



Indian and
Northern Affairs

Affaires indiennes
et du Nord

recommendations and summary

REGIONAL DIRECTORS' CONFERENCE

February 25-27, 1974
Hyatt-Regency Hotel, Vancouver, B.C.

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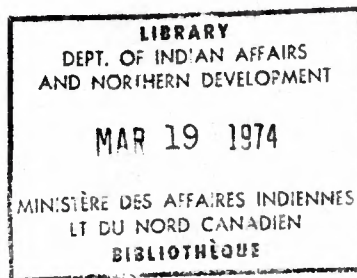


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S U M M A R Y O F A C T I O N I T E M S

from

REGIONAL DIRECTORS' CONFERENCE

February 25 - 27, 1974

<u>Item</u>	<u>Responsibility</u>
1. Consider establishing Staffing Review Committee in each Region.	All RD's
2. (a) Start CORE funding on 1 April.	All RD's
Mr. Connelly's people are putting together kits on other aspects - will be ready in 10 days. HQ group will visit all Regions.	Mr. Connelly
(b) Prepare description of example of how bands are obtaining band administration buildings.	Mr. Evans
3. Retain status quo re funding of associations.	All Directors
4. Develop guidelines, parameters and standards re transfer of Education responsibilities. Committee of Messrs. Gooderham, Girard and Gorman.	Mr. Gooderham
Priority item - by 1 May 1974.	
5. Advise ADM on need for HQ support in community planning - by 1 April.	All RD's
6. Conduct Housing Survey similar to that done by Mr. Rodine - by 1 May for discussion by EPC.	All RD's
7. Prepare a report on provincial and territorial services given to Indians - by 1 June.	Mr. Girard
8. Prepare appreciation of Program Audit, in conjunction with suggestions from R.D.'s.	Mr. Chatain
9. Circulate information on Manitoba concept as soon as review completed - by 1 April.	Mr. Chatain

10. Keep watching brief on Vancouver Island District development and either have write-up in Indian News or report at next RD's Conference. Mr. Wight
11. Feed in from RD's on situation re Indian Ed/Cultural Centres in respective regions - to Mr. Gooderham prior to March meeting of the managers. All RD's
12. Meet with District Supervisors within 60 days re the need for a national conference and report to ADM - by 1 June. All RD's
13. Proceed with study re conversion of WP positions to PM but no implementation until total perspective is developed. Memo to be sent to all region indicating that a review only is being made. Mr. Whitby
14. Screening of District and Regional files re claims is the responsibility of the RD's. All RD's
15. Appoint a Claims Liaison Officer in each region and advise Mr. Girard. All RD's
16. Claims Research requests can be made direct to H.Q. unless the Associations or Bands prefer to make such requests through the Regions. All RD's
17. A sum of \$7 million Education Capital has been tentatively frozen pending establishment of priority needs. All RD's
18. Review allocation of Consultation funds. Mr. McGilp
19. Review Staff Training action plan including goals of RD's, materials being prepared and used, consolidation of total needs. Mr. McGilp
Mr. Whitby
20. Review and report of short fall in man-years and dollars for Economic Development to Mr. Evans - 1 May. All RD's

LIST OF PARTICIPANTS
AT THE
REGIONAL DIRECTORS' CONFERENCE
IN VANCOUVER
FEBRUARY 25 to 27, 1974.

Mr. P. Lesaux	Assistant Deputy Minister
Mr. J. Bennett	Executive Assistant
Mr. R.M. Connelly	Director, Community Affairs Branch
Mr. G.K. Gooderham	A/Director, Education Branch
Mr. J.W. Evans	A/Director, Economic Development Branch
Mr. P.F. Girard	Director, Policy Planning & Research Branch
Mr. E.T. Parker	Financial Adviser
Mr. D. Chatain	Director, Special Assignments & Review Group
Mr. P. Whitby	Personnel Adviser
Mr. A. Trudel	Program Information Adviser
Mr. J.G. McGilp	Special Representative
Mr. R.D. Brown	Regional Director, Maritimes
Mr. R.L. Boulanger	Regional Director, Quebec
Mr. H.B. Rodine	Regional Director, Ontario
Mr. W.C. Thomas	Regional Director, Manitoba
Mr. O. Zakreski	Regional Director, Saskatchewan
Mr. F.J. Walchli	Regional Director, Alberta
Mr. L.E. Wight	Regional Director, British Columbia
Mr. R.B. Kohls	Regional Director, Yukon
Mr. W.A. Gryba	Regional Representative, Yellowknife, N.W.T.
Mr. H.T. Vergette	Chief, Lands Division
Mr. G.E. Bell	Conference Co-ordinator
Ms. E. Baxter	Staff Officer
Mr. V. Boulton	Division Chief, Special Assignments and Review Group.
Mr. J. Bray	Treasury Board
Mr. J. Wright	Special Manpower Planning Group
Ms. S. Popham	A/Public Information Adviser

AGENDA
REGIONAL DIRECTORS' CONFERENCE
FEBRUARY 25 to 27, 1974
Hyatt Regency Hotel, Vancouver, B.C.

