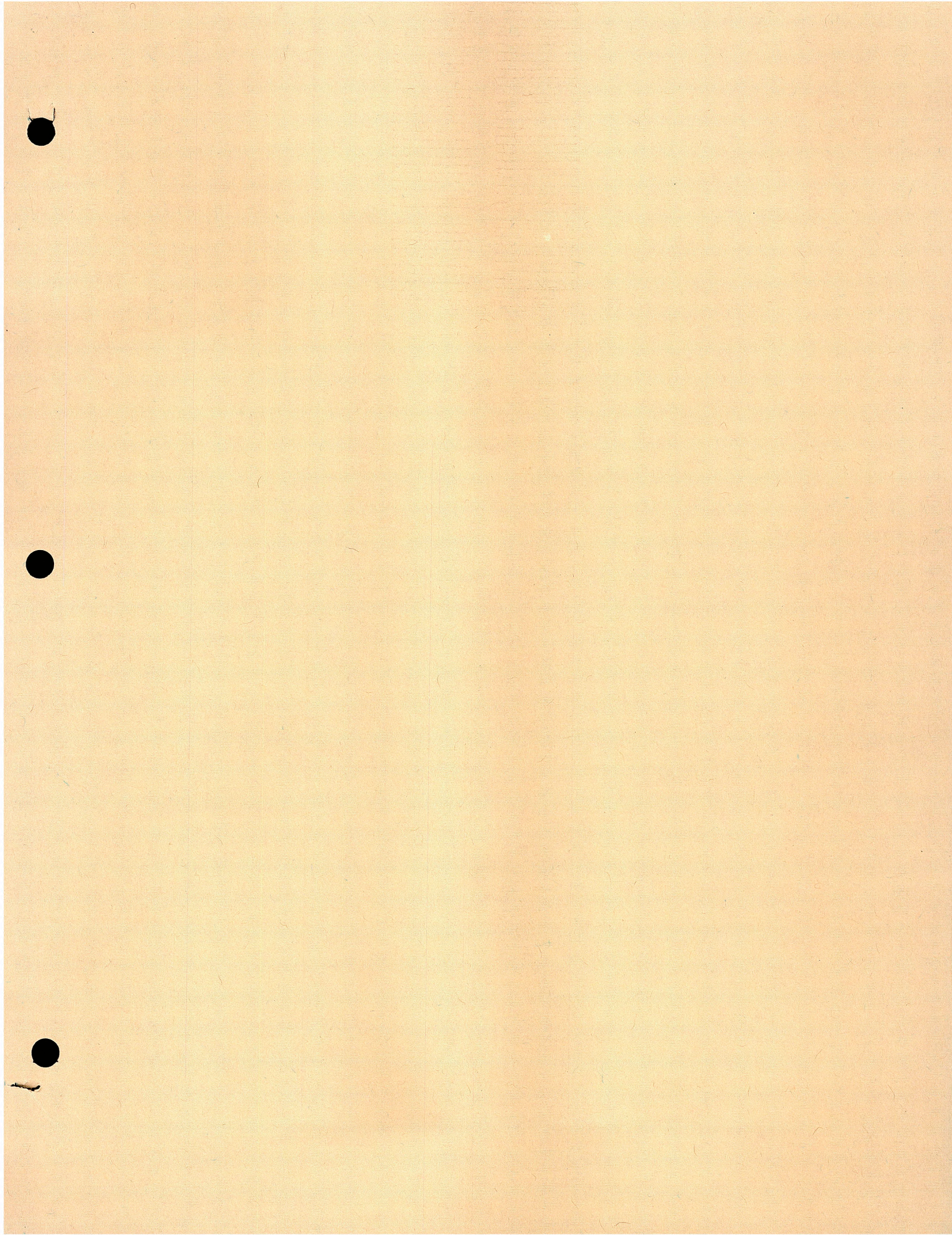
PROPOSED REVISIONS

1. SECTION 88 TO ALSO COVER FEDERAL LAWS OF GENERAL APPLICATION (EXCEPT FOR SPECIFIC CASES).
2. CLEAR AUTHORITY FOR BANDS TO MAKE/ENFORCE FISH AND GAME USE AND MANAGEMENT BY-LAWS.
3. BAND AUTHORITY TO MAKE AGREEMENTS RE:
 - A) FEDERAL FISH/GAME REGULATIONS ON RESERVES.
 - B) PROVINCIAL GAME LAWS ON RESERVES.

LAND SURRENDERS

UNDER REVISED INDIAN ACT

1. SURRENDER PROVISIONS TO APPLY ONLY TO SALE OR LONG-TERM ALIENATION OF RESERVE LANDS.
2. MINISTERIAL POWER TO LEASE RESERVE LAND SUBJECT TO BAND APPROVAL.
3. CHARTERED BANDS TO HAVE POWER TO ENTER DIRECTLY INTO LEASES.
4. BANDS MAY HAVE POWER OVER "SURRENDERED", BUT NOT PERMANENTLY ALIENATED, LANDS.



DEL RILEY
PRESIDENT
UNION OF ONTARIO INDIANS

PERSPECTIVES OF INDIANS IN ONTARIO

First of all I would like to clarify what Métis is. A lady sent her child to school. "Mother, I keep telling the other kids at school that I am a Métis, I came here first." Who came here first, was it us or the white man? The mother took him aside and said, "look Johnny, first the Frenchman, then the Indian, then the Métis."

I suppose one thing that concerns us is where is the Constitution going, what is going to happen to the Constitution. The Government has certain concepts about the Indian people. There may be some resistance from the Government as to sovereignty. This gets a lot of negative or positive reaction. I don't think things need be the case. A gentleman said to me today that sovereignty hasn't caused that much trouble in the United States. It certainly hasn't put them behind either. I have been doing some background work on sovereignty; there are a lot of advantages just to get into the Indian Act.

As to the Indian Act I must question the Minister on his plan of changes. All I can say is that he arouses a lot of suspicion. We are trying to understand the present Act. Most people resist change. I see a number of things wrong with it; to mention a few: There is discrimination against men in the Act. A husband or wife cannot cancel property. So we do have problems with the Act. I would like to caution. Do not try to change the Act because of an election. It is causing Canadians to be suspicious. This is going to take time. We do not want our women upset, if we are going to change the Act, let's eliminate all discrimination. Caution - do not try to set a timetable. We are trying to tell you that you are going to get resistance because people do not understand. The Indian people are going to have at least equal part in the drafting of it. The existing Indian Act may be justice.

Just back to the Constitution again. I will just give you an idea of perceptions of how Indian people regard these as sovereign nations because it can fit in with the Nation. The Constitution with Bands will eventually adopt and cannot come from Parliament. It should go back further than that. I don't know what your instructions are, I assume this presentation will be taken right across the country.

In terms of what is happening in Region right now, things are a bit of a turmoil. Everything is acting - nothing is definite. As a matter of fact, the acting one is out and there is another acting in! We are going to have to have very strong persons as the Regional Director and Director of Operations. There is also a great discrepancy of funding right across the Nation - this cannot exist. We are going to have to implement some of the plans we have had in the last few months. Ontario may get \$1,500 and \$2,500 may be given to other parts of Canada. We are going to take a strong stance in the needs of the Indian people. Something I have noticed here is a lack of justification. This direction comes from Ottawa. You are in the position of taking all the flak. I know money is tight right now and there is a reduction of civil servants.

One of the positive notes I notice is that Bands will be taking over a lot of your functions. This will take time to take things over. Education is needed. These are facts you are going to have to face. Ontario needs a new budget in order for us to be satisfied. As a member of the O.R.L.C. we are going to have to try and find out how far we can go. We are going to have to work together rather than fighting one another!

We have to have a guarantee of resources. There are a hundred areas we can get into. Perhaps this is for the future. I would like to say "Do not try to set a time for this." We cannot control your moves or your intentions. We will be there in the background to try to correct you. Let's do it the right way. Do not get into changes too quickly in order to have political expediency.

BRIAN BENNETT

PRESENTATION RE TRIPARTITE PROCESS AT
REGIONAL MANAGEMENT COMMITTEE MEETING
NOVEMBER 1, 1978

PRESENTATION RE TRIPARTITE PROCESS AT
REGIONAL MANAGEMENT COMMITTEE MEETING
NOVEMBER 1, 1978

THIS AFTERNOON HAS BEEN DEVOTED TO THE TRIPARTITE PROCESS. BEFORE WE GET INTO THE SUBSTANTIVE ELEMENTS OF THE AFTERNOON I WOULD LIKE TO SAY A FEW WORDS OF INTRODUCTION AND ALSO TO WELCOME ^{the O.R.I.C.,} OUR SPECIAL GUESTS, THE HONOURABLE JUSTICE E. PATRICK HARTT AND MR. IAN COWIE.

WE HAVE COME A LONG WAY IN THE LAST YEAR. I WOULD GIVE AS AN EXAMPLE THE WORD "TRIPARTITE" WHICH HAS NOW BECOME ALMOST A BYWORD. TO BEGIN, IT MIGHT BE WORTH LOOKING BACKWARDS BRIEFLY TO THE SITUATION A YEAR AGO. AT THAT TIME INDIAN LEADERS WERE RAISING STRENUOUSLY A NUMBER OF CONCERNS, FOR EXAMPLE:

1. CONTINUAL PROSECUTIONS OF INDIAN PEOPLE FOR HUNTING AND FISHING VIOLATIONS.
2. THE APPARENT LOSS BY INDIAN PEOPLE OF THEIR PREEMINENT RIGHT TO THE WILD RICE CROP.
3. THE INADEQUATE LAND BASE OR LACK OF RESERVE STATUS OF MANY INDIAN COMMUNITIES.
4. THE OFTEN INADEQUATE SERVICES PROVIDED BY GOVERNMENTS TO INDIAN PEOPLE.

MANY OF THE CONCERNS, OF COURSE, WERE LONG-STANDING; HOWEVER, IMPATIENCE WAS GROWING APPRECIABLY AT THAT TIME. HERE I WOULD MENTION THE IMPETUS GIVEN BY THE ROYAL COMMISSION ON THE NORTHERN ENVIRONMENT TOWARDS GETTING THE PROBLEMS RAISED AND PUBLICIZED.

A NUMBER OF CONSULTATIVE FORUMS WERE ALREADY IN PLACE, I.E., THE CABINET-N.I.B. AT THE NATIONAL LEVEL, THE O.R.L.C. IN THIS REGION, AND THE JOINT STEERING COMMITTEE BETWEEN THE PROVINCE AND INDIAN LEADERS. ADDITIONALLY, AS WE ARE ALL AWARE, THERE WERE A NUMBER OF FORUMS TO DISCUSS SPECIFIC TOPICS AT THE DISTRICT AS WELL AS OTHER LEVELS, I.E. CANADA-ONTARIO MERCURY COMMITTEE IN KENORA.

WE HAD THEN A SITUATION WHERE THERE WERE A SERIES OF PROBLEMS AND GRIEVANCES, AND A NUMBER OF MECHANISMS TO DEAL WITH THEM. HOWEVER, THE MECHANISMS WERE APPARENTLY INADEQUATE. IT WAS RECOGNIZED BY ALL PARTIES -- THAT IS, THE GOVERNMENTS AND THE INDIAN PEOPLE -- THAT A NEW APPROACH WAS NECESSARY. IN PARTICULAR IT WAS ONTARIO'S INDIAN LEADERS WHO PUSHED FOR CREATION OF A FORMAL TRIPARTITE MECHANISM. THE RESULT, AS YOU KNOW WAS THE MARCH 16TH MEETING OF MINISTERS IN TORONTO, WHICH LED TO CREATION OF THE PRESENT PROCESS.

THE FOREGOING EXPLAINED HOW WE GOT INTO THE TRIPARTITE PROCESS. LOGICALLY THE NEXT QUESTION BECOMES "WHERE ARE WE NOW?" IN RESPONSE I WOULD LIST THE FOLLOWING DEVELOPMENTS:

1. THE FORMAL PROCESS HAS BEEN ESTABLISHED AND ACCEPTED BY ALL THREE PARTIES.
2. FOUR WORKING GROUPS HAVE BEEN ESTABLISHED TO TACKLE THE PRIORITY ITEMS OF CONCERN.

THESE WORKING GROUPS, AS THEIR CHAIRMEN WILL ATTEST, HAVE DONE A GREAT DEAL OF WORK. THE RESULT TO DATE

HAS BEEN THE AMASSING OF DOCUMENTATION AND ANALYSES LEADING TO BETTER DEFINITION OF THE PROBLEMS. AS AN EXAMPLE I WOULD GIVE YOU THE WORK DONE BY THE SERVICES GROUP WITH RESPECT TO DEMOGRAPHIC, SERVICES, COSTS AND SOCIAL-ECONOMIC DESCRIPTIONS. THE RESULTS OF THIS WORK I WOULD ADD, WILL HAVE MAJOR IMPLICATIONS FOR ALL OF US.

