



Affaires indiennes
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MANAGEMENT IMPROVEMENT PROJECT
TASK 6.3

INTERIM PLAN FOR
TRANSFER OF SERVICES

STAGE I
INTERIM REPORT
FY1981/82

Ministère des
Affaires indiennes
et du Nord
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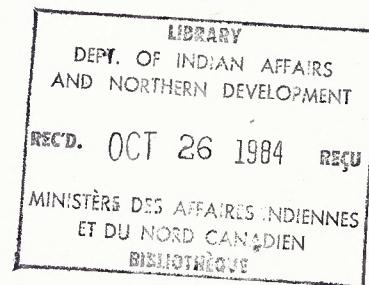
Department of
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MANAGEMENT IMPROVEMENT PROJECT
TASK 6.3

E92 084

Ovens, James.

Interim plan for transfer of
services

IAND 20-54 (1/79)

**INTERIM PLAN FOR
TRANSFER OF SERVICES**

STAGE I
INTERIM REPORT
FY1981/82

**BAND TRAINING & ADVISORY SERVICES
INDIAN & NORTHERN AFFAIRS CANADA**

JAMES OVENS
JUNE 1981

MANAGEMENT IMPROVEMENT PROJECT

TASK 6.3

STAGE 1 REPORT

JAMES OVENS
JUNE 1981



Indian and Northern
Affairs Canada

Affaires indiennes
et du Nord Canada

June 1, 1981

Mr. R.J. Fournier
Senior Assistant Deputy Minister

Mr. D.K. Goodwin
Assistant Deputy Minister
Indian and Inuit Affairs

Your file Votre référence

Our file Notre référence

A3725-4-J1

Gentlemen:

In accordance with the terms of my contract with the Department and further to your instructions, I am pleased to forward herewith the results of the first stage of Management Improvement Task 6.3.

MIP Task 6.3 sought to determine which program services are being transferred to Band and other Indian Administration during the current fiscal year, and to forecast the financial and administrative impact of each transfer. The MIP team with which I am associated will continue to attempt to capture this information on an ongoing basis and will report formally no later than November 30, 1981.

Respectfully submitted,

James J. Ovens
Project Executive

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SUMMARY AND HIGHLIGHTS

1. The survey identified a total of 266 services at the sub-activity level to be transferred to Indian administration (237 in FY 1981/82, and 29 in FY 1982/83). (Table C).
2. By fiscal year, the administrative impact on the Department in terms of additional dollar costs and person year reductions may be displayed as follows:

| | <u>FY 1981/82</u> | <u>FY 1982/83</u> | <u>Total</u> |
|---------------------|-------------------|-------------------|---------------|
| Number of Transfers | 237 | 29 | 266 |
| Number of Reversals | 19 | - | 19 |
| Cost (\$000) | 4259.8 | 3397.5 | 7657.3 |
| Savings (\$000) | 914.0 | 791.5 | 1705.5 |
| Net Cost (\$000) | <u>3345.8</u> | <u>2606.0</u> | <u>5951.8</u> |
| PY Increase | 19.8 | 24.7 | 44.5 |
| PY Reduction | 255.1 | 272.8 | 527.9 |
| Total PY Reduction | <u>235.3</u> | <u>248.1</u> | <u>483.4</u> |
| Less PY Reversals | 1.0 | 1.0 | 2.0 |
| Net PY Reduction | <u>234.3</u> | <u>247.1</u> | <u>481.4</u> |

3. A total of 161 Bands and other Indian Organizations will manage these services. (Bands-121; Tribal Councils - 26; other organizations - 14).
4. Three regions account for 192 (72%) of the 266 transfers. By region, the largest number of activity transfers will take place in:

| | | |
|------------------|---|---------------|
| British Columbia | - | 75 |
| Saskatchewan | - | 59 |
| Quebec | - | 58 |
| Others | - | 74 |
| Total | - | 266 (Table C) |

5. By sub-activity, the vast majority 227 (85%) of the 266 transfers are concentrated in the following three main activities:
- | | | |
|-------------------|---|---------------|
| Education | - | 144 |
| Band Government | - | 48 |
| Reserves & Trusts | - | 35 |
| Others | - | 39 |
| Total | - | 266 (Table I) |
6. The total additional cost to the Department as a result of all transfers is \$5.9 million. (\$3.3 million in FY 1981/82 and 2.6 million in FY 1982/83). (Table C).
 7. As a result of all transfers, a net reduction of 481.4 person years is projected. (234.3 in FY 1981/82; and 247.1 in FY 1982/83). (Tables "C" and "J")

8. PY reductions are attributable almost entirely to transfers in Education. Savings and increases in all other activities are negligible and tend to cancel each other. (Table I).
9. Most (378.1) of the PY reductions occur in Saskatchewan (196) and Manitoba (182.1). Of these 376.9 are in Education. (Tables C and F).
10. The survey also identified 19 transfer reversals (take-backs) involving 6 bands. Thirteen (13) reversals, involving 3 bands were at the Department's initiative; 6 involving 3 bands were at the bands' requests. (Table K).
11. As a result of these 19 reversals, a savings of five thousand, one hundred dollars (\$5,100) is projected. However, an additional 2 PY will be required by the Department. (Table J).

INTRODUCTION

Background

Like other Canadians, the Indian people aspire to a future of dignity founded in cultural pride, economic self-sufficiency and social responsibility. The transfer of responsibility for the delivery of services traditionally undertaken by the Department to the bands has long been recognized as a significant means to assist in the attainment of self-determination.

The transfer of program delivery responsibility has been practised since 1965 and became national policy in 1974. However, the lack of an explicit policy framework and guidelines at the national and regional levels has led to confusion in implementing transfers as well as a perception of loss of financial accountability.

In the absence of explicit guidelines, policy implementation has, to a large extent, been at the discretion of individual managers. The ensuing problems have been documented in the Auditor General's most recent report to the House of Commons. The Auditor General made specific reference to the following:

"There was no forecast of the number of bands likely to participate in the program, of the anticipated rate of transfer, or of the elapsed time required to achieve a controlled transfer;

there was no estimate of the probable impact of program transfer on administrative and program costs over the short term; and

there were no clearly defined conditions under which requests for program transfers would be accepted and no indication of the way in which decisions would be made."

The purpose of MIP Task 6.3 is to address the first two of these concerns. The third concern will be dealt with by other MIP projects, as well as those to be carried out during the second phase of the Management Improvement Project.

Objectives

The immediate objectives of this task (Stage 1) undertaken during April and May 1981, may be expressed thus:

- (i) to identify each service to be transferred to each Band, Tribal Council, or other Indian administration in fiscal year 1981-82;
- (ii) to forecast the costs of each transfer, in terms of money and manpower for FY 1981-82; and
- (iii) to forecast savings to the Department of each transfer, in terms of money and manpower, if any, for FY 1981-82.

In the longer term (i.e. Stage II), an attempt will be made to develop a five-year plan that will forecast:

- (i) The bands, etc., responsible for service delivery for each activity;
- (ii) the rate of transfer; and
- (iii) the program and administrative impact for the Department of proposed transfers in terms of money and manpower.

Methodology

The work plan for MIP Task 6.3 will be considered by the Steering Committee on June 19, 1981. It is attached to this report as Appendix "B". The first stage of the project was undertaken through a direct survey of senior Regional and Headquarters personnel. Regional Directors General (RDG's), Regional Directors of Operations (RDO's) and Headquarters Directors General (D.G.'s) were briefed on the project during a meeting of the Executive Planning Committee on April 1, 1981.

On April 23, the Assistant Deputy Minister wrote to each RDG and selected D.G.'s reminding them of the project and forwarding copies of the questionnaire and instructions for completion. Mr. Goodwin's memorandum and the other information were transmitted by DEX.

On April 27, the Project Leader wrote to each RDO and selected DG's enclosing printed copies of the questionnaires. Mr. Ovens' memorandum and the forms were forwarded by courier service. Copies of these memoranda and the forms are attached to this report as Appendix "A".

Recipients were asked to complete the forms based on existing knowledge of service delivery transfers. Indian bands were not surveyed. The forms were completed by the RDO's in consultation with their regional activity managers and district managers. Completed forms were returned by May 14.

A preliminary report was presented to the Assistant Deputy Minister on June 5. Because person year (PY) reductions appeared concentrated almost exclusively in the education activity, the project team was asked to resurvey all regions in this area. Regions were consulted during the week of June 8-12 and regional officials were asked to verify the accuracy of information relating to Education. Where changes were determined, revisions to the original data were made. Particular emphasis was given to Saskatchewan and Manitoba where the bulk of PY reductions are taking place.

This survey, then, was carried out in two steps; the first, for all activities except education, was taken in early May, while the second, concerning education, was taken a month later in early June. It must be recognized that transfer proposals take place in a changing environment. Frequently requests by bands for transfers are withdrawn, and sometimes the region and band agree that it is in their mutual interest to delay the transfer for an additional academic year.

Project Members

The following persons constituted the MIP 6.3 Team.

James Ovens - Project Executive
Cecil Thompson
Wayne Sole
Barry Lowe - Quasar Systems Ltd.

The contribution of the following persons is also gratefully acknowledged:

Paul Kyba
Dan Yarymovich.

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TABLE "A"

TRANSFERS BY REGION: FY 1981/82

| | <u>COUNT</u> | 81/82 | | | 82/83 | | | TOTAL | | |
|--------------|--------------|-----------------|----------------|-------------------|----------------|----------------|-------------------|----------------|-----------------|-------------------|
| | | <u>COSTS</u> | <u>SAVINGS</u> | <u>NET</u> | <u>COSTS</u> | <u>SAVINGS</u> | <u>NET</u> | <u>COSTS</u> | <u>SAVINGS</u> | <u>NET</u> |
| HQ | 0 | - | - | - | - | - | - | - | - | - |
| N.W.T. | 0 | - | - | - | - | - | - | - | - | - |
| Atlantic | 3 | * 73.3 ** .0 | .0 .0 | 73.3 .0 | 32.3 .0 | 20.0 .0 | 12.3 .0 | 105.6 .0 | 20.0 .0 | 85.6 .0 |
| Quebec | 57 | 213.6 .0 | .0 40.5 | 213.6 (40.5) | 103.0 .0 | .0 15.5 | 103.0 (15.5) | 316.6 .0 | .0 56.0 | 316.6 (56.0) |
| Ontario | 18 | 115.3 .1 | 3.5 11.0 | 111.8 (10.9) | 162.3 .0 | .0 5.0 | 162.3 (5.0) | 277.6 .1 | 3.5 16.0 | 274.1 (15.9) |
| Manitoba | 37 | 986.7 2.5 | .0 83.0 | 986.7 (80.5) | 420.1 .4 | .0 42.0 | 420.1 (41.6) | 1406.8 2.9 | .0 125.0 | 1406.8 (122.1) |
| Saskatchewan | 52 | 1170.8 .0 | .0 84.6 | 1170.8 (84.6) | 782.9 .0 | .0 54.4 | 782.9 (54.4) | 1953.7 .0 | .0 139.0 | 1953.7 (139.0) |
| Alberta | 5 | 603.0 .0 | 590.0 1.0 | 13.0 (1.0) | 590.0 .0 | 590.0 .0 | .0 .0 | 1193.0 .0 | 1180.0 1.0 | 13.0 (1.0) |
| Yukon | 0 | - | - | - | - | - | - | - | - | - |
| B.C. | 65 | 1053.5 17.2 | 320.5 35.0 | 733.0 (17.8) | 638.3 17.2 | 38.0 18.5 | 600.3 (1.3) | 1691.8 34.4 | 358.5 53.5 | 1333.3 (19.1) |
| TOTAL | 237 | 4216.2 19.8 | 914.0 255.1 | 3302.2 (235.3) | 2728.4 17.6 | 648.0 135.4 | 2080.9 (117.8) | 6945.1 37.4 | 1562.0 390.5 | 5383.1 (353.1) |