Date and Time	Topic	Discussion Leader	Remarks
<u>24 Feb. Sunday</u>	Directors arrive at Hyatt Regency. Informal get together in Mr. Lesaux's suite at 6:00 p.m.		
<u>25 Feb. Monday</u>			
9:00 a.m.	1. Opening remarks and assignment of Agenda priorities.	P.B. Lesaux	Review of Agenda topics, adjustment of priorities, additions and deletions.
9:30 a.m.	2. Program Organization	P.B. Lesaux	General outline of thinking re. changes in Program organization and direction, including staffing, policy formulation, procedures and information flow.
10:30 a.m.	3. Local Government	R.M. Connelly	Discussion on local government, including the T.B. submission the guidelines and the Band Core Funding Program. Also including the Concrete Action Plans in each Region and staff and band training and a public information program.
12:00 Noon	LUNCH		

Date and Time	Topic	Discussion Leader	Remarks
2:00 p.m.	4. Budgeting Process	R.B. Kohls	General review of the budgeting process, method of allocating funds to Regions and Programs, involvement of Bands in both Capital Planning and O & M. Discussion of paper prepared by E.T. Parker outlining the breakdown of budgeting requirements for statutory programs, programs available to others than Indians and special programs available only to Indians.
3:00 p.m.	5. Staff Training for the Advisory Role.	R.L. Boulanger	Discussion of a paper prepared by J.G. McGilp
4:00 p.m.	6. Definition of Departmental Position on Consultation.	P.F. Girard	Discussion of role Indian Associations should assume, definition of departmental position re consultation, benefits to be aimed for, what groups should have priority, etc. Paper to be prepared at H.Q.
<u>26 Feb. Tuesday</u>			
9:00 a.m.	7. Problems implementing the Indian Education Policy.	G.K. Gooderham	Discussion of paper on the problem being encountered, solutions suggested and the general direction of the program.

Date and Time	Topic	Discussion Leader	Remarks
10:00 a.m.	8. Economic Development	W.C. Thomas	Discussion of direction of the program by Mr. Evans, policies, staff numbers, and report on the Economic Development fund, etc.
12:00 Noon	LUNCH		
2:00 p.m.	9. Community Planning	R.M. Connelly	Discussion of a document on Community Planning stressing the need for co-ordination of efforts, and the role of the Community Planner.
3:00 p.m.	10. Delegation of Authority for Land Operation to Field Officers.	H.B. Rodine	Discussion of a paper prepared by H.T. Vergette.
4:00 p.m.	11. Transfer of Land Administration Authority to Bands.	J.W. Evans	Discussion of a paper prepared by H.T. Vergette.
5:30 p.m.	DINNER		
7:00 p.m.	12. Evening Session for General Discussion	P.B. Lesaux	Period devoted to a general discussion on any subjects that the R.D.'s want to raise such as the following: a) Pilot Regions Quarterly reports (R.M. Connelly) b) O-Za-We-Kwun Training Centre (R.M. Connelly)

Date and Time	Topic	Discussion Leader	Remarks
			<ul style="list-style-type: none"> c) Review and Comparison of Provincial and Territorial Programs available to Indians a) On reserves, and b) off reserves and on Crown land. (R.B. Kohls) d) Program Co-ordination with other Federal Agencies (O. Zakreski). e) Criteria for Program Audit (R.M. Connelly) f) The Manitoba Concept (D. Chatain) g) Pros and Cons of such projects as Meadow Lake (O. Zakreski) h) Indian Educational/ Cultural Centre - (G.K. Gooderham)
<u>27 Feb. Wednesday</u>			
9:00 a.m.	13. District Supervisors' Conference follow up.	P.B. Lesaux	Discussion and follow up led by V. Boulton
11.00 a.m.	14. Indian Claims Policy	R.D. Brown	Discussion of a paper prepared by Mr. Girard on Indian Claims Policy, procedures for handling Claims, Regional responsibilities, channel of funding for rights and treaties research, etc.
12:00 p.m. noon	LUNCH		

Date and Time	Topic	Discussion Leader	Remarks
2:00 p.m.	Completion of any unfinished business and Discussion on any other matters.	P.B. Lesaux	
4:00 p.m.	Closing time and Place of Next meeting Closing remarks by Mr. Lesaux.		