3. THE INDIAN COMMISSION OF ONTARIO HAS BEEN ESTABLISHED WITH JUSTICE PATRICK HARTT AS COMMISSIONER. THIS NEW GROUP PROMISES TO PROVIDE AN INDEPENDENT AND RESPECTED VOICE TO HELP IN SOLVING DIFFICULTIES OF COMMON CONCERN.
4. THE WHITEDOG/GRASSY NARROWS MEDIATION PROCESS IS ABOUT TO BE ESTABLISHED. THIS INNOVATIVE APPROACH WILL RESOLVE MANY OF THE LONG-STANDING GRIEVANCES AND PROBLEMS FACED BY THESE RESERVES.
5. A NEW APPROACH TO RESOLUTION OF SPECIFIC CLAIMS USING THE EXPERTISE OF THE INDIAN COMMISSION OF ONTARIO MAY BE INTRODUCED.

WE SHOULD NOTE AT THIS POINT TWO THINGS: FIRSTLY, THAT ALTHOUGH MUCH OF THE PROCESS TO DATE HAS INVOLVED DIRECTLY A LIMITED NUMBER OF PEOPLE, WE WOULD EXPECT ALL MEMBERS OF THE MANAGEMENT TEAM AND THEIR STAFFS TO HAVE AN INVOLVEMENT; AND SECONDLY, THAT ALTHOUGH IT IS EXPECTED TO SOLVE A NUMBER OF SUBSTANTIAL ISSUES THROUGH THIS PROCESS, WE ARE UNABLE TO SOLVE EVERY ISSUE WITHIN THE PROCESS.

HAVING LOOKED AT WHERE WE WERE AND WHERE WE ARE, LOGICALLY WE SHOULD NEXT LOOK AT WHERE WE ARE GOING. HOWEVER, I DO NOT INTEND TO ANSWER THAT RIGHT NOW; I WOULD RATHER LEAVE IT TO YOU. I TRUST THAT YOU

WILL BE ABLE TO DETERMINE SOME OR ALL OF THE ANSWERS FROM THIS AFTERNOON'S SESSION.

WE HAVE AN INTERESTING SESSION FOR THIS AFTERNOON; IT IS AS FOLLOWS:

1. AN ADDRESS BY JUSTICE PATRICK HARTT, WHO WILL BE INTRODUCED BY ANDY RICKARD.
2. A SHORT GROUP EXERCISE RELATED TO YOUR EXPERIENCE WITH INTERGOVERNMENTAL INTERCOURSE.
3. A GROUP EXAMINATION OF ISSUES AS PER THE LETTERS YOU HAVE RECEIVED.
4. A CLOSING ADDRESS BY IAN COWIE, WHO WILL BE EXPLAINING TO US THAT "YES, VIRGINIA, HEADQUARTERS EXISTS AND THERE IS A NATIONAL PERSPECTIVE TO WHAT WE ARE DOING, I.E., THERE ARE FOUR PROVINCES TO THE WEST, AND HULL TO THE EAST."

MR. ANDY RICKARD

TRIPARTITE

Andy Rickard introduced Mr. Justice E. Patrick Hartt.

I would first of all like to express why I am here, and attempt to explain what is happening in this country. I had the privilege of sitting down to a three ring circus in Ottawa, that is called the first Minister's Conference. Our leadership in Ontario was privileged to sit down with the Premier to talk about the proposed revisions of the Constitution of Canada.

It is important that as leaders of our people that we must reflect the feelings of our people on this vital matter. The B.N.A. Act consists of the English, French and Indian people. The whole basis of the Constitution of this Country show that we do have certain privileges.

During the lunch breaks of the Constitutional discussions, the Premier and his senior Cabinet members and advisors requested us to join their discussions. We sat down to discuss some of our own concerns. As far as I am concerned, it was a major mile stone to be sitting down at the first Minister's Conference, although we were only accorded observers status, this is a beginning because our Ontario leadership has used the negotiating strategy rather than marching around Queen's Park demonstrating on issues affecting our people. By virtue of our diplomatic strategies Ontario is ahead of everyone else. This situation didn't come about because of the kindness of anyone person. We have been fighting to be recognized by both levels of Governments for years. However, only since 1973 that recognition was extended to us. We owe our success in negotiating to the young people who were willing to hold demonstrations in front of Parliament Hill. Some of these people acquired criminal records by doing this. In the same respect, the armed seizure of Nishnawbe Park in Kenora was another example of our initial confrontations with the Governments. Some issues that we are talking about here have negative implications.

The Indian Act is a very small component as to the B.N.A. Act. It is a terrible thing to think that with a stroke of a pen you can virtually destroy everything on Indian status that is enshrined in the B.N.A. Act should the Constitution be patriated or brought home. These concerns were expressed to the Premier of Ontario and he has assured us that there will be no changes in the Constitution affecting the people without our involvement.

There were many highlights in the discussions of the first Minister's Conference in Ottawa. The division of powers about land and resources. Our aboriginal rights are implicated. Education, Economic Development, the Charter of Linguistic Rights are being discussed.

The next Minister's Conference is taking place in January 1979. We have to attend again and reflect our people's feelings wherever possible. We have to establish negotiating tables where these issues can be discussed. At the Federal level this was established and was known as the Cabinet - NIB Committee. This was stopped last spring by certain political reactionaries from our own leadership. However, this mechanism will be re-established again. We also acquired a similar table where we can sit down with the Provincial Government. This was established as a Provincial Joint Steering Committee. We also wanted to sit down and have a three-sided table - a Tripartite, Provincial, Indian, and Federal arrangement. There were many constitutional conflicts that required attention. We had to agree to sit down first, not to agree or disagree with issues. Secondly, we had to establish the rules of the game, and thirdly, getting a good umpire to keep our discussions going. We were fortunate we have a good umpire. This gentleman was first appointed as a Commissioner of the Royal Commission into the Northern Environment. In this role he involved a lot of people, the business community, the environmentalists and other concerned parties. We have a lot of respect for this gentleman. So the Tripartite situation was set up.

The Commissioner of the Ontario Indian Commission was appointed by mutual agreement of our three parties. He is aware of all the social issues affecting our people and I know he is not going to love us to death, for we know he has difficult tasks to perform.

Ladies and Gentlemen it gives me a great honour to introduce Mr. Justice E. Patrick Hartt.

MR. JUSTICE PATRICK HARTT
INDIAN COMMISSION OF ONTARIO

Mr. Justice Patrick Hartt outlined his background and training in law and philosophy. After twelve years as a criminal lawyer, he joined the judiciary, and later the Federal Human Rights Commission. After serving as Commissioner of the Royal Commission on the Northern Environment, he was asked to head the new Indian Commission of Ontario. The Indian Commission was formally established on September 29, 1978.

Justice Hartt continued that he was wary of institutions such as "Tripartite". The important factor is rather the people involved for which reason he favoured establishment of the process. During his time as head of the Northern Commission, he had found that communications were lacking not only between the Federal and Provincial Governments, but even within them. Because of these problems he realized that a new mechanism was needed, and suggested a Tripartite process to provide for participation of all, in trying to find pragmatic solutions. Its creation was a step forward. The establishment of the I.C.O. was a necessary part of this to ensure the groups were pushed ahead.

Five people constitute the I.C.O., including Roberta Jamieson who was unable to attend the session today. It is a small group which does not plan to "take over", but rather to play a pragmatic role of assisting in resolution of problems.

A number of these issues must be resolved now; they cannot await a new constitution.

Brian Bennett thanked both Mr. Justice Hartt and Chief Rickard. He mentioned the Minister's comment that the I.C.O. should serve as a "burr in the saddle" of Governments to keep them moving ahead.

Brian Bennett indicated that two groups be formed to answer the following questions:

Question #1 - List 5-6 committees with provincial representation on which you have served.

Question #2 - From your experience on these committees, list those elements which you feel have led to

Success
Difficulties

on these committees.

Group #1's report was presented by Rod Monague to all in attendance.

Question #1 - 1. Federal-Provincial and Native Resources Committee
2. Northern Rural Development Resources Committee
3. 1924 Land Agriculture Committee
4. Northern Electrification
5. Christian Island Trans. Committee
6. Ontario Indian Advisory Committee

Question #2 - 1. Objective of Committee well defined)
2. Openness) Success
3. Consistency of Representatives)

1. Opposite to the above mentioned)
2. Absence of time limit)
3. Lack of Indian involvement) Difficulties
4. Getting people together)
5. Lack of mandate)

Group #2's report was presented by Mansel Barstow to all in attendance.

Question #1 - 1. Natural Resources
2. C.E.S. Work Groups
3. Rural and Native Housing
4. Community Services

Question #2 - 1. Similar level of representatives from various groups)
2. Commitment)
3. Specified time frames) Success
4. Clear terms of reference)
5. Goal oriented)
6. Necessary resources - \$)
7. All interested parties involved)

1. Too many people involved)
2. Intractable) Difficulties
3. Substitute members without decision making authority)

Five work sessions were set up to look at some of the topics that Tripartite is involved in.

1. Wild Rice
2. Hunting and Fishing
3. Lands
4. Social Services
5. Indian Commission of Ontario

The groups were allowed a half an hour to discuss the topics mentioned above.

WILD RICE

The group members were: Jack Gover
Pat Derrane
Charlie Cornelius
Ted Morton
Sandy Preiss
Alex Yuile

Question #1a - Identify and analyze the problems facing this working group.

Question #1b - Suggest a solution to the problems or a plan of action to assist the working group in solving the problem.

Question #2 - Wild Rice was identified as an area of concern by Indian people and Government, leading to a full scale review of the system. In what other programs/services jointly provided by the two Governments do you think require evaluation?

This group's report was presented by Pat Derrane.

1. a) How can Indian people be assured the maximum benefit from this traditional resource?
- b) Can the above issue be resolved harmoniously?

Solutions

1. Will the Minnesota experiment destroy the potential wild rice industry?
2. Will Treaty #3 agree to non-Indian participation in Wild Rice harvesting under certain circumstances i.e. licensing?
3. Other side recognize non-economic issues in this area.
4. Solution lies in co-operation between Indians and non-Indians.

LANDS/RESOURCES

The group members were: Mike McMillan
Del Riley
Flora Tabobondung
Don Wellstead
Bhoo Agarwal
Austin Cabral

Question #1a - Identify and analyze the problems facing this working group.

Question #1b - Suggest a solution to the problems or a plan of action to assist the working group in solving the problem.

Question #2 - How can reserves be assured of adequate access to resources? What special rights to they have to surrounding resources?

This group's report was presented by Mike McMillan.

1. a) Problems
 1. Shortage of Land
 2. Poor Land
 3. Poor Location
 4. Lack of timber rights on crown land
 5. Improper use of reserve timber
 6. Royalties distribution 1924 Land Agreement
 7. Lack of Roads
 8. Erosion
1. b) Solutions
 1. More Reserve
 2. Land Exchange
 3. Land Exchange
 4. Fair distribution
 5. Proper Forest Management
 6. Recommend changes from 50 - 100%
 7. Apply Natural Resources Development Agreement
 8. Erosion Control - hydro - P.W.
2. Reserves may be assured of adequate access to resources by demonin-
ation of proper management.
Special rights - use of motor boats in provincial parks

SOCIAL SERVICES TO STATUS INDIANS

The group members were: Walt McKinnon
Mansel Barstow
Rod Monague
Dan Patterson
Renson Jamieson
Ed Caffin
Gord Conquergood

- Question #1a - Identify and analyze the problems facing this working group.
- Question #1b - Suggest a solution to the problems or a plan of action to assist the working group in solving the problem.
- Question #2 - Social Services was identified as an area of concern by Indian people and Government; leading to a full scale review of the system. In what other programs/services jointly provided by the two Governments do you think require evaluation?

This group's report was presented by Gord Conquergood.

1. a) Problems facing working group
 - Economic Development funds
 - Provincial grants vs. Federal "Loans/Contributions"
 - Social Services:
 - disparities in delivery
 - "on" vs. "off" reserve
 - administrative charge - back formula; it varies
 - Education program "on" vs. "off" reserve
1. b) Solutions/Plan of Action

Criteria guidelines for mutual use. It prevents duplication

Specifics on ^{Social Services}
 ^{Education}

 - current practices
 - real needs
 - decentralization to Districts to Bands
 to District Councils
2. Social Services +
 - Justice
 - Policing
 - Housing
 - Recreation
 - Education
 - Transportation
 - Farming/Drainage
 - Commercial Fishing
 - Taxation
 - Environment
 - Health

HUNTING AND FISHING

The group members were: Dennis Wallace
 Bud Kemp
 Ray Rogers
 Bill Garand
 Frank Bradley
 John Kelly

Question #1a - Identify and analyze the problems facing this working group.

Question #1b - Suggest a solution to the problems or a plan of action to assist the working group in solving the problem.

This group's report was presented by Dennis Wallace.

Interests

Bands

Associations (Treaties)

Ontario/Provincial

Ottawa/Federal

Lobby Groups

International

National

Legislation

Federal Fisheries

Provincial Regulations - Fish - Hunting - Allocation of Licenses

Gun Laws

Migratory Birds Act

Treaties

BNA (rights to resources)

Land/Resources

Crown Land

Headland to headland

Parks

Reserves

Access - fishing licenses

Definition

Personal consumption

Headland to headland

Rights vs. resources

Treaty

Commercial

Allocation

Solution/Plan of Action

Immediate

Mediation on specific issues now (Lake of Woods/Shoal Lake fishing quotas charges under Fish and Game Act).