* Upper Figure = \$000

** Lower Figure = Person Years

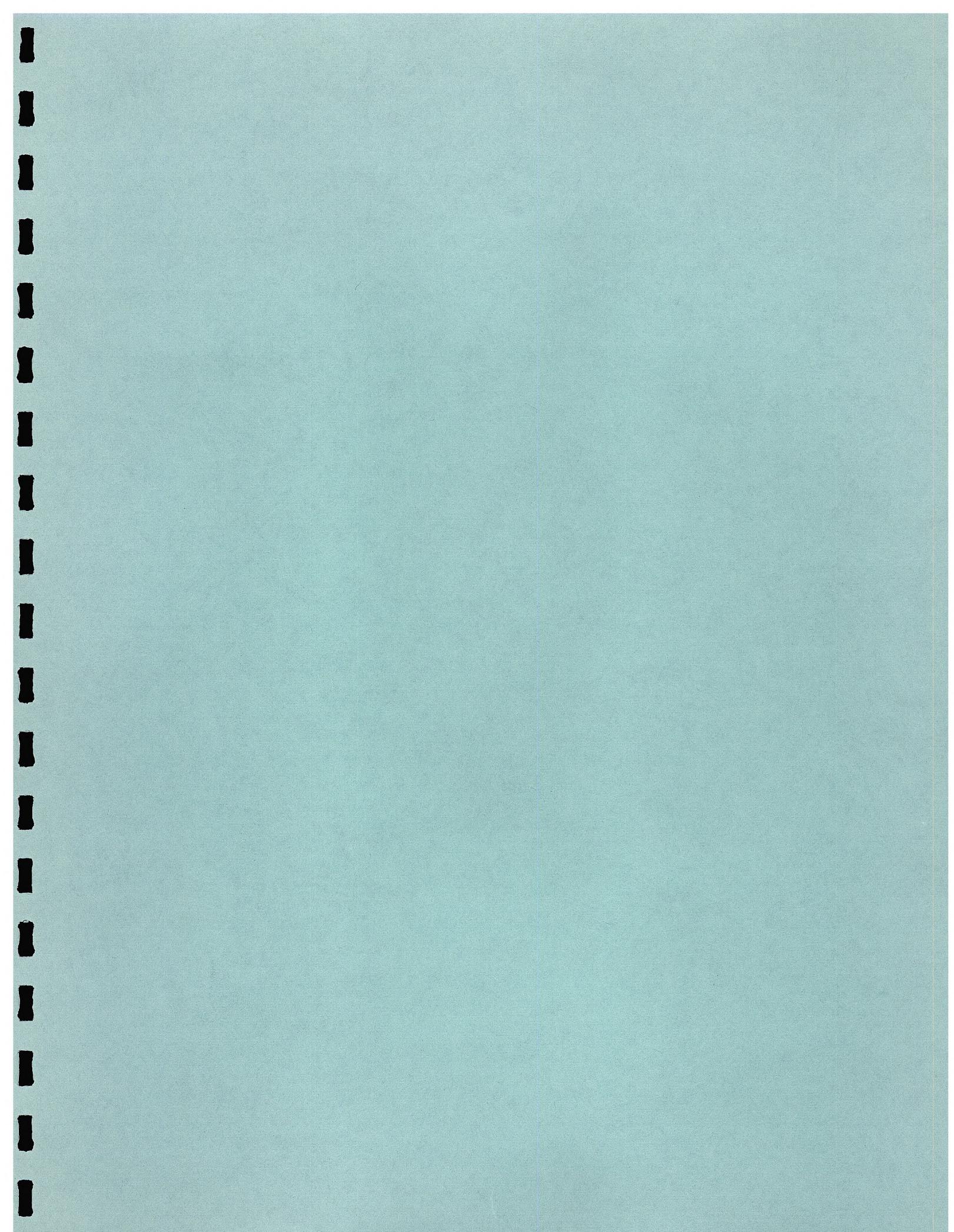


TABLE "B"

TRANSFERS BY REGION: FY 1982/83

| | COUNT | 81/82 | | | 82/83 | | | TOTAL | | |
|--------------|-------|------------|----------|------------|--------------|------------------|------------------|--------------|----------------|------------------|
| | | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET |
| HQ. | 1 | - | - | - | - | * 70.0 ** 2.0 | (70.0) (2.0) | - | 70.0 2.0 | (70.0) (2.0) |
| N.W.T. | 0 | - | - | - | - | - | - | - | - | - |
| Atlantic | 1 | - | - | - | 30.0 .0 | .0 2.3 | 30.0 (2.3) | 30.0 .0 | .0 2.3 | 30.0 (2.3) |
| Quebec | 1 | - | - | - | 14.3 .0 | .0 .0 | 14.3 .0 | 14.3 .0 | .0 .0 | 14.3 .0 |
| Ontario | 7 | 1.2 .0 | .0 .0 | 1.2 .0 | 72.6 .1 | 3.5 4.0 | 69.1 (3.9) | 73.8 .1 | 3.5 4.0 | 70.3 (3.9) |
| Manitoba | 2 | .0 .0 | .0 .0 | .0 .0 | 112.6 .0 | .0 60.0 | 112.6 (60.0) | 112.6 .0 | .0 60.0 | 112.6 (60.0) |
| Saskatchewan | 7 | 42.4 .0 | .0 .0 | 42.4 .0 | 259.7 7.0 | .0 64.0 | 259.7 (57.1) | 302.1 7.0 | .0 64.0 | 302.1 (57.0) |
| Alberta | - | - | - | - | - | - | - | - | - | - |
| Yukon | - | - | - | - | - | - | - | - | - | - |
| B.C. | 10 | .0 .0 | .0 .0 | .0 7.0 | 179.4 .0 | 70.0 5.1 | 109.4 (5.1) | 179.4 .0 | 70.0 5.1 | 109.4 (5.1) |
| TOTAL | 29 | 43.6 .0 | .0 .0 | 43.6 .0 | 668.6 7.1 | 73.5 135.4 | 595.1 (128.3) | 712.2 7.1 | 143.5 135.4 | 638.7 (128.3) |

* Upper Figure = \$000

** Lower Figure = Person Years

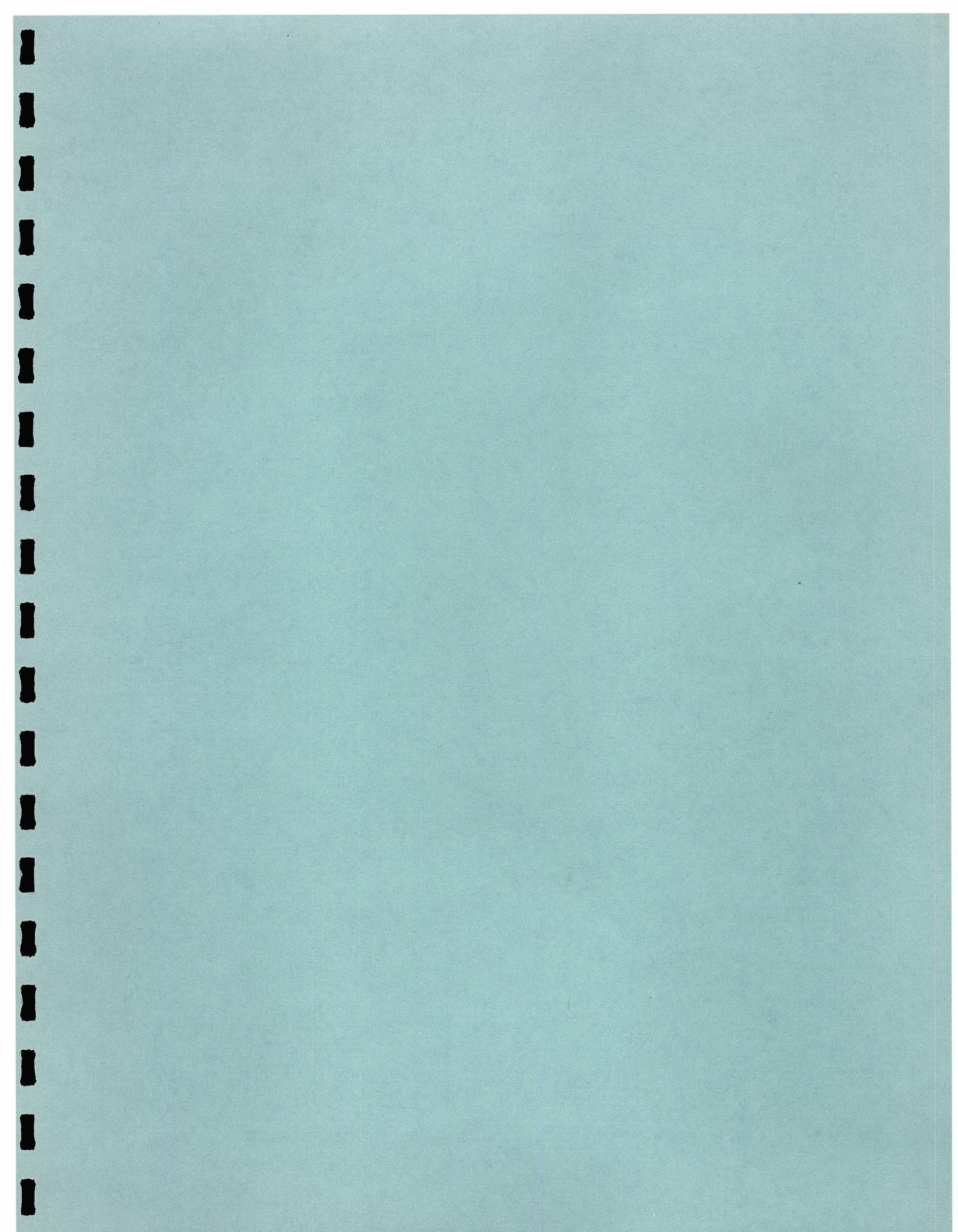


TABLE "C"

TRANSFERS BY REGION: SUMMARY FY 1981/82 AND FY 1982/83

| | <u>COUNT</u> | 81/82 | | | 82/83 | | | <u>COSTS</u> | <u>TOTAL</u> |
|--------------|--------------|----------------|----------------|-------------------|----------------|----------------|-------------------|----------------|----------------------------|
| | | <u>COSTS</u> | <u>SAVINGS</u> | <u>NET</u> | <u>COSTS</u> | <u>SAVINGS</u> | <u>NET</u> | <u>SAVINGS</u> | <u>NET</u> |
| HQ | 1 | - | - | - | - | * 70.0 | (70.0) | - | 70.0 2.0 (2.0) |
| N.W.T. | 0 | - | - | - | - | ** 2.0 | (2.0) | - | .0 .0 .0 |
| Atlantic | 4 | 73.3 .0 | .0 .0 | 73.3 .0 | 62.3 .0 | 20.0 2.3 | 42.3 (2.3) | 135.6 .0 | 20.0 2.3 (2.3) |
| Quebec | 58 | 213.6 .0 | .0 40.5 | 213.6 (40.5) | 117.3 .0 | .0 15.5 | 117.3 (15.5) | 330.9 .0 | .0 56.0 (56.0) |
| Ontario | 25 | 116.5 .1 | 3.5 11.0 | 113.0 (10.9) | 234.9 .1 | 3.5 9.0 | 231.4 (8.9) | 351.4 .2 | 7.0 20.0 (19.8) |
| Manitoba | 39 | 986.7 2.5 | .0 83.0 | 986.7 (80.5) | 532.7 .4 | .0 102.0 | 532.7 (101.6) | 1519.4 2.9 | .0 185.0 (182.1) |
| Saskatchewan | 59 | 1213.2 .0 | .0 84.6 | 1213.2 (84.6) | 1042.6 7.0 | .0 118.4 | 1042.6 (111.4) | 2255.8 7.0 | .0 203.0 (196.0) |
| Alberta | 5 | 603.0 .0 | 590.0 1.0 | 13.0 (1.0) | 590.0 .0 | 590.0 .0 | .0 .0 | 1193.0 .0 | 1180.0 1.0 (1.0) |
| Yukon | 0 | - | - | - | - | - | - | - | - |
| B.C. | 75 | 1053.5 — | 320.5 17.2 | 733.0 35.0 | 817.7 17.2 | 108.0 23.6 | 709.7 (6.4) | 1871.2 34.4 | 428.5 58.6 (24.2) |
| TOTAL | 266 | 4259.8 19.8 | 914.0 255.1 | 3345.8 (235.3) | 3397.5 24.7 | 791.5 272.8 | 2606.0 (248.1) | 7657.3 44.5 | 1705.5 527.9 (483.4) |