SUMMARY OF PROCEEDINGS
AT
THE REGIONAL DIRECTORS' CONFERENCE
FEBRUARY 25 to 27, 1974, VANCOUVER, B.C.

1. Opening Remarks

Mr. Lesaux welcomed the delegates to the Conference. He mentioned that a very full agenda had been developed, the intent of which was to examine the main program thrust in the coming year, and the management methods that will be needed to give that thrust the dynamism it calls for. The text of Mr. Lesaux's remarks is as follows:

"First then is a re-affirmation that the central theme of the Program will be Local Government - the development of communities self-reliant in local administration and human development. Most of the program matters we shall discuss will revolve around this theme. We are at the stage where training staff, band and departmental, has to be tackled anew. In some regions you are already grappling with this, but in some areas leadership or direction from Headquarters is being sought. Frankly, I am convinced that our existing effort in staff training needs a change of emphasis to say the least. How should we do this? Let us agree on a plan of action at this meeting. We must not merely talk, but end up with decisions for implementation.

We are also at the stage where many Bands are in the process of mastering the functions and responsibilities they have recently assumed. In speaking to the Chiefs in Saskatchewan earlier this month I said the process will continue. In order to ensure it does so, effectively and orderly, we have arranged for Bands to give seven months' notice when they want to take on something new, so that they, and we, can go through all the preliminary planning which leads to effective transfers, and thus minimize frustration or failure. At the same time we must develop better underpinnings, better foundations for the local government which now exists. The Community Affairs Branch has developed improved guidelines for the administration of the programs which the Bands now run. I expect the introduction of these guidelines to result in the first half of 74-75 being devoted to a consolidation of the existing local governments.

The method of introducing these underpinnings, or guidelines, is of course all important. A Band which is looking hopefully to us for support of this kind can easily be brought to reject it if it is carelessly or unskillfully presented, or if it is presented by people unsure of the overall aim, who are not certain which is the wood, and what is merely a tree.

To make sure everyone has the same picture of local government guidelines and what they mean, we shall arrange for a team from Headquarters to attend preliminary meetings with your staff. We must use the seven-month period of notice that Bands now give us to put a firm foundation under their existing administration and prepared for more effective movement into the new functions they want to control.

Our second pre-occupation will be the Management of the Program, in Headquarters and the Regions.

We shall discuss ways of decentralizing authority in various fields including land administration; how you are implementing the construction program; staff communications; organization and re-organization. I am not interested in major overhauls, but I am vitally interested in tightening up and streamlining the organizations now in being.

When programs are decentralized and functions transferred, anyone can be a successful manager if he is provided with unlimited resources in money and man-years. The trick is to manage effectively when money and man-years are limited. I have a staff and man-year problem in Headquarters. To begin to tackle this I asked my Directors to examine their Branches to see that they are getting the maximum out of their man-power resources. I formed a Staffing Review Committee which has to review all proposed recruitment or transfer into Ottawa before staffing action can be taken. I hope to swing any surplus man-power that may have developed in one area, into other activities which now have new prominence or emphasis - and particularly to the field wherever this can be done. There are man-year problems in some regions which Earl Parker can describe in detail. Pat Whitby can describe the work being done on Commerce Officers, E.D.S. and Engineers, and WP/PM problems. But we also need to re-examine Regional man-power utilization. Are you managing your Region with a minimum of staff in the Regional Office, and the maximum number allotted to Districts? Or do you also face the problems which have compelled me to set up a Staffing Review Committee in Ottawa? What about the size of Regional offices?

Some Regions have a rotational program of District Supervisors, and I am wondering if there would be gains in a rotational program for Regional Directors who could apply new ideas and techniques in different Regions.

I am looking at ways of improving two-way communications between Regions and Headquarters in the field of Operations. An example of one of my concerns is the way in which you are planning and implementing the school construction program; the extent to which you may be looking to Headquarters for support or direction; how we can improve performance in exercising operational management and project implementation.

The corporate management input of Executive Planning Committees, whether at Headquarters or Regions, calls for a high degree of skill in developing and handling agendas, the preparation and study of background material so that the seminar type of round-table meeting does not deteriorate into mere discussion, but results in analysis of plans and problems which in turn will permit decisions to be made, which are capable of implementation.

I ask each of the discussion leaders this week to approach his topic in that vein.

I will have something to say later about "claims" which are becoming a major area of work and effort in Ottawa, and the minor but important role Regions will be required to play.

There is time set aside on Wednesday to look at what is being done to follow up the national conference with District Supervisors held last October. It might be well to emphasize at the opening of this meeting just how important it will be for Regional Directors to ensure that the discussions and decisions made here this week are followed up and communicated to District Supervisors."