Longer Term

Determine who is involved

Establish terms of reference

Each party sets out position

Return to constituents

Modified positions presented to Committee

Consolidation

Legislation

INDIAN COMMISSION OF ONTARIO

The group members were: Ian Howes
Mitch Phillip
Andy Rickard
Robin Green
Gary Maxwell
Joan Dunn
Gord Miller

Question #1 - With what issues should the I.C.O. be dealing?

Question #2 - What difficulties may be encountered?

This group's report was presented by Ian Howes.

- Issues
1. Facilitate solutions to problems
 2. Identify problems
 3. Act as catalyst
 4. Mediation between levels of Government - Federal and Provincial
 5. Will arbitration be a requirement?

- Difficulties
1. Limited time frame - two years
 2. Problem of setting priorities to facilitate
 3. Will arbitration be a requirement?
 4. Relies on Government and Indian people to put resources in place - no power for secondment
 5. How many mediations can commission see over at one time
 6. Sympathy for I.C.O.

IAN COWIE
CO-ORDINATOR/CHIEF ADVISOR
TRIPARTITE BRANCH

TRIPARTITE DISCUSSIONS - A NATIONAL PERSPECTIVE

(Notes prepared for an address by Ian Cowie, Co-ordinator/Chief Advisor, Tripartite Branch - Ottawa to the Ontario Regional Management Committee Conference November 1, 1978 - Peterborough.)

INTRODUCTION

I have been asked to follow up your consideration of the tripartite discussions now proceeding in Ontario, with my perspective on the national context within which these discussions are proceeding. I would like to approach this task by making some general observations in the following areas:

- (a) What is happening in other provinces.
- (b) The Ontario process - what implication does it have in the national context specifically to what extent will the Ontario discussions affect those proceedings in other provinces and vice versa.
- (c) The federal response - dealing with the way in which the Federal Government generally and DIAND specifically is responding to the new wave of tripartite discussions at the regional and headquarters levels - How do we assess the potential and the problems?

(A) DISCUSSIONS IN OTHER PROVINCES

Tripartite discussions on a variety of topics are now proceeding or impending in eight of the ten provinces. I do not intend to deal in detail with what is happening in each

province but rather will focus on the provinces of Manitoba and Alberta and will provide a brief overview on what is happening elsewhere. I will be concentrating in large part on discussions proceeding in the services area.

MANITOBA

I will deal in more detail with Manitoba as the first province in which major tripartite discussions commenced some 18 months ago. In late 1976 the province and the Manitoba Indian Brotherhood presented what was characterized as a joint position paper and proposal. The paper focuses on the provision of services to Indian people on and off reserve. Proceeding from a comprehensive base of demographic, socio-economic and financial data, the proposal measured the cost of providing provincial services to Indian people. The province identified what it termed a pragmatic approach to the transfer of responsibility for the provision of services from the federal to the provincial governments. The position of the province was that the federal government is responsible for the provision of all services in all program areas to Indian people living on and off reserve. The federal response acknowledged the continuation of the special relationship that exists between the federal government and Indian people and that Indian people derive certain special rights, privileges and entitlement from the status as registered Indians.

When it comes to the question of access to services, the Federal Government acknowledges its responsibilities to Indian people living on - off reserves, while taking the position that Indian people can legitimately look to both levels of government for certain types of services, particularly when they are living off reserve. Historically, the Federal

Government has accepted the full cost of most on-reserve programs as well as developing certain off-reserve programs in some areas. Beyond this, the Federal Government has taken the position that Indian people are also residents on the province, paying taxes in many instances and being included as part of the per capita base for calculation of Federal payments under transfer and block financing programs. The discussions with Manitoba have been at an impasse for some time over the question of jurisdiction. The Minister has made a commitment to seek a review by cabinet of the federal position on the jurisdiction-responsibility question, but would like to see the discussions in other provinces such as Alberta and Ontario further advanced before seeking such a review. Manitoba is not prepared to examine alternatives until the results of the federal review are available. The resulting impasse has added further to the frustration of the Manitoba Indian Brotherhood with the pace and substance of the negotiations.

In addition to the major services discussions there have been tripartite discussions on certain hunting, fishing and trapping issues over the last year.

ALBERTA

Prior to April of this year the major tripartite discussions proceeding were with two bands for the purchase of provincial social services on reserve. In April the government of Alberta published a new provincial policy on the extension of provincial services to Indian people. It announced that it was prepared on request from individual bands to extend the full range of services to Indians living on reserve, provided that the Federal Government met 100% of the costs. Beyond this the province indicated that it would be prepared to pick up 100% of the cost of providing services off reserve, provided that

the Federal Government redirected present "off" reserve expenditures towards improved on-reserve programming and undertook that the services provided, however delivered, would be equivalent to those offered to non-native Albertans under provincial programs. The Indian Association of Alberta has reacted cautiously to the paper, expressing apprehensions that elements of the paper appear to reflect a reincarnation of some aspects of the 1969 White Paper. The IAA is currently developing its own counter-proposal. The end federal position will be guided very much by the Indian reaction. At this time, the provincial position is seen positively to the extent that it acknowledges the need for close co-operation between Indian people and the two levels of government and a willingness to input provincial resources on an on-going basis with the aim of improving services to Indian people.

OTHER PROVINCES

Looking quickly at what is happening in other provinces - In BRITISH COLUMBIA, preliminary discussions have been held on future arrangements in the health and social services area. At the present time, two problems exist - a rigid provincial position on the issue of responsibility and a lack of involvement by Indian people in the actual discussions.

In SASKATCHEWAN, the Federation of Saskatchewan Indians has submitted to the Federal and Provincial Government a proposal for a comprehensive long-term band development program which would affect all program areas, many federal departments and calls for provincial involvement. Following negative reaction at the band level, the FSI is now engaged in a redraft of the proposal.

In QUEBEC the provincial government has indicated a desire to sit down with Indian people and the Federal Government to discuss future health and social services arrangements. At the

present time, Indian people are reluctant to participate in such discussions. In NOVA SCOTIA, preliminary discussions on possible new service arrangements have been held. In NEWFOUNDLAND, discussions continue on possible revision to the special Canada-Newfoundland Agreement which acts as a conduit for all federal funds for native programs.

(B) ONTARIO TRIPARTITE PROCESS

You have spent the earlier part of this afternoon focusing on the Ontario discussions and I would just like to offer some brief general observations on some of the unique aspects. First, the Ontario process is the most highly structured of any in the country. It has enjoyed a particularly high level of support from the Minister, the department's senior management, as well as a high level of financial support in relative terms since its establishment. The discussions to date have proceeded in large part without definitive or extreme positions being taken by any of the parties - there appears to be a genuine commitment on the part of all involved to addressing fundamental issues and coming up with workable solutions. I would like to focus on a few specific points:

(a) THE INDIAN COMMISSION OF ONTARIO:

I believe that all three parties to the tripartite process see the creation of the Indian Commission of Ontario and Mr. Justice Hartt's decision to accept the position of Commissioner as one of the most positive developments in a number of years. The potential is exciting, but the road ahead for the Commission will not be easy. Some of the challenges and problems which face the Commission include how to move effectively ahead in a time of severe fiscal restraint given the expectations associated with the creation of the Commission, how to maintain the credibility and impartiality of

the Commission at both the political and working levels, the need to sensitively assess when involvement by Commission staff will help as opposed to hindering a process under way, i.e. any assumption that the three parties cannot discuss issues and make progress without the intervention of the Commission is clearly not correct. As such, much attention will have to be paid to process, selecting the point of intervention and support, distinguishing the true impasse from the more minor differences that exist. The challenge ahead for the Commission is great and it is clearly the responsibility of all parties to the process to give the Commission full support in its work.

(b) THE NEXT 6 MONTHS

The past 6 months have been significant achievements but mainly in process terms, agreement has been reached on the issues to be discussed, the terms of reference to guide such discussion, membership of groups, the creation of the Indian Commission of Ontario - all in an almost euphoric atmosphere. We now approach the critical stage - can the process deliver substantively, how prepared are both levels of government to examine long-held positions, how prepared are Indian people to examine solutions which may reflect a compromise on the ideal position, is the process attempting to do too much, what is the real potential of the process to come up with workable substantive solutions to problems that have been around for a long time? The next 6 months to one year will be the period that will truly measure the commitment of all parties, and the real capacity of the Commission to assist in the resolutions of issues of material concern.

(c) CONSIDERATION OF ISSUES WITH NATIONAL IMPLICATIONS

A number of the issues presently being considered through the Ontario Tripartite Process, are national in their implications. The service area is one of the obvious examples and I have already made reference to the development in Alberta and Manitoba in this area. In some respects, such issues are, at the present, somewhat removed from the day-to-day realities faced at the district level. Yet in another way, they are quite immediate to those day-to-day realities. It is at the district level that problems of duplication of programming as between departments and as between governments and deficiencies in programming caused by jurisdictional conflicts must be dealt with. Yet these involve questions relating to the roles and responsibilities of the two levels of government for the provision of services to Indian people and how such services can be improved. Such issues are national in their scope and implications. Indeed they fit at some stage into the broader context of constitutional discussions. The Ontario discussions will inform the Alberta and Manitoba discussions and vice versa. Cabinet review of this broad issue in the near future is dictated. Dealing with national implications in this way is a constraint unique in one sense to the federal government, but also shared in a slightly different way by Indian Associations having to report back to their constituencies at the community level.

(C) THE FEDERAL RESPONSE IN TRIPARTITE RENOTIATIONS - SOME CHALLENGES - PROBLEMS

Finally, I would like to make some general observations relating to the department's response in the tripartite area to date:

(a) NEED FOR IDENTIFICATION OF INTERRELATIONSHIP BETWEEN PROCESSES:

At the present time, the department has under way a number of "separate" but interrelated processes in the INDIAN ACT revision, tripartite discussion, land claim negotiations and, more recently, the "A" base review. One could perhaps add to this list the more fundamental discussions on constitutional matters now under way. There is major need to ensure that there is a consistency in the policies being pursued in each of these processes, e.g. in the tribal government area.

(b) INTERDEPARTMENTAL QUESTIONS

Even if we can ensure that our own processes are proceeding with full identification of the interrelationships and the need for consistency, the further problem of ensuring consistency in position as between federal departments must be kept in mind. Past problems associated with the program mandates of such departments as DREE and DNHW can be overcome to a large extent through close interdepartmental liaison.

(c) POTENTIAL FOR OVERLOADING PROCESSES

I have referred earlier to the problem of overloading the tripartite process and creating unrealistic expectations on the part of Indian people. The mere establishment of a process, and all of the goodwill available will not result necessarily in the resolution of outstanding issues. The number of issues must be kept manageable, and limited resources channelled for their most effective use. The expectations created must be realistically linked with the real capacity of the process to produce.

(d) SUPPORT OF INDIAN PARTICIPATION IN TRIPARTITE DISCUSSIONS

It is increasingly apparent that to fully support Indian input into the presently-established tripartite processes that additional resources must be made available beyond those already provided in the form of core consultation and special project funding. Given the reality of having to live within present fixed budgets it is clear that governments will have to address the questions of reprioritization and reallocation. At the same time, Indian people will have to focus on their priorities and how they will allocate the resources presently made available. It is clear that notwithstanding some legitimate additional cost items, government will be unable to meet all such requests with new funds and much must come from reallocation within existing budgets.

(e) DIAND CAPACITY TO RESPOND IN TRIPARTITE DISCUSSIONS - H.Q. AND REGIONAL ROLES

The newly-announced tripartite branch will provide DIAND Headquarters with some desparately needed capacity to support the regions in these tripartite processes as well as giving us the capacity to deal with the national aspects of many of the issues raised.

I am hopeful that the increased capacity at the H.Q. and, in some instances, at the regional level will facilitate the rationalization of the H.Q. and regional roles in the tripartite area. There is greater potential to work in a mutually supportive way than has been the case in the past.

To my mind, the rationalization of H.Q./regional roles at the working level involves identification of the interfacing points which were never fully identified at the time of decentralization. It is clear that some issues given their national implications, should be handled through the H.Q. branch (in conjunction with regional staff); while others can only be handled from the regional end.

For my part, I am hopeful that the tripartite branch will give much more extensive support to the regions than has been possible in the past; will ensure a full awareness of regional perspectives and differences in the development of national policy; will facilitate the co-ordination of DIAND and inter-departmental H.Q. input into policy and program development and will facilitate the processing of new proposals resulting from tripartite discussions through the federal financial system.



MR. FRANK JETTÉ
DIRECTOR, MANAGEMENT SYSTEMS GROUP
OTTAWA

NATIONAL PERSPECTIVE

Alex Yuile introduced Mr. Jetté, who is involved in the Regional Organization.

The Regional Organization Committee was set up last spring, when Ron Fournier started the BCS System. They started to look at what might be a responsibility centre, and looking at the Delegation of Authority.

Under the direction of myself, the Management Systems Group will have the responsibility to develop a Project Committee which will examine all Regional organizations, develop criteria that will be used in the future, and make recommendations to the EPC concerning areas where the organization should be standard across the country and where flexibility can be permitted. No changes will be made in Regional organizations without the Assistant Deputy Minister's approval. Representation will be asked from both District and Region on the Project Committee Group.