* Upper Figure = \$000

** Lower Figure = Person Years

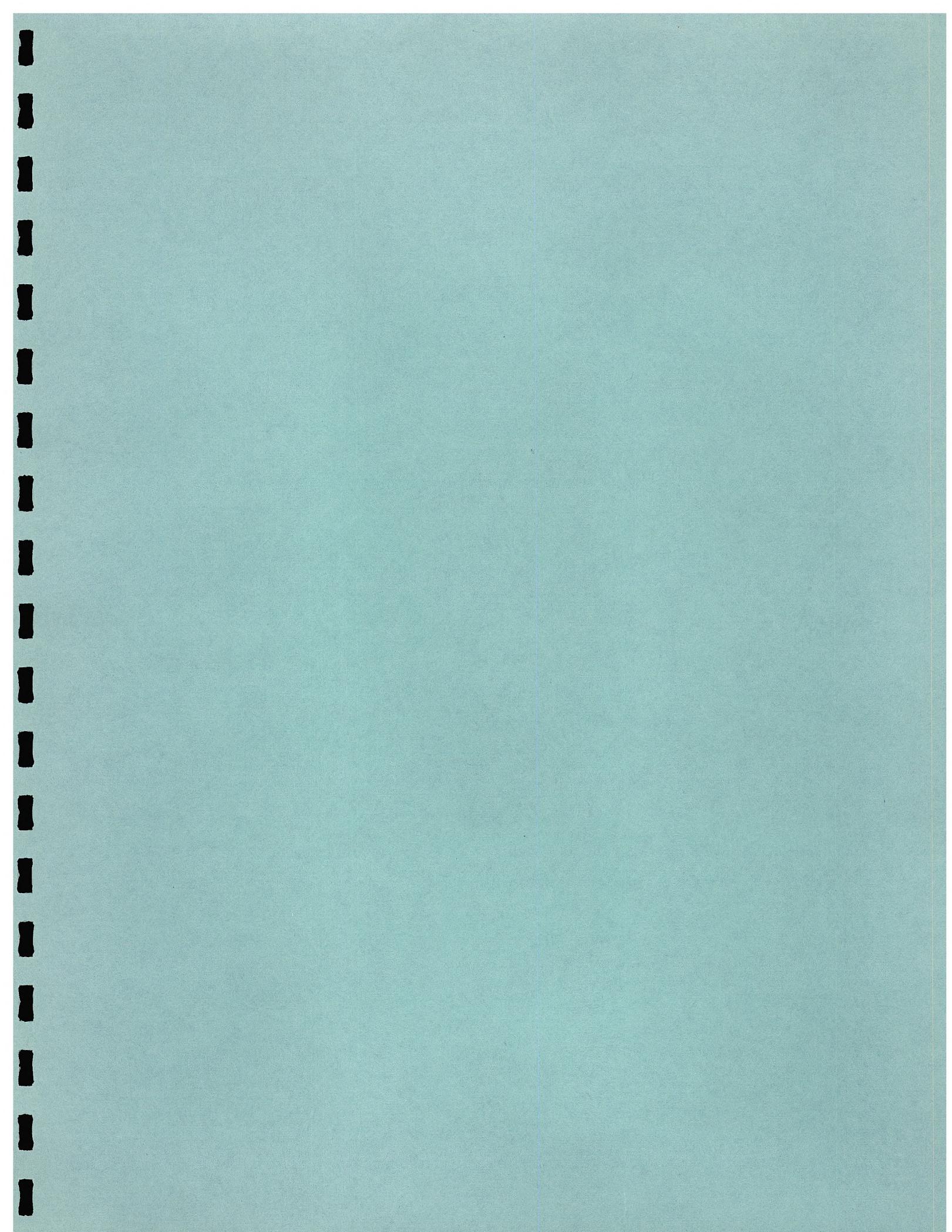


TABLE "D" (a)

TRANSFERS BY REGION AND ACTIVITY: FY 1981/82

| | COUNT | 81/82 | | | 82/83 | | | TOTAL | | |
|-----------------|-------|-----------------|------------|-----------------|-------------|------------|-----------------|-------------|------------|-----------------|
| | | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET |
| <u>H.Q.</u> | | - | - | - | - | - | - | - | - | - |
| <u>N.W.T.</u> | | - | - | - | - | - | - | - | - | - |
| <u>ATLANTIC</u> | | | | | | | | | | |
| Education | 3 | * 73.3 ** .0 | .0 .0 | 73.3 .0 | 32.3 .0 | 20.0 .0 | 12.3 .0 | 105.6 .0 | 20.0 .0 | 85.6 .0 |
| <u>QUEBEC</u> | | | | | | | | | | |
| Education | 45 | 206.5 .0 | .0 38.5 | 206.5 (38.5) | 103.0 .0 | .0 15.5 | 103.0 (15.5) | 309.5 .0 | .0 54.0 | 309.5 (54.0) |
| Comm. Infra. | 8 | .0 .0 | .0 .0 | .0 .0 | .0 .0 | .0 .0 | .0 .0 | .0 .0 | .0 .0 | .0 .0 |
| Band Gov't. | 4 | 7.1 .0 | .0 2.0 | 7.1 (2.0) | .0 .0 | .0 .0 | .0 .0 | 7.1 .0 | .0 2.0 | 7.1 (2.0) |
| <u>ONTARIO</u> | | | | | | | | | | |
| Education | 13 | 65.2 .0 | .0 10.0 | 65.2 (10.0) | 107.3 .0 | .0 5.0 | 107.3 (5.0) | 172.5 .0 | .0 15.0 | 172.5 (15.0) |
| Econ. Dev. | 1 | .0 .1 | 3.5 1.0 | (3.5) (0.9) | .0 .0 | .0 .0 | .0 .0 | .0 .1 | 3.5 1.0 | (3.5) (0.9) |
| Comm. Infra. | 2 | 38.2 .0 | .0 .0 | 38.2 .0 | 42.0 .0 | .0 .0 | 42.0 .0 | 80.2 .0 | .0 .0 | 80.2 .0 |
| Band Gov't. | 2 | 11.9 .0 | .0 .0 | 11.9 .0 | 13.0 .0 | .0 .0 | 13.0 .0 | 24.9 .0 | .0 .0 | 24.9 .0 |

* Upper Figure = \$000

** Lower Figure = Person Years

TABLE "D" (b)

TRANSFERS BY REGION AND ACTIVITY: FY 1981/82

| | COUNT | 81/82 | | | 82/83 | | | TOTAL | | |
|---------------------|-------|-----------------|------------|-----------------|-------------|------------|-----------------|--------------|-------------|------------------|
| | | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET |
| <u>MANITOBA</u> | | | | | | | | | | |
| Res. & Trusts | 3 | * 50.8 ** .4 | .0 .0 | 50.8 0.4 | 50.8 .4 | .0 .0 | 50.8 0.4 | 101.6 .8 | .0 .0 | 101.6 0.8 |
| Education | 23 | 400.4 2.1 | .0 83.0 | 400.4 (80.9) | .0 .0 | .0 42.0 | .0 (42.0) | 400.4 2.1 | .0 125.0 | 400.4 (122.9) |
| Social Svcs. | 5 | 321.0 .0 | .0 .0 | 321.0 .0 | 133.4 .0 | .0 .0 | 133.4 .0 | 454.4 .0 | .0 .0 | 454.4 .0 |
| Band Gov't. | 6 | 214.5 .0 | .0 .0 | 214.5 .0 | 235.9 .0 | .0 .0 | 235.9 .0 | 450.4 .0 | .0 .0 | 450.4 .0 |
| <u>SASKATCHEWAN</u> | | | | | | | | | | |
| Res. & Trusts | 3 | .0 .0 | .0 .0 | .0 .0 | .0 .0 | .0 .0 | .0 .0 | .0 .0 | .0 .0 | .0 .0 |
| Education | 21 | 390.9 .0 | .0 84.0 | 390.9 (84.0) | 335.5 .0 | .0 53.0 | 335.5 (53.0) | 726.4 .0 | .0 137.0 | 726.4 (137.0) |
| Econ. Dev. | 1 | 400.0 .0 | .0 .0 | 400.0 .0 | .0 .0 | .0 .0 | .0 .0 | 400.0 .0 | .0 .0 | 400.0 .0 |
| Social Svcs. | 6 | 35.0 .0 | .0 .0 | 35.0 .0 | 29.5 .0 | .0 1.0 | 29.5 (1.0) | 64.5 .0 | .0 1.0 | 64.5 (1.0) |
| Comm. Infra. | 2 | 3.4 .0 | .0 .6 | 3.4 (0.6) | 6.4 .0 | .0 .4 | 6.4 (0.4) | 9.8 .0 | .0 1.0 | 9.8 (1.0) |
| Band Gov't. | 19 | 341.5 .0 | .0 .0 | 341.5 .0 | 411.5 .0 | .0 .0 | 411.5 .0 | 753.0 .0 | .0 .0 | 753.0 .0 |

* Upper Figure = \$000

** Lower Figure = Person Years

TABLE "D" (c)

TRANSFERS BY REGION AND ACTIVITY: FY 1981/82

| | COUNT | 81/82 | | | 82/83 | | | TOTAL | | |
|----------------|-------|-----------------|----------------|-------------------|----------------|----------------|-------------------|----------------|-----------------|-----------------|
| | | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET |
| <u>ALBERTA</u> | | | | | | | | | | |
| Res. & Trusts | 1 | * 13.0 ** .0 | .0 1.0 | 13.0 (1.0) | .0 .0 | .0 .0 | .0 .0 | 13.0 .0 | .0 1.0 | 13.0 (1.0) |
| Econ. Dev. | 1 | 500.0 .0 | 500.0 .0 | .0 .0 | 500.0 .0 | 500.0 .0 | .0 .0 | 1000.0 .0 | 1000.0 .0 | .0 .0 |
| Band Gov't. | 3 | 90.0 .0 | 90.0 .0 | .0 .0 | 90.0 .0 | 90.0 .0 | .0 .0 | 180.0 .0 | 180.0 .0 | .0 .0 |
| <u>YUKON</u> | - | - | - | - | - | - | - | - | - | - |
| <u>B.C.</u> | | | | | | | | | | |
| Res. & Trusts | 19 | 140.1 5.7 | 5.0 5.0 | 135.1 0.7 | 149.1 5.2 | 5.0 5.0 | 144.1 0.2 | 289.2 10.9 | 10.0 10.0 | 279.2 0.9 |
| Education | 24 | 418.8 2.0 | 312.5 26.5 | 106.3 (24.5) | 55.2 1.0 | 30.0 10.5 | 25.2 (9.5) | 474.0 3.0 | 342.5 37.0 | 131.5 (34.0) |
| Social Svcs. | 8 | 151.7 4.5 | .0 .0 | 151.7 4.5 | 194.0 6.0 | .0 .0 | 194.0 6.0 | 345.7 10.5 | .0 .0 | 345.7 10.5 |
| Comm. Infra. | 3 | .0 .0 | .0 .5 | .0 (0.5) | .0 .0 | .0 .0 | .0 .0 | .0 .0 | .0 .5 | .0 (0.5) |
| Band Gov't. | 11 | 342.9 5.0 | 3.0 3.0 | 339.9 2.0 | 240.0 5.0 | 3.0 3.0 | 237.0 2.0 | 582.9 10.0 | 6.0 6.0 | 576.9 4.0 |
| <u>TOTAL</u> | | | | | | | | | | |
| | 237 | 4216.2 19.8 | 914.0 255.1 | 3302.2 (235.3) | 2728.9 17.6 | 648.0 135.4 | 2080.9 (117.8) | 6945.1 37.4 | 1562.0 390.5 | 5383.1 353.1 |