2. Program Organization - Mr. Lesaux, Discussion Leader

Mr. Lesaux outlined several changes which have come into effect at Headquarters over the past few months:

- 1) The Program Co-ordination and Administration Branch has been phased out. Personnel involved have been reassigned to other areas. Resulting man-year savings have been re-oriented into other areas where there is a greater need.
- 2) A significant number of staff have been transferred from the Special Development Task Force to the field. The Special Assignment and Review Group, under Mr. Chatain's direction, will continue, but has assumed a new orientation which will be of greater benefit to Headquarters and to the Regions.
- 3) The Policy Planning and Research Branch has taken on a new thrust, working in close co-operation with the other Headquarters Branches. It has assumed a major role in the claims area. However, the need for a change in orientation in the claims area is becoming increasingly apparent, because of the conflict of interest situation facing the ADM. He expects some official announcement regarding Claims organization in the near future.

He went on to point out the need for better liaison between Headquarters and the Regional Directors. There may have to be some change in organization in order to achieve the kind of liaison needed. Mr. Lesaux asked the Regional Directors for their input on this question.

He made it clear, however, that no major change in program organization is planned at present. He has been under some pressure from the Bureau of Management Consulting to do away with the 3-pipe system. He has resisted, however, as such a study is not needed and would be too costly in terms of money and morale. We must concern ourselves with making the existing structure operate effectively. Our priority purpose is with quality of people in key positions.

A Staffing Review Committee has been established at Headquarters through which all staffing action is now being funnelled. During the short time it has been in operation, some 15 man-years have been saved at Headquarters. Mr. Lesaux asked the Regional Directors to consider establishing Staffing Review Committees in each Region, to deal with the problems presented by man-year limitations and transfer of functions to bands. Mr. Wight mentioned that it is a misconception that staffing requirements go down when bands take over programs, since bands tend to provide more intensive coverage. However, it was generally agreed that some staff are redundant and are not retrainable. In the months ahead, with the development of local government and Indian control of Indian Education, it will be essential that the Regions have the capability to respond and assist at the local level. Mr. Lesaux asked Messrs. Connelly and Gooderham to contact the Regional Directors regarding their staff capabilities to provide this response.

3. Local Government - Mr. Connelly, Discussion Leader

Mr. Connelly mentioned the need for a change in staff mentality from administrator to advisor. He said there are two distinct responsibilities (a) a trustee responsibility, and in this the Indians want no change and (b) a mandate as an agent of social change.

Mr. Connelly said that a large number of general T.B. Minutes have been rescinded but some of the specific ones have been consolidated in the latest T.B. submission on Policy entitled "Indian Local Government Program". The Submission is now with Mr. Bray of Treasury Board.

The Submission deals with:

- (a) Some responsibilities which can be turned over to bands,
- (b) Some responsibilities which can be covered by contractual agreement,
- (c) Some residual responsibilities which must be retained by the government because of statutory or other considerations.

He said that standards of performance would have to be developed as well as an appeal system with a legislative base. He emphasized the importance of protection of individual rights and public funds. He said the department can intervene on a trusteeship arrangement if the band does not manage well but this would only be done as a last resort. There will be a greater need than ever for talking to the Indians and making sure they know what is going on.

Mr. Connelly said that it is intended to commence CORE funding on 1 April 1974. His staff is putting together information kits on the various aspects of local government and these will be ready within 10 days. A H.Q. group will visit each Region and meet with regional and district staffs. The emphasis must be placed on effective communication, based on mutual discussion and exploration over the next 2 or 3 years. It was mentioned that CORE funding alone may result in the election of better local leaders. This would in turn, facilitate the implementation of transfer of programs.

It was mentioned that CORE funds are not intended to cover any capital costs but are meant for such things as heat, light, telephone, office equipment and supplies and some salaries. The question was asked as to what provision is made for band offices and Mr. Evans was asked to prepare a description of examples of several ways that bands are obtaining band administration buildings.

Mr. Lesaux asked for a status report from each RD on the implementation of Core funding as of 1 April:

- | | |
|--------------|--|
| Alberta | - Mr. Walchli said there may be a problem with some bands which will get less under CORE funding than under the present system but he can start with the bands that are ready. |
| N.W.T. | - Mr. Gryba said he was ready to start on a band by band basis but would need some staff help to implement. |
| Quebec | - Mr. Boulanger pointed out the overriding concern of James Bay but said that he would start first with the Inuits. |
| Ontario | - Mr. Rodine said that his staff would be fully informed and he would be ready. |
| Manitoba | - Mr. Thomas reported that there had been no discussions in depth with the bands because of the confidentiality of the material being received. However, he was not too worried. |
| Saskatchewan | - Mr. Zakreski reported that he would be ready. |
| Yukon | - Mr. Kohls said that he anticipated no problem generally, except for any bands which will receive less. |
| Maritimes | - Mr. Brown reported that he is ready. |

It was agreed that there is acceptance of CORE funding in principle but that there may need to be a re-examination in cases where bands will receive less under CORE funding than they have been receiving. Regarding program transfer, consideration will have to be given to deferments of 6 or 12 months in cases where bands are not ready.