Present organizational functions and reporting relationships of the Regions have been identified and allocated to three basic groupings which are:

- 1) Advisory
- 2) Operational
- 3) Other

The Committee will be meeting with Cam Mackie to examine the needs for a longer look at delivery mechanisms at the District level.

REGIONAL ORGANIZATION

Report to E.P.C.

October 11, 1978

Prepared by:
Management Systems Group (I.I.A.)

MESSAGE FORM

FORMULE DE MESSAGE

TO: REGIONAL DIRECTORS GENERAL
 HQ DIRECTORS GENERAL
 HQ DIRECTORS
 (INDIAN AND INUIT AFFAIRS).

FROM: R. D. BROWN,
 DE ASSISTANT DEPUTY MINISTER
 Branch - PROGRAMS
 Direction (INDIAN AND INUIT AFFAIRS)
 Division

Not to be included in Message:
 A ne pas comprendre dans le message
 File No.
 Dossier n°

Telex Phone No. (if available)
 numéro de téléphone telex (sion le sait)

For Dispatch
 À transmettre

PRIORITY (Check whichever is applicable)

Within 1 hr.
 D'ici 1 h

Within 3 hrs
 D'ici 3 h

By 8:30 A.M. Tomorrow
 Au plus tard à 8h30 demain matin

PLEASE PRINT PLAINLY OR TYPE MESSAGE BELOW
 PRIÈRE D'ÉCRIRE EN MOULE OU DE DACTYLOGRAPHIER LE MESSAGE DANS L'ESPACE CI-DESSOUS

CODE NO - N° DE CODE

Originator's - Envoyeur

Addressee's - Destinataire

2Y0 742

CONCERN HAS RECENTLY BEEN EXPRESSED ABOUT THE NUMBER OF RE-ORGANIZATIONS THAT ARE TAKING PLACE BOTH AT THE HEADQUARTERS AND REGIONAL LEVELS.

THIS IS LEADING TO PROBLEMS IN THE DEVELOPMENT OF MANAGEMENT INFORMATION SYSTEMS, CLASSIFICATION OF POSITIONS, STAFFING ETC., ETC..

I AM ASSIGNING THE MANAGEMENT SYSTEMS GROUP, UNDER THE DIRECTION OF MR. FRANK JETTE, THE RESPONSIBILITY TO DEVELOP A PROJECT COMMITTEE WHICH WILL:

- A) EXAMINE ALL REGIONAL ORGANIZATIONS;
- ~~B) DEVELOP CRITERIA THAT WILL BE USED IN THE FUTURE;~~
- C) MAKE RECOMMENDATIONS TO THE EPC CONCERNING AREAS WHERE THE ORGANIZATION SHOULD BE STANDARD ACROSS THE COUNTRY AND WHERE FLEXIBILITY CAN BE PERMITTED.

EFFECTIVE IMMEDIATELY, AND UNTIL THE EPC HAS HAD AN OPPORTUNITY TO REVIEW THIS, NO CHANGES MAY BE MADE IN REGIONAL ORGANIZATIONS WITHOUT MY

REGIONAL DIRECTORS GENERAL HQ DIRECTORS GENERAL HQ DIRECTORS (INDIAN AND INUIT AFFAIRS)	FROM: R.D. BROWN DE ASSISTANT DEPUTY MINISTER Branch - PROGRAMS Direction Division (INDIAN AND INUIT AFFAIRS)	Not to be included in Message A ne pas comprendre dans le message File No. Dossier n°
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Telex Phone No. (if available) Numéro de téléphone telex (s'il on le sait)	PRIORITY (Check whichever is applicable) For Dispatch À transmettre	Within 1 hr. D'ici 1 h <input type="checkbox"/>	Within 3 hrs D'ici 3 h <input type="checkbox"/>	By 8:30 A.M. Tomorrow Au plus tard à 8h30 demain matin <input type="checkbox"/>
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PLEASE PRINT PLAINLY OR TYPE MESSAGE BELOW
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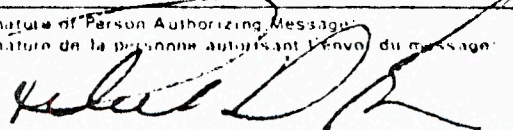
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- 2 -

APPROVAL. WE WILL BE ASKING FOR REPRESENTATION FROM BOTH DISTRICT
 AND REGION ON THE PROJECT COMMITTEE GROUP.

If further space is required please use a second page - Si cet espace est insuffisant, priere d'utiliser une deuxieme feuille.

The following information must be supplied but will not be sent with the above message.
 Les renseignements suivants doivent être fournis, mais ne feront pas partie du message ci-dessus.

Message Prepared by / Rédigé par BROWN/mpc	Telephone No. / Numéro de téléphone 2-2935	Date 14/4/78	Signature of Person Authorizing Message / Signature de la personne autorisant l'envoi du message 
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TERMS OF REFERENCE

1. Identify parts of organization that should be standard across all regions.
2. Identify areas where regional flexibility is possible.
3. Prepare guidelines/directive on how to go about changing the regional organization.

COMMITTEE

Mr. F.J. Walchli	Regional Director General B.C. Region.
Mr. J.D. Nicholson	Regional Director General Alberta Region.
Mr. G.L. Lambert	Director of Personnel Headquarters.
Mr. K. Kelly	Director, Public Communications and Parliamentary Relations Branch, H.Q.
Mr. G. MacIntosh	Co-ordinator, Management Information Systems, H.Q.
Mr. F. Jetté	Director, Management Systems Group, H.Q.

WORKING GROUP

Mr. V. Gran	A/Regional Director General, Ontario Region.
Mr. W. Van Iterson	Director of Operations, B.C. Region
Mr. A. Marino	Personnel B.C. Region
Mr. G. Simon	Personnel B.C. Region.
Mr. D. Marshall	A/Director , Policy Planning and Review, Alberta Region.
Mr. W. Elliott	Management Systems Group, Headquarters.

KEY DATES- Meetings - Reports

June 2, 1978	With A.D.M. - Programs
June 2, 1978	Committee
June 20, 1978	Steering Group
July 26, 1978	V. Gran, W. Elliott, F. Jetté with H.Q. Group
August 8-9, 1978	Working Group - Vancouver
August 17, 1978	Report from Working Group to Steering Committee
September 7, 1978	Report from Steering Committee to A.D.M. - Programs
September 20, 1978	Interim reply to Regional Directors General.
October 11, 1978	Report to E.P.C.
October 20, 1978	Feedback target due date
November 3, 1978	Target due date for issuance of guidelines
November 10, 1978	Target due date for replies to Alberta and Manitoba Organization proposals

REPORT OF WORK GROUP

- Core Units

- Flexibility

Vancouver, August 9, 1978

Report of the Work Group,
Regional Organization Committee

The full Work Group met in Vancouver on August 8 and 9, 1978.

In addition to the members, W. Van Iterson, Director of Operations, B.C., and W. Cooke, District Manager, Vancouver, attended as resource persons.

The group reviewed the present organizational functions and reporting relationships of each Region, and decided upon three basic groupings of activities:

a) Advisory:

Those functional units which should report to the Regional Director General.

b) Operational:

Those functions, which should report to the Regional Director of Operations.

c) Other:

Those areas in which Regions should be allowed flexibility in terms of organization and reporting relationships.

a) ADVISORY

It is recommended that the following units should report to the Regional Director General, with no change in functions:

1. Finance

2. Personnel

Regional Information

The ~~Information Officer~~ should continue to report to the Regional Director General. The ~~role of this unit~~, and its ~~relationship to headquarters~~, however, ~~needs to be clarified~~. Regional units should not be expected to participate in the management decision process, ~~nor co-ordinate dockets and Parliamentary returns~~. The latter co-ordinating role should be performed by the Executive Assistant to the Regional Director General, or by another unit reporting to the Regional Director General.

Program Planning

A Program Planning and Evaluation unit should be established to provide advisory services to the Regional Director General. Operational or short term planning activities, however, should be retained within the present operational units reporting, through them, to the Director of Operations. There is a need, however, to concentrate regional activities related to long range planning and development in one small unit reporting to the Regional Director General. A staff of three or four generalists

would draw upon expertise in regional operational units, or on outside resources, to co-ordinate efforts to achieve overall Regional objectives. The co-ordinating role of this unit would be related to:

- 1) Planning and development of new program initiatives.
- 2) Evaluating, reviewing and assessing existing programs.
- 3) Participating with Regional operational staff in developing appropriate data and information bases to support program planning, development and evaluation activities.
- 4) Support of applied research studies which are Regional in nature.
- 5) Major off-reserve developments with socio-economic and/or environmental implications for Indian people and their land.
- 6) In Regions where a separate functional unit is not required, Intergovernmental Relations.
- 7) In Regions where appropriate, co-ordination of community planning funds and studies.

Intergovernmental Relations

Intergovernmental Relations, when not included in Program Planning and Evaluation, should be established as a separate advisory unit reporting to the Regional Director General.

b) OPERATIONAL

The following units should retain their present basic functions and report to the Director of Operations:

1. Education
2. Economic Development
3. Local Government
4. Socio-Economic Development (in those Regions where the Economic Development, Social Services and Employment functions are combined).
5. Engineering and Architecture - Regions should be allowed to comment on the revised D.P.C.30 before it is approved.
6. Lands, Estates and Membership - Over the next 18 months the ~~regional role of this unit should be reviewed in terms of the headquarters responsibilities of Reserves and Trusts.~~

c) OTHER

Regions should be allowed a reasonable amount of flexibility in placement of the following functions within their organizational structures in order to best meet Regional needs, but bearing in mind that ~~each of these units should retain a functional identity.~~

Social Services - This unit may report directly to the Director of Operations; to the Director of Local Government, or to a Director of Socio-Economic Programs, depending upon Regional program emphases.

Employment - this function may report to the Director of Operations, or to a Director of Socio-Economic Development, depending upon Regional needs.

Band Training and Staff Training - This unit may report to the Director of Operations; the Director of Local Government; the Director of Education, or to a Director of Socio-Economic Development, depending upon Regional needs. It may include responsibilities for Departmental staff training if appropriate, or this responsibility may be retained by the Director of Personnel.

In the foregoing, the Work Group has attempted to define the broad and basic structural requirements of a Regional Organization, while permitting sufficient flexibility to meet requirements which may vary from Region to Region.

The Work Group recommends that this model structure be adopted, and that the Steering Group now develop guidelines which will outline the procedures to be followed by Regions in planning any major organizational revisions and in obtaining headquarters approval for implementation of such changes.

The Work Group also recommends that, if Regions are considering any major reorganizations, they review the British Columbia regional/district structure, where the Department's advisory and management roles have been

clearly identified and separated functionally wherever possible,
both at the Region and in the Districts.

Vern Gran
Vern Gran,
Chairman.

Members

F. Jetté - Ottawa
A. Marino, British Columbia
G. Simon, British Columbia
D. Marshall, Alberta
W. Elliott, Ottawa

REGIONAL ORGANIZATION

Planning

Guidelines

Department of Indian Affairs
and Northern Development
Indian and Inuit Affairs Program
Regional Organization
Planning Guidelines

Introduction

As conditions are always changing in any large organization, whether government or non-government, organization must be recognized as a continuous process. In the past, however, consistent organization planning procedures have not been applied in all Regions. This has resulted in:

- a) A tendency to plan an organization without thoroughly reviewing basic program objectives and identifying essential functions for which provision must be made in the organizational structure.
- b) A tendency to plan regional structures without reference to the total requirements and overall objectives of the Program.
- c) Creation of individual positions or units which vary among Regions but which cover basically identical functions and responsibilities.
- d) Concentration on the development of organization charts without sufficient consideration of the appropriateness of the organization structure itself.

Types of Organization Planning

It is necessary to distinguish between two basic types of organization planning:

- a) ~~Short-term~~, which applies to immediate needs and involves only minor organizational adjustments in order to meet current operating requirements or to deal with shifts in work-loads.
- b) ~~Long-range~~, which involves advance planning involving the restructuring of one or more of the major units within the Regional organization.

These guidelines refer only to organization planning which is long-range in nature.

Procedures for Planning and Implementing Major Organizational Change:

1. As the initial step when planning major changes in a regional organization, the Regional Director General will appoint an ~~Organization Review Committee~~ with Regional representatives of:

- a) Each major operational program area affected by the proposed changes.
- b) Finance
- c) Personnel
- d) Program Planning and Evaluation
- e) District Manager (at the discretion of the Regional Director General).

He may chair the committee meetings himself, or appoint someone to do so.

2. The Committee will then agree on a definition of the organizational problem and draw up a statement of objectives which will identify the specific need for changing the organization structure.

3. The Committee ~~will assemble and review the following material:~~

- a) Statements of the Regions' basic objectives in relation to the Program's overall objectives.
- b) Statements of the present objectives, functions and responsibilities of each unit within the existing Regional organization.
- c) Statements of any additional objectives, functions and responsibilities to be included in the proposed organization.
- d) Statements of any objectives, functions and responsibilities which are redundant and therefore do not need to be included in the proposed organization.