* Upper Figure = \$000

** Lower Figure = Person Years

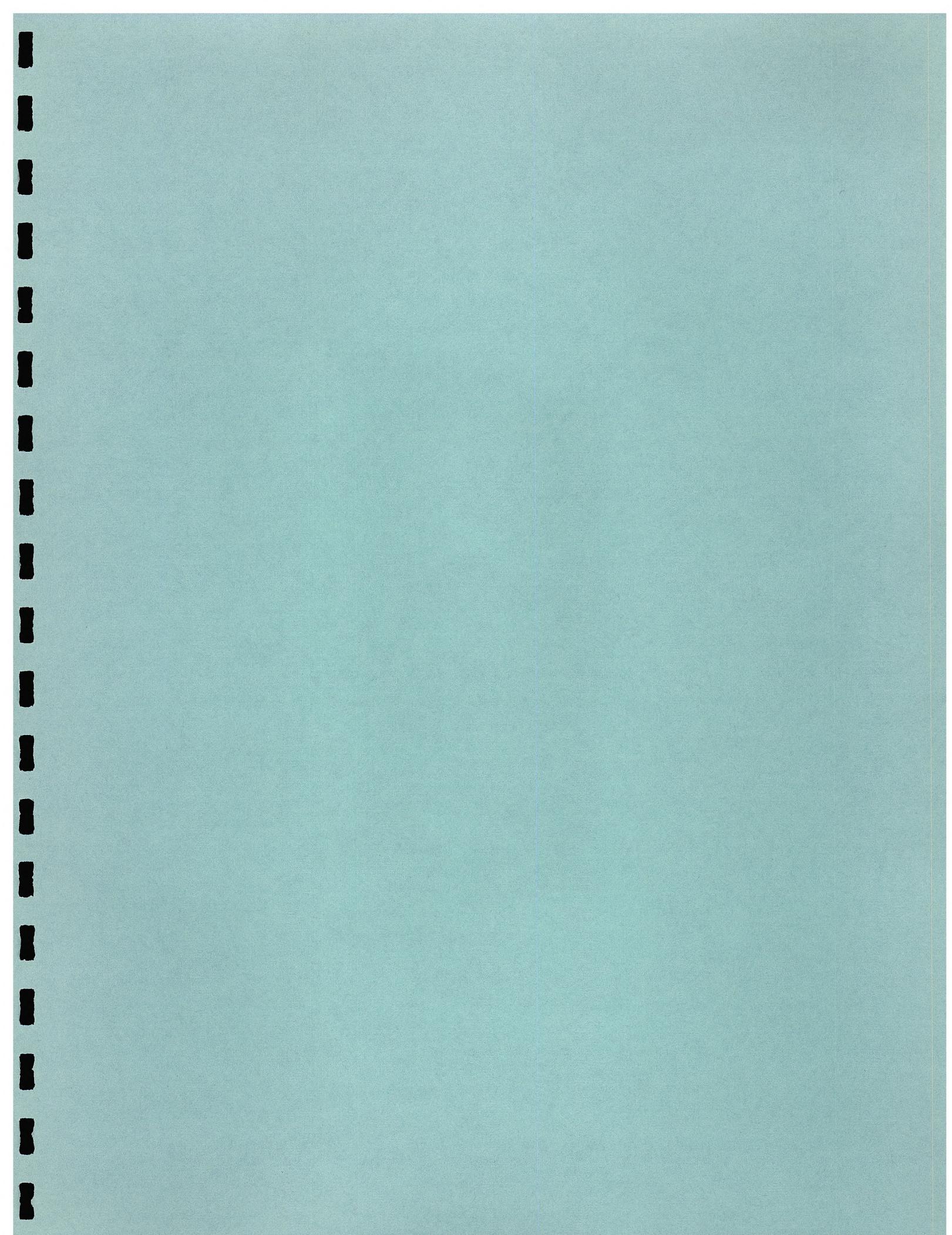


TABLE "E" (a)

TRANSFERS BY REGION AND ACTIVITY: FY 1982/83

| | COUNT | 81/82 | | | 82/83 | | | TOTAL | | |
|-----------------|-------|-------|---------|-----|-------|---------|--------|-------|---------|--------|
| | | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET |
| <u>H.Q.</u> | | | | | | | | | | |
| Education | 1 | - | - | - | .0 | * 70.0 | (70.0) | .0 | 70.0 | (70.0) |
| | | | | | .0 | ** 2.0 | (2.0) | .0 | 2.0 | (2.0) |
| <u>N.W.T.</u> | - | - | - | - | - | - | - | - | - | - |
| <u>ATLANTIC</u> | | | | | | | | | | |
| Education | 1 | - | - | - | 30.0 | .0 | 30.0 | 30.0 | .0 | 30.0 |
| | - | - | - | - | .0 | 2.3 | (2.3) | .0 | 2.3 | (2.3) |
| <u>QUEBEC</u> | | | | | | | | | | |
| Social Svcs. | 1 | .0 | .0 | .0 | 14.3 | .0 | 14.3 | 14.3 | .0 | 14.3 |
| | | .0 | .0 | .0 | .0 | .0 | .0 | .0 | .0 | .0 |
| <u>ONTARIO</u> | | | | | | | | | | |
| Res. & Trusts | 1 | 1.2 | .0 | 1.2 | 1.2 | .0 | 1.2 | 2.4 | .0 | 2.4 |
| | | .0 | .0 | .0 | .0 | .0 | .0 | .0 | .0 | .0 |
| Education | 5 | .0 | .0 | .0 | 71.4 | .0 | 71.4 | 71.4 | .0 | 71.4 |
| | | .0 | .0 | .0 | .0 | 3.0 | (3.0) | .0 | 3.0 | (3.0) |
| Econ. Dev. | 1 | .0 | .0 | .0 | .0 | 3.5 | (3.5) | .0 | 3.5 | (3.5) |
| | | .0 | .0 | .0 | .1 | 1.0 | (.9) | .1 | 1.0 | (.9) |

* Upper Figure = \$000

** Lower Figure = Person Years

TABLE "E" (b)

TRANSFERS BY REGION AND ACTIVITY: FY 1982/83

| | COUNT | 81/82 | | | 82/83 | | | TOTAL | | |
|---------------------|-------|------------|----------|------------|------------------|----------------|------------------|--------------|----------------|------------------|
| | | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET |
| <u>MANITOBA</u> | | | | | | | | | | |
| Res. & Trusts | 1 | - | - | - | - | - | - | - | - | - |
| Education | 1 | .0 .0 | .0 .0 | .0 .0 | * 112.6 ** .0 | .0 60.0 | 112.6 (60.0) | 112.6 .0 | .0 60.0 | 112.6 (60.0) |
| <u>SASKATCHEWAN</u> | | | | | | | | | | |
| Res. & Trusts | 1 | 15.0 .0 | .0 .0 | 15.0 .0 | 20.0 .0 | .0 .0 | 20.0 .0 | 35.0 .0 | .0 .0 | 35.0 .0 |
| Education | 3 | .0 .0 | .0 .0 | .0 .0 | 144.2 7.0 | .0 64.0 | 144.2 (57.0) | 144.2 7.0 | .0 64.0 | 144.2 (57.0) |
| Band Gov't. | 3 | 27.4 .0 | .0 .0 | 27.4 .0 | 95.5 .0 | .0 .0 | 95.5 .0 | 122.9 .0 | .0 .0 | 122.9 .0 |
| <u>ALBERTA</u> | | | | | | | | | | |
| <u>YUKON</u> | | | | | | | | | | |
| <u>B.C.</u> | | | | | | | | | | |
| Res. & Trusts | 6 | .0 .0 | .0 .0 | .0 .0 | 19.9 .0 | .0 .3 | 19.9 (.3) | 19.9 .0 | .0 .3 | 19.9 (.3) |
| Education | 4 | .0 .0 | .0 .0 | .0 .0 | 159.5 .0 | 70.0 4.8 | 89.5 (4.8) | 159.5 .0 | 70.0 4.8 | 89.5 (4.8) |
| <u>TOTAL</u> | | | | | | | | | | |
| | 29 | 43.6 .0 | .0 .0 | 43.6 .0 | 668.6 7.1 | 143.5 137.4 | 525.1 (130.3) | 712.2 7.1 | 143.5 137.4 | 568.7 (130.3) |

* Upper Figure = \$000

** Lower Figure = Person Years

TABLE "F" (a)

TRANSFERS BY REGION AND ACTIVITY: FY 1981/82 AND FY 1982/83

| | COUNT | 81/82 | | | 82/83 | | | TOTAL | | |
|---------------------|-------|-------------|------------|-----------------|-------------|------------------|-----------------|-------------|-------------|-----------------|
| | | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET |
| <u>HEADQUARTERS</u> | | | | | | | | | | |
| Education | 1 | - | - | - | - | * 70.0 ** 2.0 | (70.0) (2.0) | - | 70.0 2.0 | (70.0) (2.0) |
| <u>N.W.T.</u> | - | - | - | - | - | - | - | - | - | - |
| <u>ATLANTIC</u> | | | | | | | | | | |
| Education | 4 | 73.3 .0 | .0 .0 | 73.3 .0 | 62.3 .0 | 20.0 2.3 | 42.3 (2.3) | 135.6 .0 | 20.0 2.3 | 115.6 (2.3) |
| <u>QUEBEC</u> | | | | | | | | | | |
| Education | 45 | 206.5 .0 | .0 38.5 | 206.5 (38.5) | 103.0 .0 | .0 15.5 | 103.0 (15.5) | 309.5 .0 | .0 54.0 | 309.5 (54.0) |
| Social Svcs. | 1 | .0 .0 | .0 .0 | .0 .0 | 14.3 .0 | .0 .0 | 14.3 .0 | 14.3 .0 | .0 .0 | 14.3 .0 |
| Comm. Infra. | 8 | - | - | - | - | - | - | - | - | - |
| Band Gov't. | 4 | 7.1 .0 | .0 2.0 | 7.1 (2.0) | .0 .0 | .0 .0 | .0 .0 | 7.1 .0 | .0 2.0 | 7.1 (2.0) |
| <u>ONTARIO</u> | | | | | | | | | | |
| Res. & Trusts | 1 | 1.2 .0 | .0 .0 | 1.2 .0 | 1.2 .0 | .0 .0 | 1.2 .0 | 2.4 .0 | .0 .0 | 2.4 .0 |
| Education | 18 | 65.2 .0 | .0 10.0 | 65.2 (10.0) | 178.7 .0 | .0 8.0 | 178.7 (8.0) | 243.9 .0 | .0 18.0 | 243.9 (18.0) |
| Econ. Dev. | 2 | .0 .1 | 3.5 1.0 | (3.5) (0.9) | .0 .1 | 3.5 1.0 | (3.5) (0.9) | .0 .2 | 7.0 2.0 | (7.0) (1.8) |

* Upper Figure = \$000

** Lower Figure = Person Years

TABLE "F" (b)

TRANSFERS BY REGION AND ACTIVITY: FY 1981/82 AND FY 1982/83

| | COUNT | 81/82 | | | 82/83 | | | TOTAL | | |
|---------------------|-------|-----------------|------------|-----------------|--------------|-------------|------------------|--------------|-------------|------------------|
| | | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET |
| Comm. Infra. | 2 | * 38.2 ** .0 | .0 .0 | 38.2 .0 | 42.0 .0 | .0 .0 | 42.0 .0 | 80.2 .0 | .0 .0 | 80.2 .0 |
| Band Gov't. | 2 | 11.9 .0 | .0 .0 | 11.9 .0 | 13.0 .0 | .0 .0 | 13.0 .0 | 24.9 .0 | .0 .0 | 24.9 .0 |
| MANITOBA | | | | | | | | | | |
| Res. & Trusts | 4 | 50.8 .4 | .0 .0 | 50.8 .4 | 50.8 .4 | .0 .0 | 50.8 .4 | 101.6 .8 | .0 .0 | 101.6 .8 |
| Education | 24 | 400.4 2.1 | .0 83.0 | 400.4 (80.9) | 112.6 .0 | .0 102.0 | 112.6 (102.0) | 513.0 2.1 | .0 185.0 | 513.0 (182.9) |
| Social Svcs. | 5 | 321.0 .0 | .0 .0 | 321.0 .0 | 133.4 .0 | .0 .0 | 133.4 .0 | 454.4 .0 | .0 .0 | 454.4 .0 |
| Band Gov't. | 6 | 214.5 .0 | .0 .0 | 214.5 .0 | 235.9 .0 | .0 .0 | 235.9 .0 | 450.4 .0 | .0 .0 | 450.4 .0 |
| SASKATCHEWAN | | | | | | | | | | |
| Res. & Trusts | 4 | 15.0 .0 | .0 .0 | 15.0 .0 | 20.0 .0 | .0 .0 | 20.0 .0 | 35.0 .0 | .0 .0 | 35.0 .0 |
| Education | 24 | 390.9 .0 | .0 84.0 | 390.9 (84.0) | 479.7 7.0 | .0 117.0 | 479.7 (110.0) | 870.6 7.0 | .0 201.0 | 870.6 (194.0) |
| Econ. Dev. | 1 | 400.0 .0 | .0 .0 | 400.0 .0 | .0 .0 | .0 .0 | .0 .0 | 400.0 .0 | .0 .0 | 400.0 .0 |

* Upper Figure = \$000

** Lower Figure = Person Years

TABLE "F" (c)