4. Budgetary Process - Mr. Kohls, Discussion Leader

Mr. Parker discussed a paper "The Budget and Financial Management, 1974-75" which had been circulated previously. There was some discussion on the lack of incentive for saving man-year in cases where residences are closed and the man-years are not retained. New programs are being developed but more man-years are not available.

Mr. Lesaux said that there will be no increase in the number of man-years over the 5700 presently allocated to the program. He said that some 1300 of these or almost one quarter are in the ST and Clerical categories and are more or less fixed. The RD's will have to set their own priorities and adjust their staff. He stated also that there will be no increase in Claims personnel or in Personnel people.

There was some discussion on the source of funds for W.O.P. Mr. Parker was asked to send out definite instructions on this for the coming year.

5. Staff Training for the Advisory Role - Mr. Boulanger, Discussion Leader

Mr. Boulanger said that after meetings with band staffs to discuss staff training for the advisory role, he had concluded that bands do not want advisers but would prefer to have their own people better trained. Mr. Boulanger mentioned the need for better orientation of staff, better information and a greater induction period.

Mr. McGilp, whose paper "Outline of Proposal for the Joint Training of Band, Association and Departmental Staff" had been circulated previously, pointed out the need for information givers rather than advisers. He went on to state that the objective of training should be to ensure 1) that the information givers have up-to-date information 2) that they have tact and the ability to communicate, 3) that they have an understanding of the culture of the people with whom they are communicating. There is also a need for a better understanding of what the Indians want from the departmental staff. Mr. Girard pointed out the necessity for selectivity both in terms of training programs, and choice of staff to be trained. It was agreed that a concrete action plan would be developed by the end of the conference and that some plans should be made for surplus people.

6. Definition of Departmental Position on Consultation - Mr. Girard, Discussion Leader

Mr. Girard discussed a paper, previously circulated, on this subject. It was agreed that it would be inappropriate to change the present method of funding Associations at this time and that the status quo should be retained. If the CORE funds presently being provided to Associations by the Secretary of State Department, were returned to IAND, it would be possible to consider alternate methods of funding.

7. Problems Implementing the Indian Education Policy - Mr. Gooderham, Discussion Leader

Mr. Gooderham discussed a paper circulated previously. He said that resistance to the new policy had been encountered from Indians and from his own staff. He said that the Indian think of a take over of Administration of Education as a transfer of responsibility and are worried about becoming involved. He said that he has advised his staff that they must not, at all costs, flog the take-over program. He pointed to the James Smith school as an extreme example in which the leaders had taken advantage of the policy and had made excessive demands; hundreds of thousands of dollars had been spent and the teacher pupil ratio was now less than 1 to 10. Mr. Brown said that if the education people approached bands with a permissive attitude, the situation would be difficult to control. Much tighter parameters need to be prepared. Mr. Gooderham said that guidelines had been prepared but had not been published.

Mr. Lesaux said that there is the possibility that if guidelines are published, initiative is stifled, but if there are no guidelines, advantage will be taken of the department. Mr. Girard inquired as to how Indian schools will fit into the Canadian educational system and pointed to the need for financial standards.

Mr. Lesaux concluded by:

- (a) Saving that parameters, guidelines and standards are needed to assist the RD's and Indian bands with the new Education policy.
- (b) appointing a committee of Messrs. Gooderham, Girard and Gorman (in consultation with Messrs. Connelly, Evans and Chatain) to study the matter and to have the guidelines ready for issue within 60 days - 1 May 1974.

8. Economic Development - Mr. Thomas, Discussion Leader

Mr. Thomas referred to the discussion notes which had been prepared from suggestions received from the RD's and which had been circulated previously.

Mr. Evans said that the Economic Development Fund is terminating its fourth year and the program is expanding rapidly. He mentioned the following figures as an indication:

1st year	\$ 3	million
2nd year	5	million
3rd year	10	million
4th year	25 to 30	million

He said that the \$50 million is rapidly running out and authority is being requested to increase the amount by about \$150 million. He pointed to the pick up in relation to outside lending institutions and to the need for the development of a ratio for the amount of funds that need to be set aside as guarantees.

He mentioned the significant trends as:

- Increasing joint ventures
- Large real estate and commercial ventures
- Industrial centres
- Outside Financing and also other Federal Departments
- Provincial funds - ODC, First Citizens
- 50 Band Economic Development Committees
- Sectorial Programs (Fishermen's Assistance.)