4. After ensuring ~~that adequate provision has been made for the common functional units identified in Appendix "A"~~, the Committee will group the proposed activities into appropriately-related major functions.

5. Following this initial grouping, the Committee will unite the major functions into a basic framework that will constitute the skeleton of the proposed organization structure.

6. The Regional Director General will then submit a comprehensive Organization Proposal to the Assistant Deputy Minister (Programs, which will:

- a) Show present and proposed organization structures, as well as the present and proposed man-year utilization of each unit within the present and proposed structures.
- b) Identify the major differences between the present and proposed structures, show why the latter is better suited to Regional needs, and how it will facilitate improved performance.
- c) Confirm that the proposed organization provides for all the common functional units identified in Appendix "A".
- d) Provide a plan of action for implementation of the proposed organizational changes.
- e) Indicate how present program staff would be affected by the proposed changes, and provide a plan of action for making those staff adjustments which would be required.

7. If the proposal is approved by headquarters, the Regional Director General may then proceed with detailed implementation plans in accordance with the approved plan of action.

Common Functional Units

For the purposes of these guidelines, present organizational functions and reporting relationships of the Regions have been identified and allocated to three basic groupings:

a) Advisory

Those functional units which should report to the Regional Director General.

b) Operational:

Those functions, which should report to the Regional Director of Operations.

c) Other:

Those areas in which Regions should be allowed flexibility in terms of organization and reporting relationships.

a) ADVISORY

The following units should report to the Regional Director General:

1. Finance
2. Personnel
3. Regional Information
4. Program Planning and Evaluation
5. Intergovernmental Relations - (Where not included in Program Planning and Evaluation.

b) OPERATIONAL

The following units should report to the Director of Operations:

1. Education
2. Economic Development
3. Local Government

4. Socio-Economic Development - (in those Regions where the Economic Development, Social Services and Employment functions are combined).
5. Engineering and Architecture
6. Lands, Estates and Membership

c) OTHER

Regions should be allowed a reasonable amount of flexibility in placement of the following functions within their organizational structures in order to best meet Regional needs, but bearing in mind that each of these units should retain a functional identity.

Social Services - This unit may report directly to the Director of Operations; to the Director of Local Government, or to a Director of Socio-Economic Programs, depending upon Regional program emphases.

Employment - this function may report to the Director of Operations, or to a Director of Socio-Economic Development, depending upon Regional needs.

Band Training and Staff Training - This unit may report to the Director of Operations; the Director of Local Government; the Director of Education, or to a Director of Socio-Economic Development, depending upon Regional needs. It may include responsibilities for Departmental staff training, if appropriate, or this responsibility may be retained by the Director of Personnel.

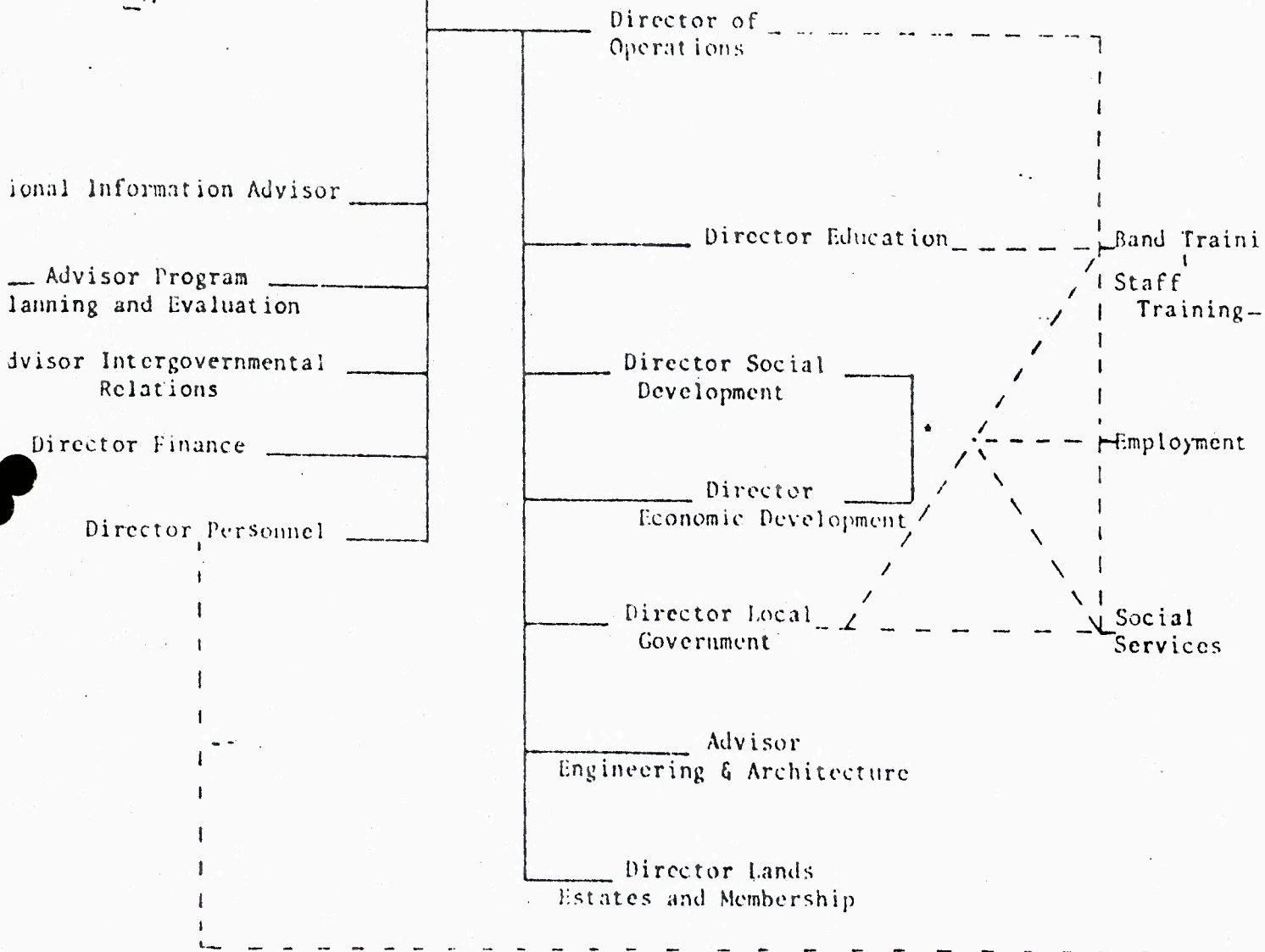
Regional
Director General

Regional Structure Model

Advisory

Operational

Other



*May be combined

----- Indicates Flexible Relationship



Good morning ladies and gentlemen.

First of all I would like to correct the Chairman about my current involvement. I am not with the Ontario Indian Commission. I am still working with my own people of Treaty #9 that I began with a few years ago. I am also with the O.R.L.C. as the official representative for Grand Council Treaty #9. I would like to inform you of the current situation of the O.R.L.C. Our own concept of the O.R.L.C. began when Fred Kelly took over as Director General of the Ontario Region. There has always been some of our people who have always assisted in establishing the foundation of our Indian government relations. We don't usually hear of the "unsung heroes". Many are ex-chiefs and organization leaders. When Fred Kelly accepted the challenge of the Director General's position there were many questions as to how we as Indian people could survive the monstrous task that this system was all about.

I am not God's answer to the problems facing this world. However, I do know that with all the aspects facing this world, that every level of the public sector, business and other institutions can begin to accept realistic terms in seeing things as they are not the way we would like them to be.

The problems are tied in with the institutions therefore the solutions must also come from those institutions. From our sector, we began a concept of the O.R.L.C. In effect, the emergence of the O.R.L.C. was a beginning of our partnership in our Indian-Government relations. This meant that the O.R.L.C. was made up of a group of people whose background would be used to assist the Director General and his management team.

This is the meaning of partnership concept. It is not a group of people sitting around with meaningless ideas or organizing and enjoying social parties, our efforts are a lot more serious than that. We are here for a very important and serious involvement. Fred Kelly also saw through his political wisdom, to use the four associations in the membership in the Council. The other members of the Council was made up of certain Chiefs from all areas of Ontario. There is a saying that if we inherit a fortune, we do not appreciate it as much as we would if we had earned it through blood, sweat and tears. In other words, if we work together to build something we appreciate it more. This is how the O.R.L.C. will be. However, this was a gradual process. We do not put anyone on a pedestal. We make sure everyone has the opportunity to express their opinions on specific matters. We usually sit around a circular table, not in the seating arrangement that we are following this morning.

Andy Rickard - Continued

I learned from my elders that they would sit around a fire in a circle and everyone would participate. This is called "collective participation". The development of this partnership concept was the beginning that was conceived in our retreat and meetings in Kenora. The Directional Plan was initiated then and this process became what we now ultimately call the Operations Framework. This came about by pooling our resources together and exchanging ideas across this country. We have a mandate that was given by our O.R.L.C. membership. Rod Monague and I are now slated to develop the specific terms of the O.R.L.C. in three areas:

- 1) Responsibility
- 2) Authority
- 3) Accountability.

We are doing this task by pooling every aspect of our resources and responsibilities. We also require the need to give authority. Over and above the last principle is accountability. Every function is based on these three specific functions. These are the three principles that we discussed at our retreat at Manitoulin Island. Rod Monague is assisting me and I am assisting him in this plan of action. Also we have to make sure to make contacts with people in our own areas and organizations. In spite of this process, people resist change. This is a fact. However, I am sure a lot of you will accept reality. As you know change will take place anyway, with or without our support. This is inevitable. We are not here to look over the shoulders of the managers of the Region or the Districts. We are not here to create a feeling of dissention. We want to play a major advisory role and I don't mean token advisory either. If we are going to have any input into this we have to have meetings with the Minister, the Deputy Minister, and the Assistant Deputy Minister as well as all departmental staff at the district and regional levels.

There will be pros and cons in setting up our system. Certain mid-management people of the department seem to have fears because certain powers might be taken away from them. This is true as we have to return certain local government powers to our people. This may take thirty or forty years so we don't have to worry about losing our jobs. We still can work together. I am not saying this to be facious. If we really believe in the expertise and knowledge of our positions we don't have to be afraid of anything. I believe the first time we had meetings of this nature everyone shivered with the coldness of the vibration that felt. Look how much more relaxed we are today. The next meeting of the E.P.C. will surely be this way. Our first E.P.C. meeting was a very uncertain experience. It is also happening at our First Ministers' Conferences. Our partnership (management systems together, collective planning, collective evaluations) is in effect our O.R.L.C. prospective of management. We were also afraid before but we were prepared to be involved when things were going but, as soon as things would go wrong we had nothing to do with it. Now if any goes wrong we will be there with you. This is our whole concept of our attempts to work with Region.

Andy Rickard - Continued

We have very responsible people in our O.R.L.C. membership. Chiefs Renson Jamieson, Chief Flora Tabobondung is our female representative. She is not a token. I would be the first person to confirm this fact. Chiefs Ray Rogers, Rod Monague, Robin Greene, are experienced in many areas. Looking back only four years ago, we used to have a hell of a time to reach our Regional office. We used to sit out in the reception area reading the latest and back issues of the Indian News. Now we can to the Minister's office to meet with him objectively. This is progress. The majority of you guys are a group of good people. That's the way I see it today. Remember we are here to work with you. We are also here to make your jobs a bit easier. We intend to encourage the Band Councils to understand and assist in all complicated procedures that we use in dealing with the government. Such processes are including relations with Treasury Board budgets and accountability. We want to assist in every area. We have a deadline by December, 1978 and we are trying to follow our timeframe. Our Terms of Reference will be set up by December. We should by now have copies of the current O.R.L.C. Terms of Rederence. At this time I am Chairman of this group. We are trying to be as objective as possible. We trust that this objectivity will be shared with you in a useful way.

I would like to ask Chief Rod Monague to report on the progress of our mandate to further develop the O.R.L.C. Terms of Reference with the three main principles that I have mentioned:

- 1) Responsibility
- 2) Authority
- 3) Accountability

MR. ROD MONAGUE

CHIEF, CHRISTIAN ISLAND

Mr. Chairman, Ladies and Gentlemen.

We do a lot of talking within the O.R.L.C. membership during our monthly meetings and O.R.L.C. is a forum where I can say certain things without fear of consequences.

A new concept was introduced ten years ago which was known as self government.

There seemed to be a lot of doubt at that time as to what would happen in the immediate future, and there seemed to be a lot of doubt on the part of Indian people as well as government whether this concept would work at all.

By coincidence, here we are exactly ten years later and our government is talking of partnership. It seems to follow in order.

On June 15, 1978, the Minister made a statement in the House of Commons "that the government has moved decisively away from a policy of termination to continuation of Indian status, just as we have moved away from paternalism to partnership as to essence of this Government-Indian relationship". He went on to say "there is a need for the Department to change in order to support the emerging interests of the Indian people and in order to adapt to the proposed changes in the Indian Act. The Ontario Region Liaison Council and the Tripartite Council should prove invaluable in supporting, contributing to and giving direction to the various changes as they occur.

Mr. Howes mentioned earlier in his introduction, the term "client group" and I want to state what I consider a client-professional relationship. Clients must be assured that they are getting the best possible service as they see it. They must be assured that the paid professional is faithful and they must be assured of results. Most important, they must see eye to eye on all matters that pertain to them.