TRANSFERS BY REGION AND ACTIVITY: FY 1981/82 AND FY 1982/83

| | COUNT | 81/82 | | | 82/83 | | | TOTAL | | |
|----------------|-------|-----------------|---------------|-----------------|--------------|---------------|-----------------|---------------|---------------|-----------------|
| | | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET |
| Social Svcs. | 6 | * 35.0 ** .0 | .0 .0 | 35.0 .0 | 29.5 .0 | .0 1.0 | 29.5 (1.0) | 64.5 .0 | .0 1.0 | 64.5 (1.0) |
| Comm. Infra. | 2 | 3.4 .0 | .0 .6 | 3.4 (0.6) | 6.4 .0 | .0 .4 | 6.4 (0.4) | 9.8 .0 | .0 1.0 | 9.8 (1.0) |
| Band Gov't. | 22 | 368.9 .0 | .0 .0 | 368.9 .0 | 507.0 .0 | .0 .0 | 507.0 .0 | 875.9 .0 | .0 .0 | 875.9 .0 |
| <u>ALBERTA</u> | | | | | | | | | | |
| Res. & Trusts | 1 | 13.0 .0 | .0 1.0 | 13.0 (1.0) | .0 .0 | .0 .0 | .0 .0 | 13.0 .0 | .0 1.0 | 13.0 (1.0) |
| Econ. Dev. | 1 | 500.0 .0 | 500.0 .0 | .0 .0 | 500.0 .0 | 500.0 .0 | .0 .0 | 1000.0 .0 | 1000.0 .0 | .0 .0 |
| Band Gov't. | 3 | 90.0 .0 | 90.0 .0 | .0 .0 | 90.0 .0 | 90.0 .0 | .0 .0 | 180.0 .0 | 180.0 .0 | .0 .0 |
| <u>YUKON</u> | | | | | | | | | | |
| <u>B.C.</u> | | | | | | | | | | |
| Res. & Trusts | 25 | 140.1 5.7 | 5.0 5.0 | 135.1 0.7 | 169.0 5.2 | 5.0 5.3 | 164.0 (0.1) | 309.1 10.9 | 10.0 10.3 | 299.1 0.6 |
| Education | 28 | 418.8 2.0 | 312.5 26.5 | 106.3 (24.5) | 214.7 1.0 | 100.0 15.3 | 114.7 (14.3) | 633.5 3.0 | 412.5 41.8 | 221.0 (38.8) |

* Upper Figure = \$000

** Lower Figure = Person Years

TABLE "F" (d)

TRANSFERS BY REGION AND ACTIVITY: FY 1981/82 AND FY 1982/83

| | COUNT | 81/82 | | | 82/83 | | | TOTAL | | |
|------------------------|------------|------------------------|------------------------|---------------------------|------------------------|------------------------|---------------------------|------------------------|-------------------------|---------------------------|
| | | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET |
| Social Svcs. | 8 | * 151.7 ** 4.5 | .0 .0 | 151.7 4.5 | 194.0 6.0 | .0 .0 | 194.0 6.0 | 345.7 10.5 | .0 .0 | 345.7 10.5 |
| Comm. Infra. | 3 | .0 .0 | .0 .5 | .0 (.5) | .0 .0 | .0 .0 | .0 .0 | .0 .0 | .0 .5 | .0 (.5) |
| Band Gov't. | 11 | 342.9 5.0 | 3.0 3.0 | 339.9 2.0 | 240.0 5.0 | 3.0 3.0 | 237.0 2.0 | 582.9 10.0 | 6.0 6.0 | 576.9 4.0 |
| NATIONAL TOTALS | 266 | 4259.8 19.8 | 914.0 255.1 | 3345.8 (235.3) | 3397.5 24.7 | 791.5 272.8 | 2606.0 (248.1) | 7657.3 44.5 | 1705.5 527.9 | 5951.8 (483.4) |

* Upper Figure = \$000

** Lower Figure = Person Years

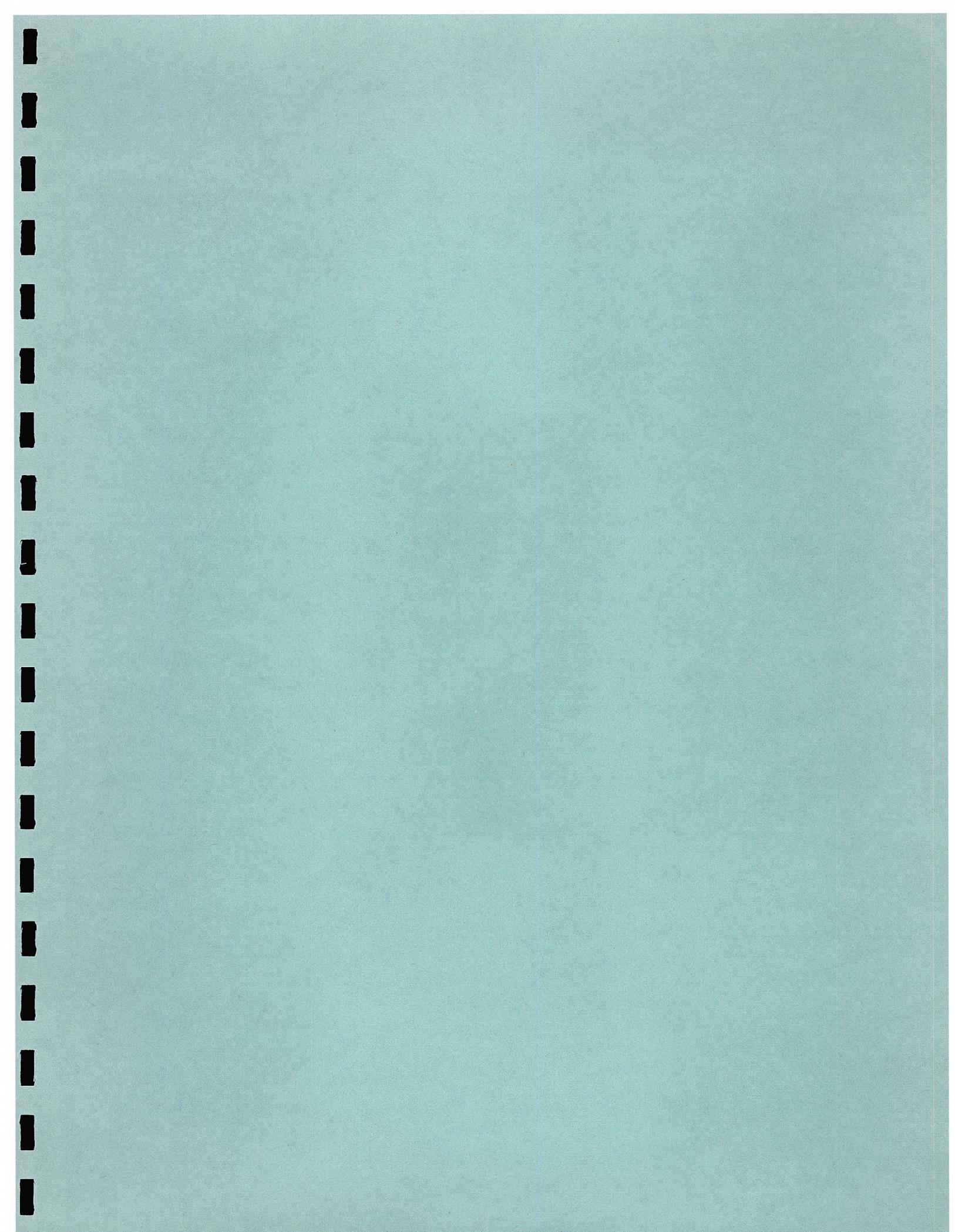


TABLE "G"

TRANSFERS BY ACTIVITY: NATIONAL SUMMARY FY 1981/82

| | COUNT | 81/82 | | | 82/83 | | | TOTAL | | |
|--------------------------|-------|-------------------|----------------|-------------------|----------------|----------------|-------------------|----------------|-----------------|-------------------|
| | | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET |
| <u>Res. & Trusts</u> | 26 | * 203.9 ** 6.1 | 5.0 6.0 | 198.9 0.1 | 199.9 5.6 | 5.0 5.0 | 194.9 0.6 | 403.8 11.7 | 10.0 11.0 | 393.8 0.7 |
| <u>Education</u> | 129 | 1555.1 4.1 | 312.5 242.0 | 1242.6 (237.9) | 633.3 1.0 | 50.0 126.0 | 583.3 (125.0) | 2188.4 5.1 | 362.5 368.0 | 1825.9 (362.9) |
| <u>Econ. Dev.</u> | 3 | 900.0 .1 | 503.5 1.0 | 396.5 (0.9) | 500.0 .0 | 500.0 .0 | .0 .0 | 1400.0 .1 | 1003.5 1.0 | 396.5) (0.9) |
| <u>Social Svcs.</u> | 19 | 507.7 4.5 | .0 .0 | 507.7 (4.5) | 356.9 6.0 | .0 1.0 | 356.9 5.0 | 864.6 10.5 | .0 1.0 | 864.6 9.5 |
| <u>Comm. Infra.</u> | 15 | 41.6 .0 | .0 1.1 | 41.6 (1.1) | 48.4 .0 | .0 .4 | 48.4 (.4) | 90.0 .0 | .0 1.5 | 90.0 (1.5) |
| <u>Band Gov't.</u> | 45 | 1007.9 5.0 | 93.0 5.0 | 914.9 .0 | 990.4 5.0 | 93.0 3.0 | 897.4 2.0 | 1998.3 10.0 | 186.0 8.0 | 1812.3 2.0 |
| TOTAL | | | | | | | | | | |
| | 237 | 4216.2 19.8 | 914.0 255.1 | 3302.2 (235.3) | 2728.9 17.6 | 648.0 135.4 | 2080.9 (117.8) | 6945.1 37.4 | 1562.0 390.5 | 5383.1 (353.1) |

* Upper Figure = \$000

** Lower Figure = Person Years

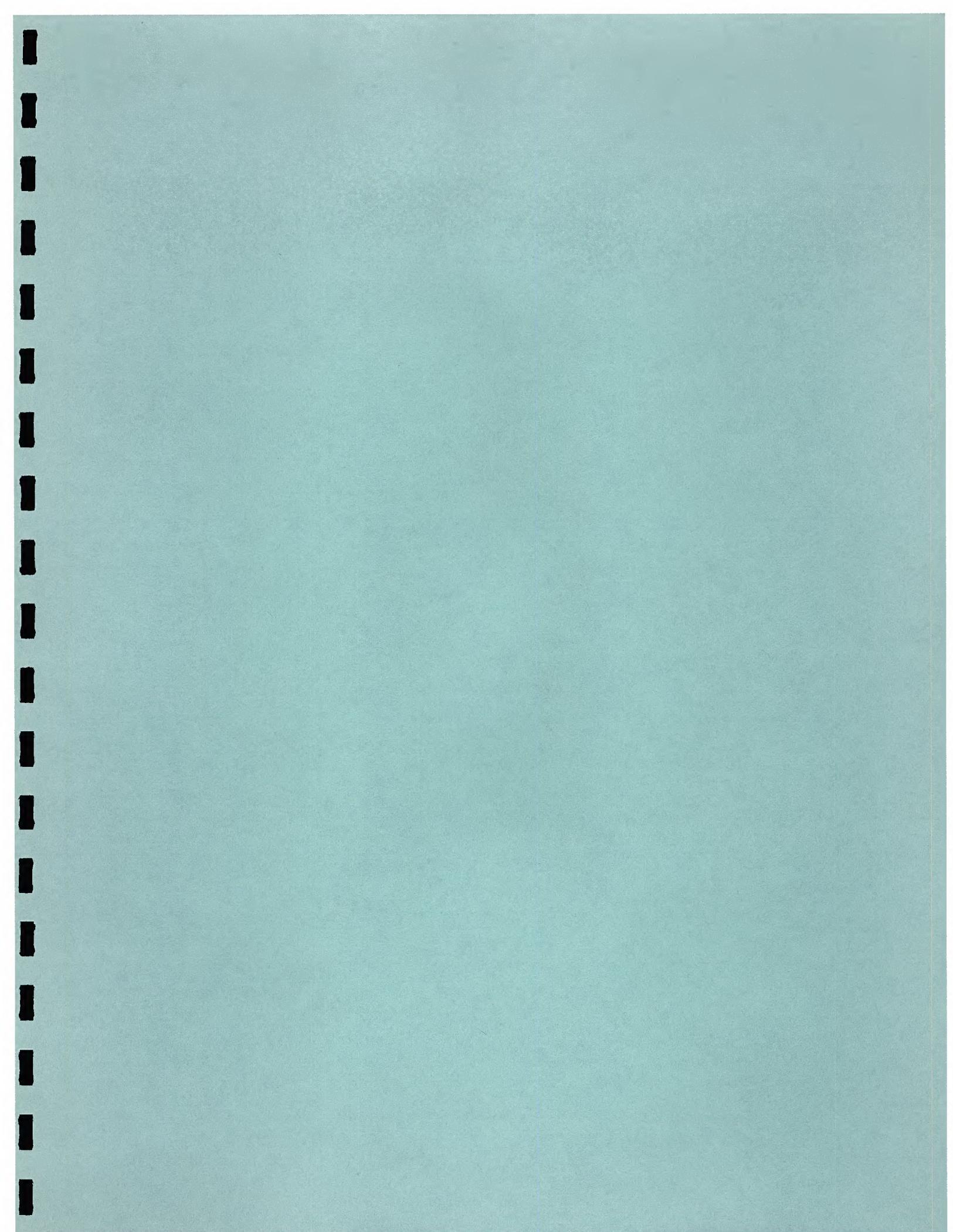


TABLE "H"