He said that he is preparing a T.B. Submission about the Sectorial Programs to obtain approval in principle rather than developing them on an ad hoc basis. He is concerned with the critical aspects of man-years and dollars and also about how rigid the program should be with respect to the viability of the projects. It was asked whether the Economic Development Program is an attempt at industrialization or an attack on poverty and Mr. Evans said that it was the latter at this point in time.

Several RD's said that they are short of funds from the \$689,000 O & M for staff salaries and Mr. Evans said that some adjustments may have to be made internally. It was agreed that good service must be provided to the loans already made. Mr. Lesaux said that the worst thing that could be done was to compromise the loan fund by supporting too high a proportion of non-viable projects.

Mr. Girard said that DREE is developing infrastructure programs and seems to have fair quantities of funds available.

9. Role of the Regional Planner - Mr. Connelly, Discussion Leader

Mr. Connelly mentioned that the minutes of the meeting of December 19, 1973 had been circulated together with a covering letter from Mr. Lesaux and comments had been requested. A discussion took place on the type of assistance that the Regional Planners should be getting from Ottawa, what assistance they are getting, and the reporting relationship of the Regional Planner to the RD, to HQ and to Technical Services.

It was the general feeling that the Regional Planners should report to the RD's and depend on Ottawa for professional advice if needed; it was also the general feeling that the Regional Planners are not getting much help from Ottawa.

Mr. Lesaux said that he would like to strengthen planning in the Regions and asked all RD's to talk to their Regional Planners and to advise him by firm recommendation on the need, if any, of HQ support in community planning - by 1 April.

10. Delegation of Authority for Land Operations to Field Offices - Mr. Rodine, Discussion Leader

Mr. Vergette reviewed two papers "Delegation of Authority for Land Operations to Field Offices" and "Delegation of Lands Administration Authority to Bands", which had been circulated previously. He said that the Lands Division has two main responsibilities:

- (a) to administer Indian reserves and surrendered lands in accordance with the Indian Act.
- (b) to develop and implement policies and programs by which bands can assume progressively greater responsibility for the management and control of their lands.

He said that lands administration is restricted by legislation in the Indian Act, by Agreements, Treaties and Contracts. He said that a change is needed in the system so that Indians can have control over their lands and also the protection which they feel they need. He said a pilot project will be established in British Columbia on April 1, 1974. Others will follow as criteria are met. He said that changes are needed to get away from the degree of Ministerial control required by the Indian Act.

Mr. Vergette described the Leasing Process, Legal Services, Delegation of Authority to Field, Delegation to Bands and Band Corporations. He said that bands may form band corporations and as such can legally manage lands. He said they are concerned about both property tax and income tax and the Indian Act should be amended.

11. Housing Inventory - Mr. Rodine, Discussion Leader

Mr. Rodine presented a paper he had been asked especially to prepare by Mr. Lesaux "Ontario Housing Program Review". He said that the paper was prompted by the cumulative impact of recent demands on the capital housing budget at the maximum subsidy level of \$10,000 per unit and the disparity between capital housing demands and capital housing allocations. There is also the frustration that the subsidy housing capital was not used as a subsidy per se, but rather as 100 per cent of the cost of the house.

Mr. Rodine referred to the Cabinet document on housing for the rural disadvantaged and said the criteria and standards will have to be considered in reviewing the Indian housing program. Subsidies under the new document will probably be considerably higher than in the Indian program and more funds will be available.

He presented charts and figures which indicate the housing program in Ontario will not keep up with need unless substantial changes are made. He cited other pressures such as regulations of country health authorities, type of provincial and federal environmental protection services and National Health and Welfare and the increased costs for housing. He mentioned several possible solutions:

- (a) greater use of CMHC funding
- (b) adherence to the maximum subsidy scale
- (c) greater use of local materials
- (d) sweat equity

Mr. Lesaux asked each RD to prepare a similar type of Housing Survey for his Region - by 1 May for discussion by the EPC.

12. Evening Session (Tuesday 28 Feb.) General Discussion - Mr. Lesaux

(a) Work Opportunity Program

Mr. I. Smith reported on the Work Opportunity Program:

	No. of Bands	No. of Projects	Costs	
1971-72	12	18	\$ 604,342	
1972-73	86	101	2,492,238	both
1973-74	221	294	7,320,891	O & M Capital

Growth of appropriations funding 10%, 20%, 30%

Growth of band funds contributions \$95,000, \$255,000, \$466,000

Growth of man employed - 308, 1,485, 3,211

Growth of man-months - 827, 3555, 10,335

He said more men are working for a longer period each, every year. The program is now starting to reach the poorer and more remote bands. For every \$1 put into the program there is a gain of \$3.4 in output. The average cost per man-year is \$8,500. There is a drop in Social Assistance payments to 7 per cent of employable social assistance recipients.