On September 27, 1978, the Chairman and Vice Chairman of the ORLC were given a mandate to implement the recommendations of the ORLC.

These recommendations were developed by various retreats and meetings held during the past two years. We have also circulated among Bands and Departmental staff to come to some consensus as to what is desired in Ontario.

Shortly after the 27'th we went to Ottawa and met with the ADM and DM, and we were assured that an endorsement of some sort could be obtained at that time to formally set ORLC in place.

We did not press for that endorsement because it was premature and we wanted to make certain that staff as well as Indians were aware of what was taking place.

Some staff today as everyone knows feel insecure and uncertain about the future and as I look around, almost everyone is here and was here in 1968 when the other change took place.

I think any process of change will take time and even to a greater degree when two groups have to work together to create change.

I believe that Indian people had a right to be upset back in the sixties because they had very little to say in the decision making that affected their daily lives. However, we have come a long way in ten years and have developed a growing understanding.

During this period a Directional Plan came about and an Operational Framework followed as a spin off all of which took place through dialogue.

There is a lot of emphasis put on participation on planning and even as far as Treasury Board Submissions. I personally feel we have not had a lot of input and I feel that this one factor is very important.

As I stated before, we could have walked away from Ottawa with an endorsement for ORLC, however, we wanted more time to consult in order that we may present a true concept to the Minister when the time comes. We wanted to present our views before December 1978.

Thank you.

O.R.L.C. PERSPECTIVE

Rod Monague responded to Andy Rickard.

"In other words we will move decisively away from the Board of Directorship to make major policies. I don't see any change. The O.R.L.C. is not a bureaucratic means. People get together to throw in a lot of suggestions and recommendations which is very effective in that respect.

Andy Rickard responded to Rod Monague

The Minister said a rough working plan is in effect. He is going to respond when we come up with a plan the same. He also said Ontario is one of the vital spots so we have all the elements in there for working together.

Ian Howes responded to both Rod and Andy

Over the past years we have seen very positive things happen that didn't before.

Thank you very much.



WORKLOAD ANALYSIS MANAGEMENT CONSULTING GROUP

ALEX YUILE INTRODUCED PETER HARRISON
AND MICHELLE GREER:

Peter Harrison is Projects Manager with Management Consulting Services in the Professional and Financial Services Branch of the Administration Program in Ottawa.

Mr. Harrison has undertaken many studies for the Indian and Inuit Program.

Miss Geer is a graduate from the University of Calgary and has spent four years with the Department as a Management Consultant. She has been involved with the Work Packages approach on several studies, most recently in the Atlantic Region.

ORGANIZATION REVIEW, ONTARIO REGION (PHASE 1)

Michelle Greer provided copies of the Organization Review, Ontario Region, Phase 1 to all in attendance.

This was outlined by Michelle and Peter Harrison.

Michelle indicated that in a consulting role, she is available to give advice. Two one day workshops to present the Work Packages concept, and to give Managers a work knowledge of the approach are scheduled for November 27-28, 1978.

Andy Rickard voiced concern with regard to the Organization Review. He indicated that there is no Band involvement. This request was made before any consultation with Indian Bands took place. It should be discussed first with Bands.

John Conduit then commented that we do not have much information on where our human resources are. As part of our Organization Review, this exercise will give us information to ensure that we have enough person years allocated to a program, as well as to identify what the Bands can handle. It is a way to judge what our people are doing.

It was reported that the next ORLC meeting is scheduled for November 22, 1978. It was recommended that this should provide an opportunity for the ORLC to be fully aware of the Organization Review.

Many of the participants voiced that the workshop scheduled for November should be extended to January, in order to give Districts an opportunity to meet with Bands first before the District package is established.

Everyone agreed that a longer time frame is needed to let ORLC have input into this, and to give Districts a chance to meet with their Bands.



FRANK ROSCOEOPERATIONS FRAMEWORK - STATUS REPORT AS OF NOVEMBER 1, 1978

The past six to eight weeks have been spent working away from the coordination of the Operations Framework on the review of contracts and development of an explicit Ontario Region Contracts Administration Process. Therefore, this status report represents progress made up to September 1, 1978.

Progress In The Review:

1. A tentative time schedule was developed and approved by the Regional Executive. This outline was circulated to the whole Regional Management Committee. (Note: because of the contract review this schedule has not been met).
2. The ongoing work of consultant Bob Van Eyk has been suspended pending clarification of this Region's ongoing task requirements.
3. A five stage development of the process has been researched and documented. It moves from the 21 step Planning Framework Prince Hotel to 6 step Operations Framework at present.
4. An intensive review of material, information has been done with a view to putting together the information package referred to in the time schedule. However, the amount of information is so great, that a senior management review should be made to determine if duplication is warranted.
5. Several of the tasks have been continuing, specifically Project Planning Framework. In view of Ottawa's desire to learn from the Ontario experience work on the Capital Projects Planning and Management System should be accelerated. Those District Managers who have not had a District Project Planning briefing should contact Mr. Cam Stuart via the Regional Planner to arrange a session.

BHOO AGARWALEMERGENCY PLANNING

Mr. B. Agarwal, today's luncheon speaker, gave a brief report with respect to Emergency Planning. He provided all participants with a copy of the pamphlet entitled "Who We Are And What We Do."

The Government of Canada has identified more than 60 disasters that could happen here - everything from floods to nuclear war.

The Cabinet has instructed Federal departments, agencies and Crown corporations to consider planning for emergencies as part of their normal responsibilities.

Emergency Planning Canada (EPC) has the job of co-ordinating these plans.

We have to co-ordinate Federal Emergency Planning, co-ordinate response to emergencies, encourage emergency planning, inform the public, administer financial aid, monitor potential emergencies, plan for continuity of government, fulfill NATO obligations, co-operate with U.S. agencies and sponsor research.

If you would like further information about Emergency Planning Canada, or any of these EPC publications such as

Bimonthly publication: Emergency Planning Digest
 Booklets: 11 Steps to Survival
 Basic Rescue Skills

Self-Help Advice pamphlets:
 Flood
 Hurricane!
 Earthquake!
 Winter Power Failure!
 Winter Storms: you and your car

Please contact: Information and Education Branch
 Emergency Planning Canada
 Third floor, Tower B
 Lester B Pearson Building
 125 Sussex Drive
 Ottawa, Ontario
 K1A 0W6
 Phone: Area Code 613 992-3322
 992-9988

or any of the Emergency Planning Canada regional offices listed below:

Ontario

Suite 900
60 St. Clair Avenue East
Toronto, Ontario
M4T 1N5
Area Code: 416 966-6343

Newfoundland

Room 617
Sir Humphrey Gilbert Building
Duckworth Street
St. John's Newfoundland
A1C 1G4
Area Code: 709 737-5522



TRAINING/ORIENTATIONMS. PHYL STEWART

Ms. Stewart provided committee members with a brief background that led to the development of an orientation program for the Ontario Region.

The program is designed so that you can learn about:

- Your job;
- The personnel policies and procedures affecting you;
- The organization's services and image;
- Your fellow workers;
- The native peoples being served.

Your immediate supervisor will be a major source of information. However, he will also help you to use a good many other resources that will give you a broad overview of your place in the organization and its services to the community.

The orientation program has been designed to extend over a six to twelve week period. The learning skills you gain can be applied to almost every aspect of your life. To experience success in anything, including learning, you need a plan; a plan that requires you to determine:

1. What I shall learn;
2. What ways I shall learn;
3. Who will be involved with me;
4. Where shall I learn;
5. When shall I be finished;
6. What obstacles shall I encounter;
7. How will I know when I have finished?

The information contained in this dossier has been secured from many sources including the Personnel Management Manual, various acts and regulations, such as the Public Service Employment Act and Regulations, the Public Service Staff Relations Act, to name two, and the National Health and Welfare Orientation Program. There are literally dozens of source books and documents which provide background information necessary to enable employees to gain a rich knowledge of the organization, its purposes, functions and processes. In-depth knowledge is gained over time and as a result of directed effort.

This Orientation Program is designed to provide a general overview and encourage new employees in their quest for further knowledge, understanding, and skill. In this sense, it is a continuing process.

It is felt that the self-directed learning approach adopted in the Orientation Program to be an effective one. It is not intended to be static but rather an evolutionary approach. Your ideas and inputs are, therefore, important, and we solicit them. We believe that there are no ideas that are right or wrong, but only ideas to be built upon. By sharing your ideas about this Orientation Program with us, the Program will become even richer.

Ms. Stewart concluded her remarks hoping that this Program will help to set you on a challenging and enjoyable learning journey that will assist you in your career with us.



FRANK BRADLEY
DISTRICT EMPLOYMENT COORDINATOR

Frank Bradley gave a presentation with regard to the Employment Programs. He referred everyone back to the previous meeting held at the Chelsea Inn, Toronto, and he also referred everyone back to the first morning session of this current meeting whereby discussions took place with respect to budgets and discussions with the O.R.L.C. in what is happening next year.

Frank then presented the following charts which outlined:

THEME

Co-operation towards native employment in the 1980s.

TYPES

GOVERNMENT

National Strategy

PRIVATE

Local Strategy

(Band and Youth)

District Employment Co-ordinator

(Five year action plans)

PRIORITIES WHICH NATIVE EMPLOYMENT HAS

O.R.L.C.

Executive

District Employment Co-ordinators

District Superintendents of Economic Development

District Manager

EXECUTIVE SUPPORT

Long Term Commitment

Funding Co-operation

Visibility to Employment

Performance Evaluation

IMPLEMENTATION

1978 - Organize - Staff, train, establish beginning link with C.E.I.C. and deliver some employment programs.

1979 - On-Reserve - Improve effectiveness of certain "Job Creation" programs, assist Bands to document their directions and widen the link with C.E.I.C.

1980 - Off-Reserve - Continue to improve effectiveness of "Job Creation", but concentrate on efforts with private sector.

79/80 DEVELOPMENT FUND

Use

Decentralize a flexible fund to Districts to be allocated in consultation with District Council.

Criteria

Encourage planning by Bands

Reduce welfare dependance

Address economic realities

Forms

Standardized application/reporting form for select programs that Bands set out;

- overall plan
- how do projects fit in?
- how have projects worked out?
- Community profile information

79/80 DEVELOPMENT FUND

(based on employables receiving Social Assistance)

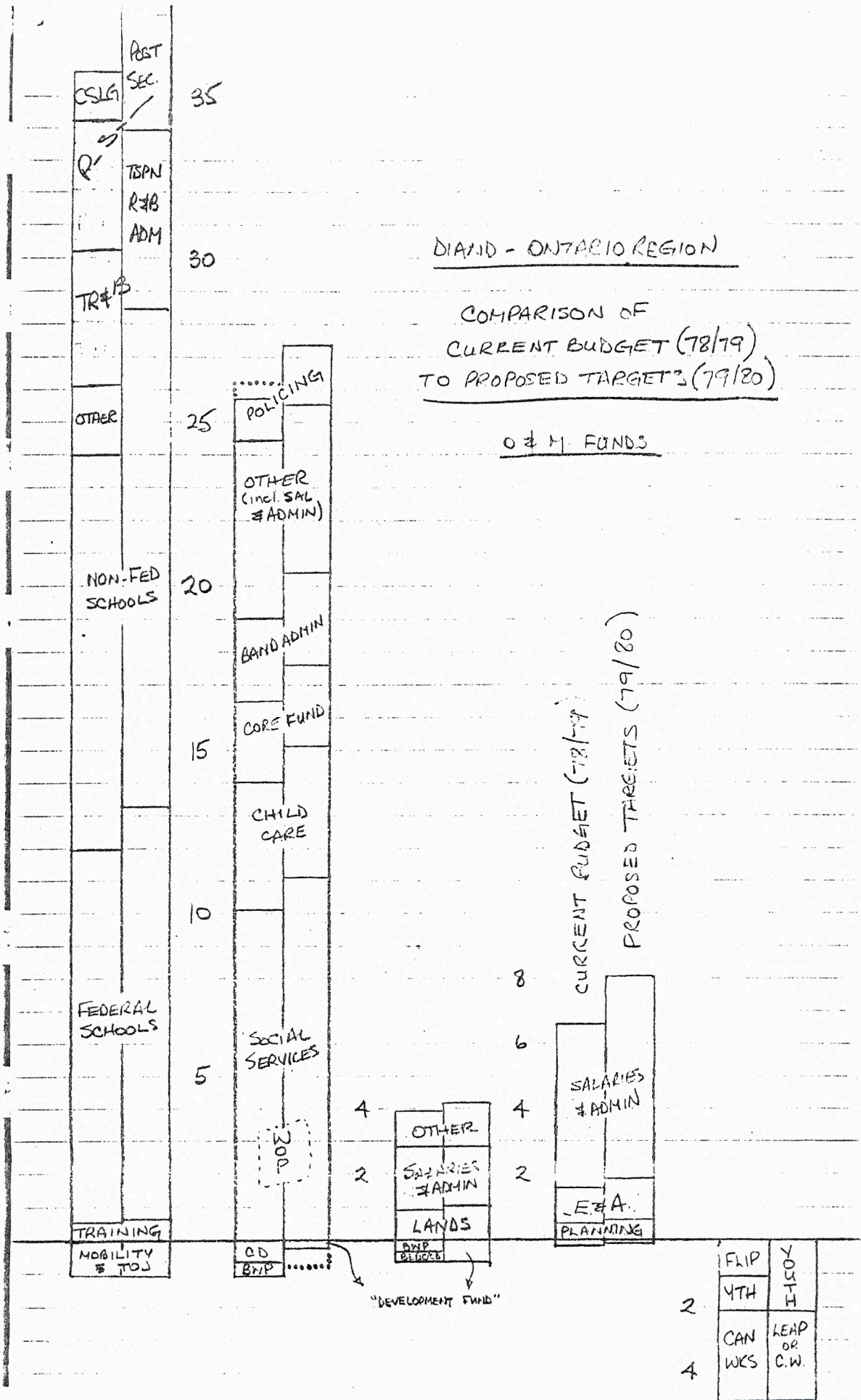
Sioux Lookout	370
London (Bruce and Brantford)	265
James Bay	215
Sudbury	220
Kenora	180
Peterborough	135
Nakina	85
Lakehead	75
Fort Frances	75
	<u>\$1,620</u>
Association Liaison	100
	<u>\$1,720</u>