TRANSFERS BY ACTIVITY: NATIONAL SUMMARY FY 1982/83

| | COUNT | 81/82 | | | 82/83 | | | TOTAL | | |
|---------------|-------|-----------------|----------|------------|--------------|----------------|------------------|--------------|----------------|------------------|
| | | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET |
| Res. & Trusts | 9 | * 16.2 ** .0 | .0 .0 | 16.2 .0 | 41.1 .0 | .0 .3 | 41.1 (.3) | 57.3 .0 | .0 .3 | 57.3 (.3) |
| Education | 15 | .0 .0 | .0 .0 | .0 .0 | 517.7 7.0 | 140.0 136.1 | 377.7 129.1 | 517.7 7.0 | 140.0 136.1 | 377.7 (129.1) |
| Econ. Dev. | 1 | .0 .0 | .0 .0 | .0 .0 | .0 .1 | 3.5 1.0 | (3.5) (.9) | .0 .1 | 3.5 1.0 | (3.5) (.9) |
| Social Svcs. | 1 | .0 .0 | .0 .0 | .0 .0 | 14.3 .0 | .0 .0 | 14.3 .0 | 14.3 .0 | .0 .0 | 14.3 .0 |
| Band Gov't. | 3 | 27.4 .0 | .0 .0 | 27.4 .0 | 95.5 .0 | .0 .0 | 95.5 .0 | 122.9 .0 | .0 .0 | 122.9 .0 |
| TOTAL | | 43.6 .0 | .0 .0 | 43.6 .0 | 668.6 7.1 | 143.5 137.4 | 525.1 (130.3) | 712.2 7.1 | 143.5 137.4 | 568.7 (130.3) |

* Upper Figure = \$000

** Lower Figure = Person Years

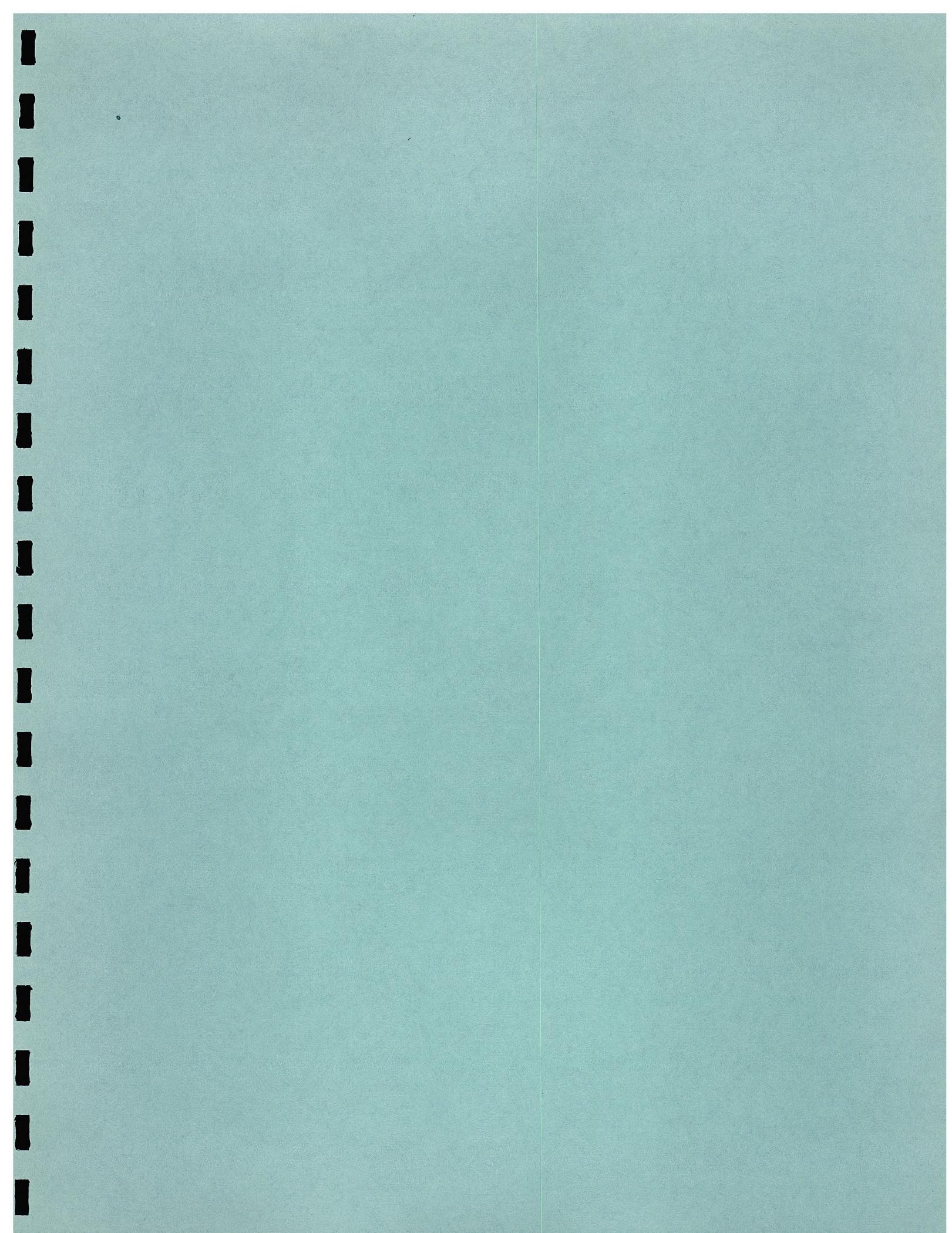


TABLE "I"

TRANSFERS BY ACTIVITY: NATIONAL SUMMARY FY 1981/82 AND FY 1982/83

| | COUNT | 81/82 | | | 82/83 | | | TOTAL | | |
|--------------------------|-------|-------------------|----------------|-------------------|----------------|----------------|-------------------|----------------|-----------------|-------------------|
| | | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET |
| <u>NATIONAL</u> | | | | | | | | | | |
| <u>Res. & Trusts</u> | 35 | * 220.1 ** 6.1 | 5.0 6.0 | .215.1 0.1 | 241.0 5.6 | 5.0 5.3 | 236.0 0.3 | 461.1 11.7 | 10.0 11.3 | 451.1 0.4 |
| <u>Education</u> | 144 | 1555.1 4.1 | 312.5 242.0 | 1242.6 (237.9) | 1151.0 8.0 | 190.0 262.1 | 961.0 (254.1) | 2706.1 12.1 | 502.5 504.1 | 2203.6 (492.0) |
| <u>Econ. Dev.</u> | 4 | 900.0 .1 | 503.5 1.0 | 396.5 (0.9) | 500.0 .1 | 503.5 1.0 | (3.5) (0.9) | 1400.0 .2 | 1007.0 2.0 | 393.0 (1.8) |
| <u>Social Svcs.</u> | 20 | 507.7 4.5 | .0 .0 | 507.7 4.5 | 371.2 6.0 | .0 1.0 | 371.2 5.0 | 878.9 10.5 | .0 1.0 | 878.9 9.5 |
| <u>Comm. Infra.</u> | 15 | 41.6 .0 | .0 1.1 | 49.1 (1.1) | 48.4 .0 | .0 .4 | 48.4 .4 | 90.0 .4 | .0 1.5 | 90.0 (1.5) |
| <u>Band Gov't.</u> | 48 | 1035.3 5.0 | 93.0 5.0 | 942.3 0. | 1085.9 5.0 | 93.0 3.0 | 992.9 2.0 | 2121.2 10.0 | 186.0 8.0 | 1935.2 2.0 |
| <u>TOTAL</u> | | | | | | | | | | |
| | 266 | 4259.8 19.8 | 914.0 255.1 | 3345.8 (235.3) | 3397.5 24.7 | 791.5 272.8 | 2606.0 (248.1) | 7657.3 44.5 | 1705.5 527.9 | 5951.8 (483.4) |

* Upper Figure = \$000

** Lower Figure = Person Years

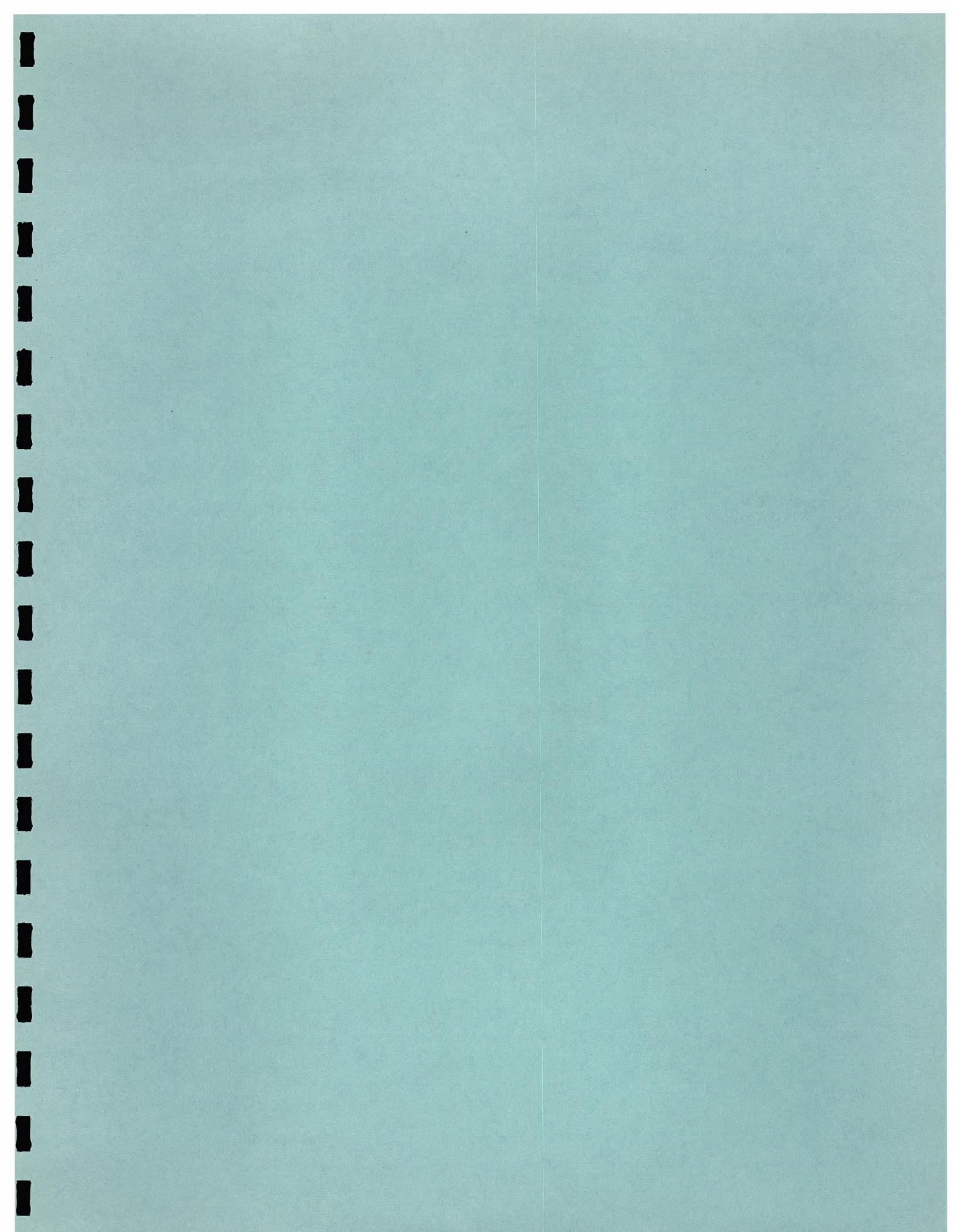


TABLE "J"