Mr. Smith said that a report on the WOP will be going very shortly to the EPC and then to the RD's. He is still in the process of assembling the report on the Social Assistance Review.

(b) Oo-Za-We-Kwun

Mr. Connelly spoke on a paper, previously circulated, on this subject. He said that there are 200 training families on the base, 5 industries, and 5 types of training courses available. Whole families are being moved from reserves, trained and if they move back to the reserve, the reasons are known. He said that the centre is not an Educational/Cultural type centre but

is a technical or vocational training set-up. He asked the RD's to consider using the facilities for training and suggested that more attention be paid by Indian News to reporting on activities.

(c) Review and Comparison of Provincial and Territorial Services to Indians

Mr. Girard was asked to up date the previous document on federal-provincial agreements and services respecting Indians and the one prepared by the PCO. He was also asked to consider the broadening of the Cabinet Document on off reserve responsibilities based on this review.

(d) Program Co-ordination with other Federal Agencies

Mr. Zakreski said that the FSI had come out strongly to the effect that the Association wanted to deal only with IAND and not with a multiplicity of federal departments. It was pointed out that the clock could not be turned back and that other departments are and will be involved in the future - DREE, NH&W, Manpower, Secretary of State etc.

(e) Program Audit

It was agreed that Mr. Chatain would write to the RD's asking for ideas as to how a program audit system might be set up. Mr. Lesaux said that he did not want to open up a whole Pandora's box and asked Mr. Chatain for an appreciation of the situation by 1 May.

(f) Manitoba Concept

It was agreed that Mr. Chatain would circulate information on the Manitoba Concept as soon as the review has been completed - 1 April.

(g) Pros and Cons of Projects such as Meadow Lake and Vancouver Island

Mr. Wight said that 13 bands in Vancouver Island had got together and asked to handle their district. This had been approved and they had been registered under the Societies Act with the 13 chiefs as directors. The bands will operate it much as a district and have great enthusiasm for the development.

He was asked to keep a watching brief and to either have a write-up prepared in Indian News or to report at the next RD's Conference.

(h) Indian Ed/Cultural Centres

Mr. Gooderham said that a HQ co-ordinator had been obtained and that a meeting of all Centre managers will be held in mid-March. He said that an evaluation of the Centres is due at the end of the second year (and for some this is soon).

It was the concensus that there are serious problems with this \$40 million program. The RD's have not felt that they are responsible and that the program is a HQ one. They have not felt that they can say no to requests as they have not had HQ back-up.

Mr. Lesaux said that he expects active participation and responsibility by the RD's from now on in this program. He said that any new applications would have to be considered most carefully as the situation with respect to the present ones is far from satisfactory. He asked all RD's to report to Mr. Gooderham on the Ed/Cultural Centres in their Regions prior to the meeting of managers in mid March.

13. District Supervisors' Conference Follow-up - Mr. Lesaux, Discussion Leader

Mr. Boulton referred to the memorandum he had written to Mr. Lesaux on 28 January 1974 in which he had reported that the District Supervisors had expressed their appreciation for the holding of the Conference which was the first time they had met in 12 years. He said that one of the recommendations of the Conference was that there would be a follow-up and he had been asked to be the Ottawa Co-ordinator. He added that the morale of the District Supervisor had been improved a great deal as a result of the Conference.

Mr. Boulton said that there was some disappointment that the HQ response had not been as positive as it might have been on either the papers produced or the recommendations. The District Supervisors had expressed concern regarding the conversion of WP positions to PM. Mr. Lesaux asked Mr. Whitby to clear up the existing misconceptions by sending a memo to all regions indicating that a review only is being made and that no implementation is planned until the total perspective is developed. Disappointment had also been registered at what apparently had been the HQ reaction to suggestions on Local Government. It was mentioned that the District Supervisors had known that Local Government was going to be implemented and had, as a result, tended to express personal worries about job security and the like. Many of the RD's felt that most of the problems could be solved at the Regional level and that although the National Conference had a tremendous effect on morale, there should not be another one until further discussions were held in Region. In fact, it was suggested that it would be detrimental if a District Supervisors Executive Committee became part of the organizational structure reporting directly to H.Q. It must be part of the Regional team.

It was pointed out that the District Supervisors Committee is gearing up for another Conference in September. The concensus was that all RD's would meet with their District Supervisors within 60 days and would advise the ADM on the need for a national conference - by June 1. At that time a Steering Committee might be formed to consider the matter (including HQ, RD and D. Sup. representation).