Frank also referred to the chart D.I.A.N.D. - Ontario Region, Comparison of Current Budget (78/79) to Proposed Targets (79/80). This was explained to everyone in attendance. Please see Appendix

DIAND - ONTARIO REGION

COMPARISON OF
CURRENT BUDGET (78/79)
TO PROPOSED TARGETS (79/80)

O & M FUNDS





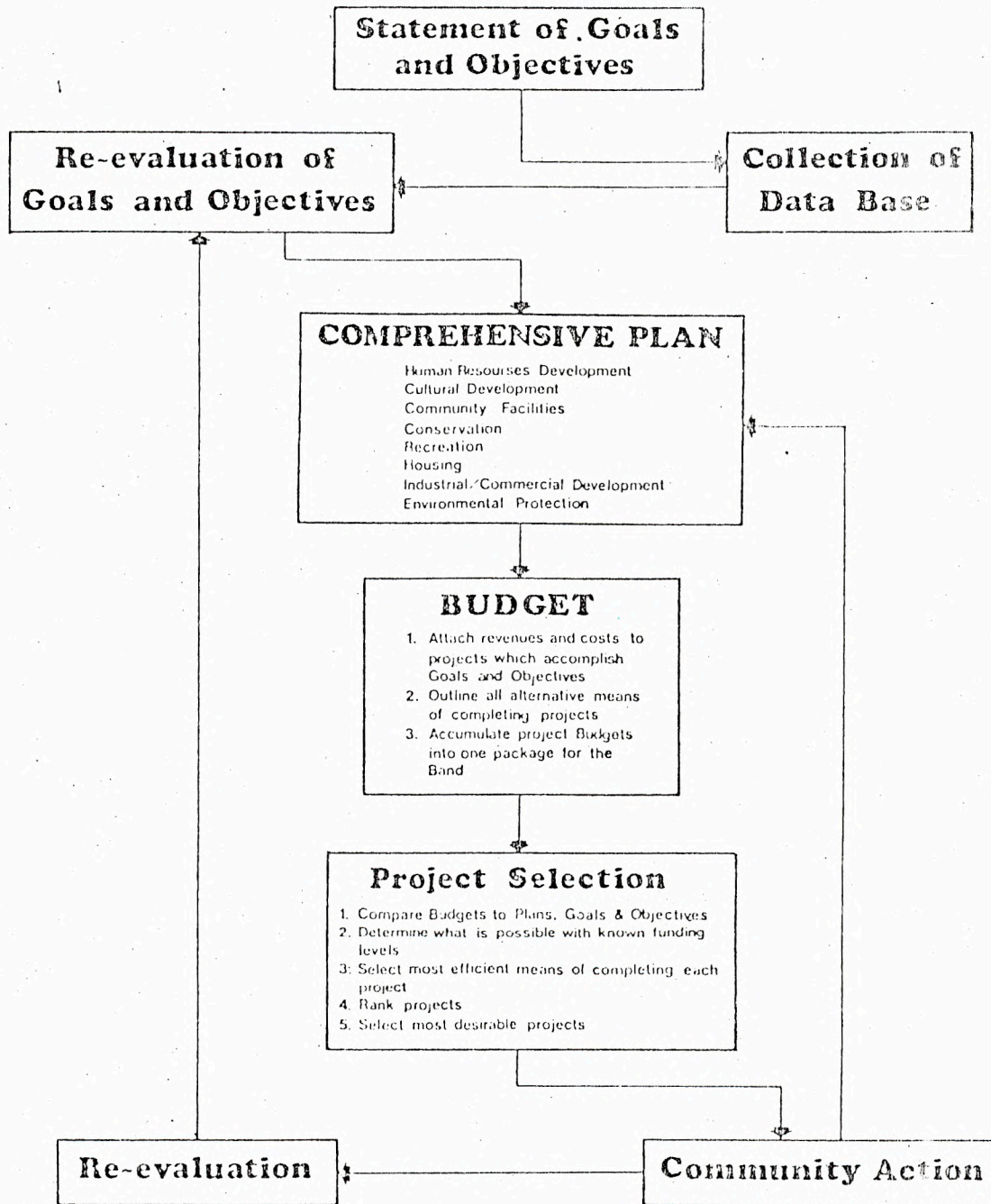
PROGRAM FORECASTS

1980 - 81

Contents

- 1) The Planning and Management Cycle
- 2) Financial Planning Cycle 1979-80
- 3) Program Forecast System 1979-80
- 4) Program Forecasts/Incremental
- 5) Definitions
- 6) Program Forecasting/New System
- 7) Proposed Format for Program Forecasting
- 8) Goal Matrix
- 9) Appendix A
 - Background/Analysis for Program Forecasts 1980-81


The Planning and Management Cycle



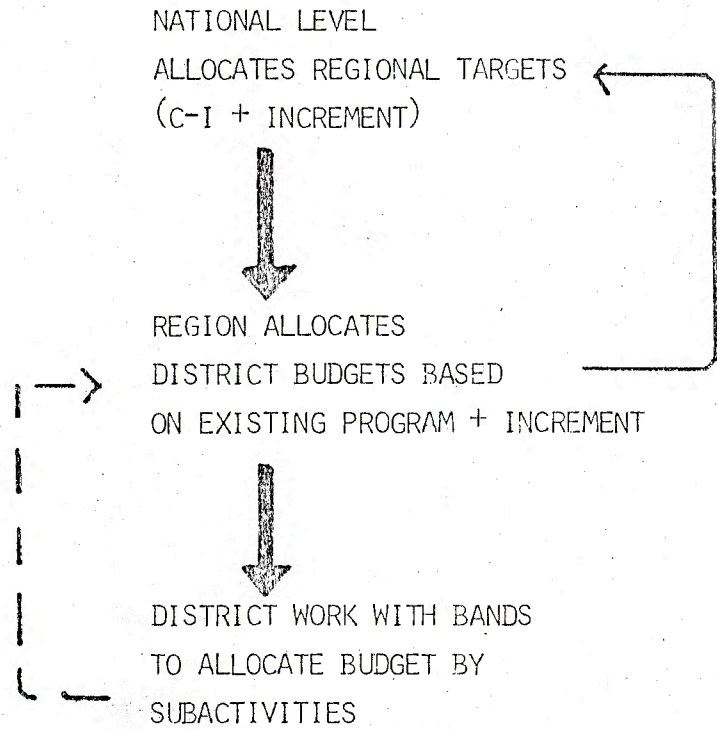
DEPARTMENT OF INDIAN AFFAIRS - ONTARIO REGION

FINANCIAL PLANNING CYCLE — OPERATIONS AND MAINTENANCE

MONTH ➤	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY
BAND							3				3
DISTRICT							3	3			3 3
REGION							2		4		2 4
NATIONAL HEADQUARTERS							1			5	1
TREASURY BOARD				6							6

STEP	 PROGRAM FORECAST
1	NATIONAL DIRECTOR OF FINANCE SENDS GUIDELINES AND TARGET AMOUNTS BY PROGRAM TO REGION OFFICES.
2	REGIONAL MANAGER OF FINANCE ALLOCATES BUDGET TO DISTRICTS ON ADVISE OF PROGRAM MANAGERS
3	DISTRICT MANAGERS IN CONSULTATION WITH BAND COUNCILS, DISTRIBUTE DISTRICT BUDGETS BY SUB-ACTIVITY BANDS PROVIDE INPUT RE ACCOUNTABLE CONTRIBUTIONS DISTRIBUTION
4	PROGRAM MANAGERS PREPARE REGION OFFICE FORECAST BY SUB-ACTIVITY; CONSOLIDATES AND AMENDS DISTRICT OFFICE FORECAST; PREPARES REGIONAL SUMMARY OF PROGRAM FORECAST. FINANCE PREPARES REGION FORECAST. EXECUTIVE COMMITTEE REVIEWS FORECAST
5	DIRECTOR GENERAL OPERATIONS REVIEWS REGIONAL FORECAST AGAINST PROGRAM FORECAST ON NATIONAL BASIS.
6	TREASURY BOARD REVIEWS AND APPROVES PROGRAM FORECAST.

PROGRAM FORECASTS/OLD SYSTEM



----- feed back from district to region

————— feed back from region to headquarters

INCREMENTAL BUDGETING

PROGRAM FORECASTS 1980-1981

DEFINITIONS

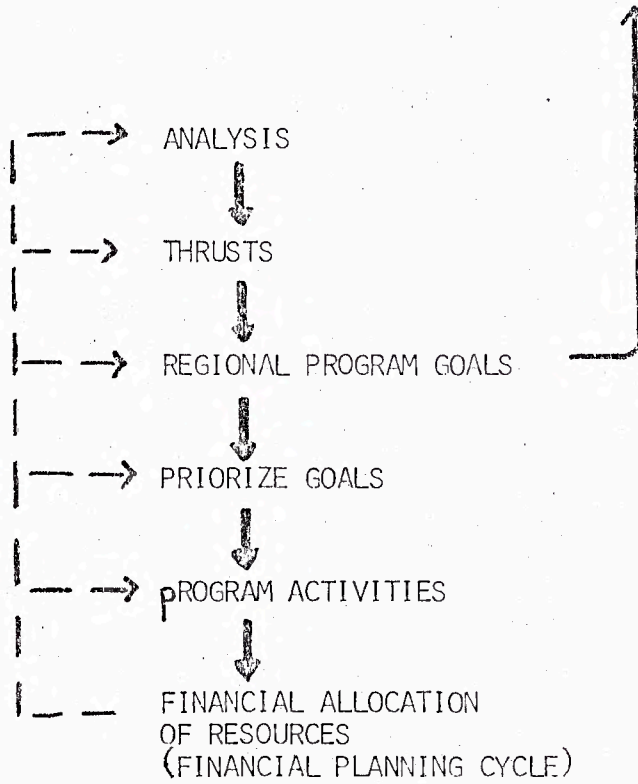
- Program - Indian and Inuit Affairs
- Objective - ultimate ends
- general in nature and national in scope
- Program Objectives - ultimate ends developed by the Indian and Inuit Program at the national level and used in justification for DIAND funding to T.B.
- Goals - specific ends
- region in scope
- set at regional level based on past and ongoing consultation with Bands
- Regional Program Goals - specific ends developed by the Indian and Inuit Affairs Program at the Regional level
- program - organizational unit established within the Indian and Inuit Program to service or deliver
- program Activities - specific goals of a program nature that are directed to the achievement of Regional Program Goals

PROGRAM FORECASTING/NEW SYSTEM

POLICY PLANNING - NATIONAL LEVEL

PROGRAM PLANNING - REGIONAL LEVEL

PROGRAM OBJECTIVES



feedback of consultation with bands and districts

—————

feedback to headquarters from region

0 - BASE BUDGETING

PROPOSED FORMAT FOR PROGRAM FORECASTING

A. ANALYSIS



- socio-economic, demographic
- outline of Indian perceptions
- external environment
- analysis of subunits
- examination of non-discretionary and discretionary

B. PROGRAM PRIORITIES

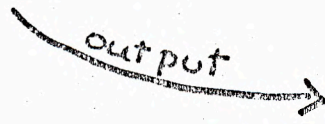


- arise from analysis
- related to Program Objectives
- regions should focus on specific goals
- includes identification and rational for capital priorities

C. PROGRAM ACTIVITIES



- activity goals related to overall priorities
- these relationships must be identified
- matrix may be utilized to indicate relationships



change in organizational requirements for program development and delivery

D. FINANCIAL ALLOCATIONS

- final step and least substantial in a Program Forecast in content.
- arises from identified program activities in C above
- transfer of these allocations to appropriate forms

GOAL MATRIX - Financial Allocation

D. Program Activities

Regional Program Goal Priorities	Activities									
	Ec.Dev.	Employ.	Educ.	Lands	Eng.	Loc.Gov't	Soc.Serv.	Intergovt	Planning	Train.
1. Employment	X	Y					Z		V	
2. Resource Management										
3. Retention of Cultural Identity										
4. Education										
5. Housing										
TOTAL	\$ XXX	\$ YYY	\$ QQQ	\$ RRR	\$ SSS	\$ TTT	\$ ZZZ	\$ PPP	\$ VVV	\$ WWW

APPENDIX 'A'

ANALYSIS FOR PROGRAM FORECASTS 1980-81

INTRODUCTION

Ontario Region is presently involved in an exercise of meshing their 1980-81 Program Options (Forecasts) and Strategies with the priorities and guidelines developed by headquarters Indian Affairs.