TRANSFER REVERSALS BY REGION: FY 1981/82

| REGION No. Bands () | TRANSFER INITIATIVE | | 1981 - 82 | | | 1982 - 83 | | | TOTAL | | | |
|-------------------------|------------------------|----------|-------------|---------------------|---------------------|-----------------------|---------------------|-------------------|---------------------|----------------------|---------------------|--------------------|
| | DEPT | BAND | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET | COSTS | SAVINGS | NET | |
| Headquarters | - | - | - | - | - | - | - | - | - | - | - | |
| N.W.T. | - | - | - | - | - | - | - | - | - | - | - | |
| Atlantic (2) | 5 | | 19.0 .0 | 2.0 .0 | 17.0 .0 | 19.0 .0 | 2.0 .0 | 17.0 .0 | 38.0 .0 | 4.0 .0 | 34.0 .0 | |
| Quebec (1) | 3 | - | - | - | - | - | - | - | - | - | - | |
| Ontario | - | - | - | - | - | - | - | - | - | - | - | |
| Manitoba (1) | 1 | - | - | 100.0 .0 | (100.0) | - | - | - | - | 100.0 .0 | (100.0) | |
| Saskatchewan | - | - | - | - | - | - | - | - | - | - | - | |
| Alberta | - | - | - | - | - | - | - | - | - | - | - | |
| Yukon (1) | 9 | - | 30.0 1.0 | - | 30.0 1.0 | 32.5 1.0 | - | 32.5 1.0 | 62.5 2.0 | - | 62.5 2.0 | |
| B.C. (1) | | 1 | | 1.6 | (1.6) | | | | | 1.6 | (1.6) | |
| TOTALS (6) | <u>13</u> | <u>6</u> | <u>.0</u> | <u>49.0 1.0</u> | <u>103.6 .0</u> | <u>(54.6) 1.0</u> | <u>51.5 1.0</u> | <u>2.0 .0</u> | <u>49.5 1.0</u> | <u>100.5 2.0</u> | <u>105.6 .0</u> | <u>5.1 2.0</u> |

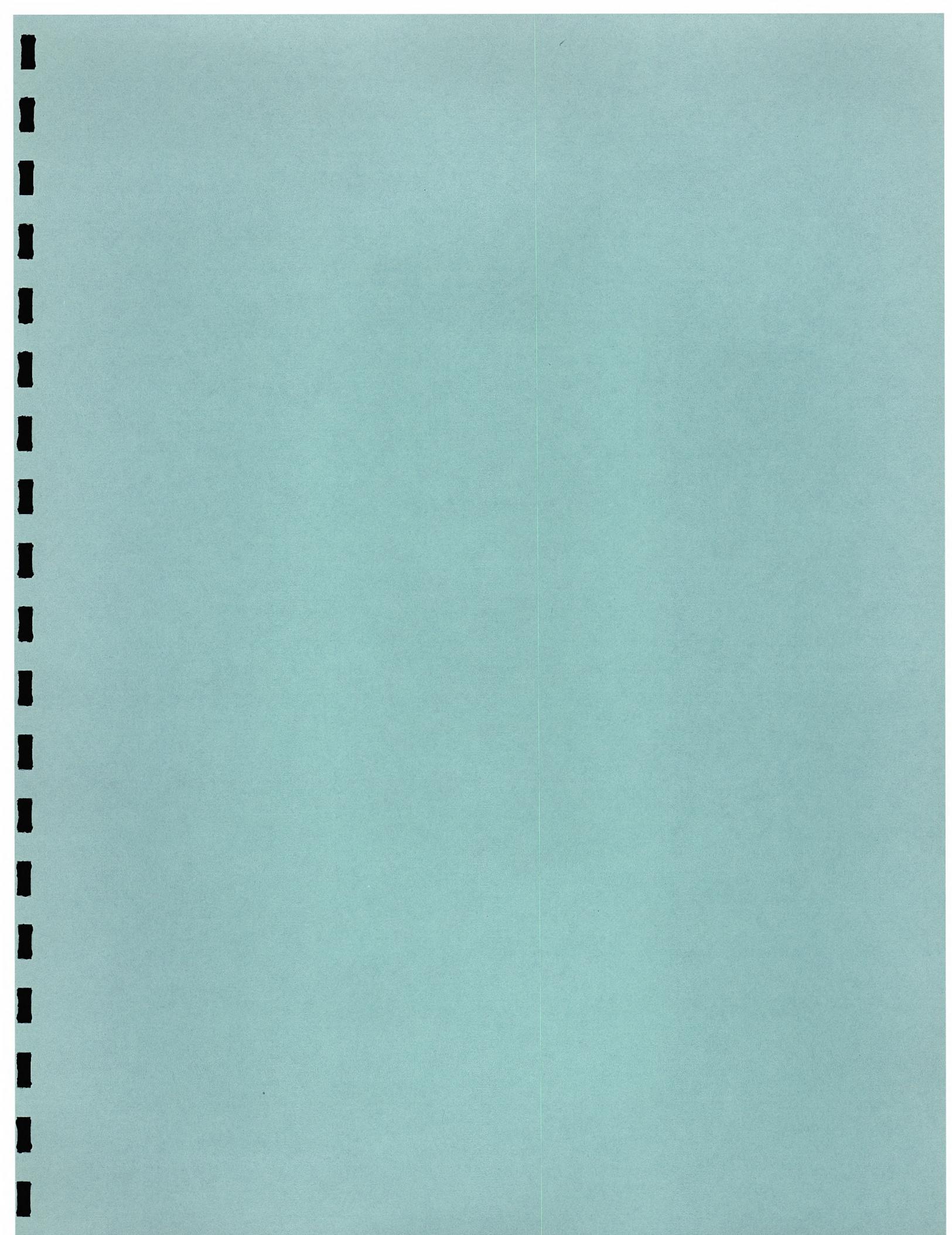


TABLE "K"

TRANSFER REVERSALS BY ACTIVITY: FY 1981/82

| | <u>TRANSFER INITIATIVE</u> | <u>DEPT</u> | <u>BAND</u> | <u>REGION</u> |
|---|--------------------------------|-------------|-------------|------------------|
| 1. <u>Reserves & Trusts</u> | | | | |
| | Indian Register | | 1 | British Columbia |
| 2. <u>Education</u> | | | | |
| | Instruction | | 1 | Atlantic, |
| | transportation | | | Yukon |
| 3. <u>Economic & Employment Development</u> | | | | |
| | - | | - | - |
| 4. <u>Social Services</u> | | | | |
| | Social Svcs. Workers | | 1 | Quebec |
| | Basic Assistance | | 2 | Quebec, Manitoba |
| | Special Assistance | | 1 | Quebec |
| 5. <u>Community Infrastructure</u> | | | | |
| | Roads | 1 | 1 | Yukon, Atlantic |
| | Bridges | 1 | | Yukon |
| | Sewers | | 1 | Atlantic |
| | Water | 1 | 1 | Yukon, Atlantic |
| | Electrification | 1 | 1 | Yukon, Atlantic |
| | Community Bldgs | 1 | | Yukon |
| | Municipal Svcs | 1 | | Yukon |
| | Fire Protection | 1 | | Yukon |
| 6. <u>Band Government</u> | | | | |
| | Band Sp.-Overhead | | 1 | Yukon |
| TOTALS | | 13 | 6 | |



Indian and
Northern AffairsAffaires indiennes
et du Nord

April 27, 1981

MEMORANDUM TO:

All Regional Directors of Operations
Directors General, Economic and Social
Development, Reserves and Trusts

FROM:

J.J. Ovens
Project Leader, Management
Improvement Project

Your file Votre référence

Our file Notre référence

RE: MIP TASK 6.3
PLANS FOR TRANSFER OF SERVICES

This is further to Mr. Goodwin's memorandum of April 23,
a copy of which is attached, which was sent to all Regional Directors
General by DEX.

I am pleased to forward several printed copies of Forms A
and B to which Mr. Goodwin referred. These forms are to be used
to identify service transfers to Bands and other Indian
organizations and the associated incremental costs and offsets
of each.

You will note that Mr. Goodwin has also asked to be
advised of any services which are to be transferred back to the
Department and the forms provide for identification of these.

On behalf of the Assistant Deputy Minister, I am grateful
for your continued assistance in completing this most important
project, and I look forward to receiving your responses by
May 14.

James J. Ovens

Attach.

Assistant Deputy Minister
Indian and Northern Affairs Canada
Indian and Inuit Affairs

Sous-ministre adjoint
Affaires indiennes et du Nord Canada
Affaires indiennes et inuit

April 23, 1981

All Regional Directors General;
Regional Directors, Northwest Territories
and Yukon Regions; Directors General;
Economic and Social Development,
Reserves and Trusts

MANAGEMENT IMPROVEMENT PROJECT: TASK 6.3
PLANS FOR TRANSFER OF SERVICES

This memorandum is further to our discussions at this month's Executive Planning Committee concerning the transfer of service delivery responsibility from the Department to Bands, Tribal Councils and other Indian organizations. You will recall that a great deal of importance was attached to the forecast of transfers in the current fiscal year.

Accordingly, I am pleased to forward advance copies of the forms to be used in the gathering of this information. Final forms will be sent to you directly within a week. The survey is to be completed in accordance with the instructions contained in this memorandum and the attached data unit definitions. Please ensure that the completed survey is returned to this office, to the attention of Mr. James Ovens, Project Leader, no later than May 14.

The survey is comprised of two forms. Form "A" is a grid listing Bands, Tribal Councils and other Indian organizations within your region or area of responsibility on the vertical scale and certain selected financial sub-activities on the horizontal scale. This will be used to identify projected transfers and transfer reversals (take-backs) over the next two years.

...../2

Location
Les Terrasses de la Chaudière
10 Wellington Street
Hull, Quebec

Mailing Address
Les Terrasses de la Chaudière
Ottawa (Ontario)
K1A 0M4

Employment
Les Terrasses de la Chaudière
10 rue Wellington
Hull (Québec)

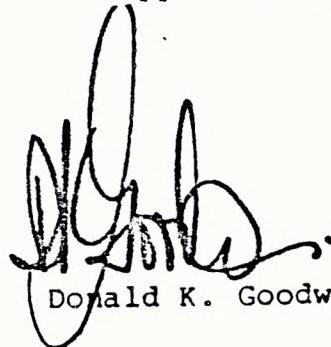
Address postale
Les Terrasses de la Chaudière
(rue) Hull (Québec)

Form "B" provides for a listing of the activities being transferred to or withdrawn from each organization identified as being involved in such transactions on the Form "A". This will be used to identify anticipated costs and offsets or savings associated with each transfer or withdrawal. Instructions for distinguishing a transfer of programs from situations where a program is being taken back by the Department or being handed back by an Indian organization are contained in the attached data unit definitions.

You will note that financial sub-activities have been used to identify operations and functions which will be transferred. For some transfers, such as the takeover of a district office by a Tribal Council or the transfer of advisory functions, these may be inappropriate. In these cases please enter the number for the Activity Administration sub activity under the relevant main activity in one of the blank spaces provided on Form "A". In addition, an explanatory note should be used to identify these cases when completing the Form "B". If you require any additional information pertaining to this survey please contact Mr. Ovens, at national headquarters (997-0711).

Everyone will appreciate the criticality of this work as we in the Program attempt to deal with the realities of a very restricted budget and consider further how to cope with the P-Y reductions we face for 1981-82. The outcome of this short term exercise will determine to a large extent the force of our organization with Treasury Board re these obligations.

Your co-operation in this matter is appreciated.



Donald K. Goodwin

MIP TASK 6.3: DATA UNIT DEFINITION

These definition's are provided to assist in the completion of Forms "A" & "B" which seek to identify services to be transferred to Bands, Tribal Councils and other Indian Organizations during the current fiscal year. Transfers planned for future fiscal years should also be noted whenever possible.

This survey will also attempt to forecast, with some precision, associated costs, in terms of money and personnel, if any, as well as savings, if any, for each transfer.

An underlying assumption is that any transfer will be made within existing Departmental policies.

Definitions and notes for the following four terms are provided:

- (1) Transfers
- (2) Costs (PY & \$)
- (3) Offsets (PY & \$)
- (4) Sub-activities.