14. Indian Claims Policy - Mr. Brown, Discussion Leader

Mr. Brown discussed the paper "Indian Claims Policy" which had been circulated previously. He illustrated some of the problems by describing the situation in the Maritimes with the 57 individual claims in Nova Scotia plus the general claim to the whole province.

Considerable discussion took place on the role that the RD and his office should play in the claims process. It was not advisable to have regional representation on the claims team because of the effect on program administration. It was agreed that this was the correct position but that a Claims Liaison Officer would be appointed in each Region to be the contact person for the Region to keep the Region and HQ informed on claims developments. The Regional man was to have no responsibility in Claims negotiation.

It was further agreed that the screening of all Regional and District files for research purposes is the responsibility of the RD in accordance with the departmental circular on information security and that Claims Research requests can be made direct to HQ unless the Bands and Associations prefer to make such requests through the Region. It was thought that all associations were aware that claims research must be completed within 2 years but that some of the bands are not.

The "conflict of interest" position of the Department was discussed in some detail, re the trustee, advocate and judge situation on claims. The best organizational structure, federally, has not been decided upon, nor has the overall effect on the budgetting process been spelled out. It may be necessary to establish a total claims settlement amount and to fit all claims within this amount.

All RD's were asked to furnish the name of their Claims Liaison Officer to Mr. Girard by return. Mr. Jack Darling will be the HQ contact man generally on claims but specific officers will be designated for specific claims.

15. Education Capital - Mr. Gooderham, Discussion Leader

Mr. Lesaux asked for a report on the Education Capital situation on each Region. He said that he is not convinced that the \$27 million on Education Capital will be spent and said that while \$20 million was well committed, he was putting \$7 million aside until he and the Director of Education are satisfied that it can be justified. He said that the RD's must bear full responsibility for Education Capital expenditures and said that school designs will not be incorporated in the Estimates unless there is assurance that the money will be spent. He said that if the money is not likely to be used, off-shelf projects and housing should be looked at.

16. Consulation Funds - Mr. McGilp, Discussion Leader

Mr. McGilp said that T.B. authority for the spending of the \$896,000 Consultation Funds expires on 31 March 1974 and authority is being requested for an extension of another 3 years at the same level. Funds are intended for consulation with bands and districts as well as with associations. It was agreed that Mr. McGilp would conduct a review of the allocation of Consultation Funds.

17. Post-School Funding - Mr. Gooderham

Mr. Gooderham reported that at the Alberta All-Chiefs meeting it had been said that post school training is a right. He said that post-secondary training would be provided as a privilege but not as a right. It was pointed out that we may have to take another look at some of our priorities, particularly kindergarten and University education. Hopefully neither will have to be cut back.

18. Training

The discussion on item 5, Staff Training continued. Mr. Zakreski described the committee which he has established in his region to co-ordinate staff training. Mr. Lesaux said that a band training program had been developed in Ottawa but it had broken down. Mr. Connelly was asked to have his man on band training pick up the pieces of this and to bring it forward again. Mr. McGilp was asked to look at the staff training program, determine where it had floundered and get in on the rails again.

19. Local Government

The discussion on item 3, Local Government continued. Mr. Connelly repeated that CORE funding will be available on 1 April and Kits will be available in language that can be used with the bands to explain the program. It was generally agreed that there will be a deferral of program transfers for 6 to 12 to 18 months during which time a communication resource will be developed. This will better prepare all concerned for the program transfers so that we may progress further in this area in the long run.

Regarding CORE funding, Mr. Lesaux asked the RD's to ensure that all bands make clear how much of their CORE funds they intend to spend on each item. He further stated that the Department will give the RD's full support in having to advise any band that the new formula means less money.

20. Action Items

Mr. Lesaux reviewed the Action items. Several were added and Mr. Whitby was asked to bring out a revised procedure as to how Indians can be involved in the personnel selection process.

21. Closing Remarks

Mr. Lesaux summed up by saying that it had been a very worthwhile meeting. Half of the Action Items are the responsibility of the RD's but Headquarters will assist. The RD's have the commitment and the mandate to manage. He said the 5700 man-years is a firm figure and will not be increased. The staffing people will have to help maintain morale and some staff will have to be retained and some rotated. He asked the RD's to acquaint him with their own flexibility with respect to other regions.

Mr. Lesaux said that he had accepted Mr. Brown's invitation to hold the next RD's conference in the Maritimes towards the latter part of June - probably at the Hotel Beausejour in Moncton.

The meeting adjourned at 5:00 p.m. Wednesday, February 27, 1974.

G.E. Bell
Conference Co-ordinator

Elaine Baxter
Conference Secretary