The attempt to define priorities and thrusts when budgets are barely sufficient to maintain what may be termed "Departmental obligations" has been heightened by further financial and manyear constraints imposed by Treasury Board.

This background section has been prepared as a discussion paper for Ontario Region to review and recommend possible Program options to efficiently utilize limited resources. It outlines the current situation with respect to Indian communities and the social and economic climate.

The emphasis of the 1980-81 Program Forecast is on resources restraints, and the intelligent re-allocation of existing resources under such restraints.

PRESENT SITUATION

The registered or status Indian population of Ontario for the most recent census year of 1976, adjusted for under-reporting of births, was estimated to be 64,690. It is expected to increase by just over 19% in the 1976-86 period to 77,028 by 1986. The figure represents .78% of the total population of Ontario and is projected to rise to .83% by 1986.

The on-reserve population in the Region, as of December 31, 1976, was 40,999. This represents 63.4% of the total Indian population in the province. The population living on Crown land represents another 5% of the total Indian population in Ontario.

By 1976, the percentage of the total registered Indian population residing off-reserve was 31.6%. This percentage has remained relatively stable since 1971.

The off-reserve population is higher in Ontario (33%) than in other parts of Canada. This is especially true of southern Ontario (36%).

An accurate indication of this growth is very difficult to predict for two reasons:

- (a) Since 1970, the rate of growth for the off-reserve population has slowed down dramatically. This implies that net out-migration from reserves and settlements has probably declined and that a return migration to the reserves has also been occurring.

(b) On the other hand a very sizeable population is expected to enter the young adult age group (15-24) during the first half of the 1980's and this age group tends to be highly mobile. However if depressed economic conditions in the cities persist, then the number of expected out-migrants from reserves may not materialize. Such a situation would create serious pressures on housing, employment and social assistance programs given the expected growth of this young adult population on reserve.

If programs are to be effective, there must be a recognition of this ever-increasing off-reserve population.

While the Indian population as a whole is increasing, the corresponding birth rate has been declining since 1965 and is projected to continue to decline into the future. This decline has already led to a significant decrease in the rate of growth of the elementary school population. At the same time, however, as noted above, a significant increase in the 15-24 age group has been identified and an even more dramatic increase in this age group is projected in the 1976-86 period as a result of a marked increase in births among Indian people in the 1960's. This trend will produce concomitant increases in the potential secondary school age population; the potential labour force; new family formations and possibly increased migration to and from the reserve community.

In light of this projected increase in the youth population age groups and if current retention rates at the secondary school level are maintained, the net result will be a large, young, unskilled, inexperienced population entering the labour market with a subsequent probable increase in social assistance.

In general, Indian communities do not share the same degree of "well being" as it is measured by Canadian standards. The relative social well being, or social and mental health which are components related to the quality of life in a community has shown a dramatic difference when compared to the entire Canadian population. Social indicators such as number of children in care, suicide rates, homicides, and incidence of incarceration measure much higher than the Canadian average. These symptoms will be amplified if the pressure inherent in the population are not alleviated.

Accurate data on social and economic indicators in the Ontario Region is significantly lacking. Existing information is scattered through many federal and provincial agencies and requires compiling at a central source if it is to be useful in the development of program options.

The compound effect of these population pressures and changes will have its most dramatic impact on the Indian reserve community. Leadership and organization at the reserve level is a necessity if the Indian community is going to effectively be able to understand and manage its future.

Education and management training will be required for developing capable band managers. Career development will require examination as an integral component of education and training.

With the mounting pressures within the Indian population and the general application, by government, of a policy of overall expenditure restraint, Ontario must adopt a long-term perspective to program planning and budgeting which will be consistent with national guidelines and acceptable to individual bands across the region.

To insure that the regional program reflects the needs of Ontario Indians, a strategy must be developed in consultation with them.

The region must also work with other provincial and private agencies to develop an implementation strategy for such programs and services.

Within the Department, and more specifically, the Indian and Inuit Affairs Program, the following economic climate can be expected in the 1979-80 fiscal year:

- (a) Increased financial restraint and greater accountability.
- (b) No "B" budget.
- (c) No new programs or program enrichment.
- (d) To meet increased volumes in those items considered "discretionary", other program areas will have to be reduced.
- (e) Price and volume increases for "non-discretionary" items, i.e. basic services must be justified on the basis of proven volume increase or signed agreements indicating changes in price.

With an increase in financial restraint and accompanying increase in accountability a more evident scrutiny of public expenditures and a growing interest by Parliament and the public in the ability of government to manage resources so that demonstrable effective results from programs can be obtained will undoubtedly take place. In consequence, evaluation strategies, effective reporting mechanisms and direct and immediate communication between client and government need to become key elements to a successful Program strategy. The challenge in the development of such a strategy will be the accommodation of this reality to state Program objectives.

A segment of Indian peoples' view of their own needs and how they see such needs are being met through services can be inferred from recent documents prepared by Indian organizations such as "A Declaration of Nishnawbe-Aski"; statements of Indian leaders such as the "Directional Plan for the Ontario Region"; and from joint Indian/Government studies such as "A Strategy for the Socio-Economic Development of Indian People". While recognizing the dangers of generalizing on the basis of these documents, the following themes seem to emerge from the available material:

- (a) Services now provided to Indian people are seen by them as both expensive and ineffective. The prime reason for the failure of most programs is seen as their insensitivity to the real economic, social and cultural needs and aspirations of Indian people as these are defined by Indians themselves.

- (b) The question of needs is viewed by Indian people as inseparable from aspiration and has been communicated as embodying a future of dignity founded in cultural pride, economic self-sufficiency and social responsibility.
- (c) The root cause of underdevelopment among Indian Bands is attributed to the institutions and systems of the dominant society imposing non-Indian values and goals on practically all relationships of Indian people with the larger society. The results have been characterized as paternalistic and culturally destructive, with attendant social and economic consequences.
- (d) Frequent statements by Indian leaders refer to the recognition of the necessity to depend less on social welfare and to gradually assume responsibility for those services they feel they can provide themselves. Problems within Indian communities are seen to be related to underdevelopment and the broad objective is to identify a configuration of institutions, programs and resources that will support and assist development toward self-reliance. There is a strong feeling that Indian communities have the basis upon which to become self-reliant if they can exercise their own cultural values to achieve economic self-sufficiency and social responsibility. It should be stated that probably not all communities although they have the capacity to be self-reliant may not be economically self-sufficient. Some communities will require continuous subsidization but it should be on the community's own terms.

As a result, Indian people have indicated that they see changes in service planning and delivery as being necessary and that such changes should reflect the following:

- they must be more appropriate to the needs and aspirations of Indian people irrespective of who provides the resources for their delivery;
- services should be directed to communities rather than individuals;
- there should be continuous and meaningful Indian involvement in all aspects and at all levels of planning and program delivery.

In response to positions articulated by Indian people, the Indian and Inuit Program has now completed a process of revising its own Program Objectives and sub-objectives unchanged since 1971. The revised objectives underline again Canada's constitutional obligations and responsibilities to Indian and Inuit people and more directly stress the Government's support role in assisting Indians to achieve their cultural, social and economic needs and aspirations. Concurrently, revisions to the Indian Act which are proposed to go before Cabinet in the early fall identify as priorities the enlargement of Band powers and the enhancement of Indian control of education.

..... 5

If objectives are to be met and revisions to the Indian Act supported, it might be assumed then that the bulk of Departmental resources should be concentrated in the areas of community management and the development of local skills and leadership.

In another direction and primarily as a result of Provincial initiative in most cases, the Program has also embarked on a process of tripartite discussion between Provincial and Federal representatives and Indian leadership to clarify jurisdictional roles and responsibilities with respect to the delivery of services to Indian people. The implication of these discussions for Federal programs and Program resources cannot be overstated.

Application of Provincial programs and services to Indian communities would mean an enrichment of present services provided by the Department along with concomitant budget increase. In the area of social welfare, for example, the Province can provide a range of integrated services to meet the social needs of a community which are far beyond current Departmental programs. They are also far beyond current Departmental expenditures. While services to Indian people would be improved, costs to the Program would probably double, if not, in some areas, triple and we are still only considering basic services. As a side issue, the costs associated with an appropriate consultation process which would allow Indians to examine the implications of this policy have not, in most cases, been budgeted.

The recent budget reviews held in this Region significantly demonstrated the impact of financial restraint on current programs and services and the inability of Region to maintain existing levels of service within the resources allotted to them. The major contributors to these internal budget pressures are:

- (a) The high cost of education in the federal and non-federal school systems, and;
- (b) The increasing costs of social assistance.

This basic lack of flexibility within the operating and maintenance budget directly affects a Region's capital program. Funds are not available for the increasingly expensive maintenance of a capital asset, resulting in costly replacements after a less than normal life span.

Regional budgets are also being attacked by external forces which are largely beyond the Region's control or influence.

Ontario Region, pending the result of the N.E.B. hearings on supply and demand of gas and oil may be involved in supporting the Indian people of Ontario in assessing the impact of the Polargas Project which is slated to begin hearings early in 1979.

Ontario is also faced with the development of programs that will satisfy both the north and south. A basic indication of the north-south dichotomy is evident in the on-reserve and off-reserve population ratios. Reserves in the north have a 67% on-reserve population which has been fairly stable over the past ten years.

However, the on-reserve population in southern Ontario has varied from a low of 57% to a high of 64% over the same period.

The discrepancy in the social and economic nature of these areas must be recognized as having a definite impact on programs developed at a regional level. Only through consultation with the Indian people will effective programs be developed which will allow for the progress of individual bands at their own pace while maintaining a continuity at the regional level.

Finally, a growing concern has developed over the past ten years for environmental protection. Ontario as the most industrialized province in Canada has been affected the most dramatically. Off-reserve projects such as Reed Pulp and Paper, Reynolds Aluminum and the West Patricia Land Use Studies may have definite impacts on the reserve communities. Indian communities must be viewed in their regional setting and programs developed which will facilitate this perspective.



STATUS REPORT
TO
THE REGIONAL MANAGEMENT COMMITTEE
ON
THE NATIVE EMPLOYMENT PROGRAM
NOVEMBER 2, 1978

APPENDIX NO. 18

POLICY

BRENDA MILLER

To increase recruitment, involvement and participation of qualified Indian, Metis, Non-Status and Inuit employees particularly at the middle, senior and advisory levels.

OBJECTIVES

1. To develop action plans and strategies designed to ensure the employment and effective utilization of qualified Native people throughout the department.
2. To provide within the department career-oriented employment opportunities by establishing objectives and action programs to ensure participation in the advisory, management and administrative procedure of the department.
3. To employ Native people in general career full time, part, term or seasonal employment consistent with their individual or group preferences.
4. To develop strategies and action plans to recruit Native people and to provide training and development opportunities.

STRATEGY

1. To develop 5 year detailed action plans to be initiated by line managers and to identify resources and milestones that can be readily measureable.
2. To evaluate effectiveness of action plans on a quarterly basis with emphasis placed on qualitative results.

PROCESS

The Sub-Committee on Native Employment to date has had approximately two meetings per month. The following is an account of steps taken:

- | | | |
|------|----|--|
| June | 7 | - Letter to district and program manager from the Director of Operations. |
| June | 26 | - Meeting with O.M.N.S.I.A. |
| June | 27 | - Narrative statements on job descriptions sent to district managers for approval. |
| June | 28 | - Regional Personnel Conference on N.E.P. |
| July | 15 | - Deadline for receipt of Action Plans from managers. |

- August - Assessment meetings of the Regional Native Employment Sub-Committee.
- September 5 - Follow-up letters sent regarding the submission of action plans.
- September 12 - Follow-up on Native Employment Action Plan - Kenora - B. Miller
- October 17 - Follow-up on Native Employment Action Plan - Sudbury - B. Miller
- October 27 - Tentative date for completion of action plan.
- November 8 - Tentative meeting with O.R.L.C. to invite Native representation on the Regional Sub-Committee.
- November 15 - Tentative date for submission of finalized action plan to Ottawa.
- November 28 - 3 day cultural awareness workshop in co-ordination with the Training Unit.
- December 13 - Tentative date for first Regional Interdepartmental committee on N.E.P. - P.S.C.
- December 15 - Request for status report from managers by the Regional Sub-Committee.

FUTURE DIRECTION

1. Commitment to complete the staffing process of 9 O&M manyears at the developmental and middle management levels.
2. Commitment of 10% of training funds to provide training and career development for the current Native employees.
3. Commitment to hold 2 cross-cultural awareness sessions in co-operation with the training unit throughout the region.
4. Commitment to increase guidance and counselling.
5. Commitment to involve Native people in the planning and implementation process within the Native Employment Sub-Committee.