1. TRANSFERS (anticipated):

Any approved transfer of program delivery responsibility from the Department to Indian administration.

NOTES:

- (1) A transfer takes effect in the year during which the Indian organization commences administration of at least part of the activity. Include only those cases where an approved transfer will take effect in 1981-1982 or 1982-1983.
- (2) Where the transfer of one operation (e.g. federal school) involves several sub-activities a note should be entered to this effect on the space provided on form "B".
- (3) Transfers requiring Headquarters or Central Agency approval may be entered even if these approvals have not yet been obtained.
- (4) Where a previous transfer is to be reversed this should be identified in the same manner as a transfer with the exception that a minus sign (-) be shown beside the entry. In addition, where a transfer reversal is entered, a note should be included on Form "B" indicating whether the reversal is taking place at the initiative of the Band or the Department.

- (5) Do not enter projected or suggested transfers, only those transfers where a firm proposal has been made and accepted in principle at the regional level.

2. COSTS: PY & \$ (anticipated):

Any additional expenditure arising from the transfer of a service or function to Indian administration.

NOTES:

- (1) Costs include the following types of expenditure:
 - additional overhead contributions arising from the transfer,
 - additional training and advisory resources required as a result of the transfer,
 - additional resources required to cover diseconomies of scale (e.g. Band requires 0.5 PY to perform function for which 0.2 PY were allocated by the Department),
 - additional resources required for monitoring, audit and processing functions (e.g. arranging for payments) arising from the transfer.
- (2) Notes on Form "B" should include the breakdown of costs for each transfer among the cost types described in (1) above.
- (3) Costs should not include anticipated "learning costs".
- (4) Costs should be allocated to the year in which they will be incurred rather than the year in which a transfer will take place (i.e. costs incurred in 1981-1982 in connection with a transfer taking effect in 1982-1983 should be allocated to 1981-1982).
- (5) Costs should be entered under a transfer even if they will not be charged to the same sub activity.
- (6) Costs should also include a prorating of costs arising from transfer generally, but not, attributable to any particular transfer or transfers.

3. OFFSETS: PY & \$ (anticipated savings):

Any reduction in operating costs arising from the transfer of a service or function to Indian administration.

NOTES:

- (1) Offsets include the following types of savings:
 - person year reductions arising from the transfer,
 - operating and maintenance costs which will no longer be incurred as a result of the transfer,
 - administrative and overhead cost reductions arising from the transfer.
- (2) Offsets entered should also include a prorating of savings arising from the transfers generally but not directly attributable to any particular transfer or transfers.
- (3) Offsets should be entered for the year in which they will occur rather than the year in which the transfer will take place.
- (4) Offsets should be entered under a transfer even if they will not be charged to the same sub activity.

4. SUB-ACTIVITIES

The following is a list of sub-activities used to identify Program Operations and functions being transferred to Indian administration. Where a sub activity identified as being transferred is not listed here or on Form "A", please write in appropriate code in the blank space provided under the pertinent main activity.

| <u>Main Activity</u> | <u>Sub Activity</u> | <u>Code</u> |
|---------------------------------------|---|-------------|
| Reserves and Trusts | Indian Register (Membership) | 2012 |
| Education | Students Residences/Group Homes | 3001 |
| | Federal Schools: Instruction | 3002 |
| | Federal Schools: Cultural Enrichment | 3004 |
| | Federal Schools: Maintenance of Students | 3005 |
| | Federal Schools: Transportation | 3006 |
| | Non Federal Schools: Instruction | 3009 |
| | Non Federal Schools: Cultural Enrichment | 3010 |
| | Non Federal Schools: Maintenance of Students | 3011 |
| | Non Federal Schools: Transportation | 3012 |
| Economic Development | Job Creation Projects | 4019 |
| Social Services | Social Assistance: Social Service Workers | 5003 |
| | Social Assistance: Basic Needs | 5004 |
| | Social Assistance: Special Needs | 5005 |
| Community Infrastructure and Services | Band Housing: Construction | 6005 |
| | Band Housing: Maintenance | 6006 |
| | Community Infrastructure: Roads | 6012 |
| | Community Infrastructure: Bridges | 6017 |
| | Community Infrastructure: Sewer Systems | 6022 |
| | Community Infrastructure: Water/ Systems | 6028 |
| | Community Infrastructure: Electric- fication | 6034 |
| | Community Infrastructure: Community Buildings | 6040 |
| | Band Constables | 6054 |
| | Fire Protection | 6056 |
| Band Government | Band Training | 7004 |
| | Planning | 7009 |



Indian and Northern Affairs Canada **Affaires indiennes et du Nord Canada**

**SUMMARY OF ACTIVITY TRANSFERS
RÉSUMÉ DES TRANSFERTS D'ACTIVITÉS**

M.I.P. Task 6.3
PAG Projeto 6.3

FORM A

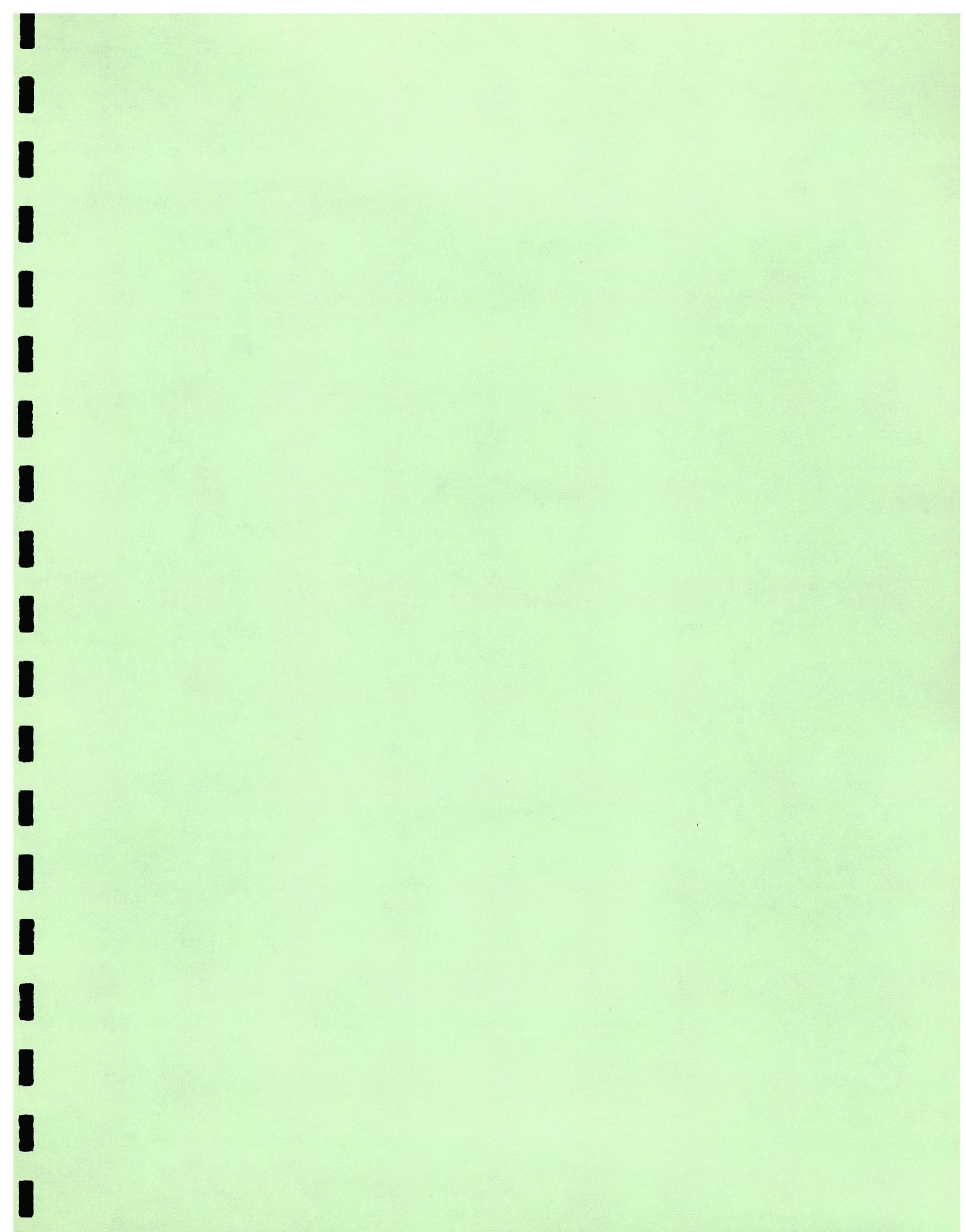


Indian and Northern Affairs Canada **Affaires indiennes et du Nord Canada**

TRANSFER DATA

M.I.P. Task 6.3
PAG Projeto 6.3

FORM B
FORMULE B



APPENDIX "B"

WORK PLAN FOR TASK 6.3

INTERIM PLAN FOR TRANSFER OF SERVICES

Prepared for:

The Assistant Deputy Minister
Indian and Inuit Affairs

by:

James Ovens (Project Leader)
Paul Kyba

March 20, 1981

TABLE OF CONTENTS

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| I OVERVIEW OF TASK | 1 |
| II PROBLEM DEFINITION | 2 |
| A. BACKGROUND | |
| B. TASK OBJECTIVES | |
| III PROJECT METHODOLOGY | 3 |
| IV RESOURCE REQUIREMENTS | 5 |
| V WORK PLAN AND PROJECT OUTPUTS | 6 |
| VI PROJECT ORGANIZATION | 8 |
| VII PROJECT SCHEDULE | 10 |
| APPENDIX A - LIST OF IDENTIFIED ACTIVITIES | 13 |

| | |
|---|---|
| Detailed Task Plan INTERIM PLAN FOR TRANSFER OF SERVICES | Task No: MIP 6.3 File No: A3725-4-J1 Date Prepared: March 20/81 |
|---|---|

I OVERVIEW OF TASK**A. OBJECTIVES**

1. To extract from current plans (whether written or unwritten) all proposed new transfers of services to bands; and to identify the scheduled dates, financial and organizational effects of the transfers.
2. To design a system for regular and timely updating of this information.

B. RESPONSIBILITIES

Accountable ADM ADM Indian & Inuit Program

Project Leader To be appointed

MIP Task Priority 1 (Top Priority)

C. SUMMARY OF TASK

This task is intended to produce the following:

1. A list of all known proposed transfers by FY for next 3 years.
2. A procedure whereby this information may be updated at regular intervals.

This project will be undertaken in two stages during an eight-month period from April 1 to November 30, 1981. It is estimated that 61 person months (5PY) of effort and an additional \$133K of operating expenses will be required.

Task Plan Approvals

Recommended: Project Leader

Date _____

Approval: ADM, Indian and
Inuit Affairs Program

Date _____

| | |
|---|---|
| Detailed Task Plan INTERIM PLAN FOR TRANSFER OF SERVICES | Task No: MIP 6.3 File No: A3725-4-J1 Date Prepared: March 20/81 |
|---|---|

II PROBLEM DEFINITION

A. BACKGROUND

The transfer of responsibility for the delivery of services traditionally undertaken by the Department to the Bands has long been recognized as a significant means to assist in the attainment of self-determination.

The transfer of program delivery responsibility has been practised since 1965 and became national policy in 1974. However, the lack of an explicit policy framework and guidelines at the national and regional levels has led to confusion in implementing transfers as well as a perception of loss of financial accountability.

In the absence of explicit guidelines, policy implementation has, to a large extent, been at the discretion of individual managers. The ensuing problems have been documented in the Auditor General's most recent report to the House of Commons. The Auditor General made specific reference to the following:

"there was no forecast of the number of bands likely to participate in the program, of the anticipated rate of transfer, or of the elapsed time required to achieve a controlled transfer;

there was no estimate of the probable impact of program transfer of administrative and program costs over the short term; and

there were no clearly defined conditions under which requests for program transfers would be accepted and no indication of the way in which decisions would be made."

The purpose of this task is to address the first two of these concerns. The third will be dealt with by MIP projects 1.1, 1.2, 1.3 and 1.5, as well as projects to be carried out during the second phase of the Management Improvement Project.

B. TASK OBJECTIVES

1. Short-Term

Stage I of this task, to be undertaken during April and May 1981, seeks to:

- (i) identify each service to be transferred to each band, tribal council, etc. in FY 1981-82;
- (ii) forecast the costs (by vote) of each transfer; and
- (iii) forecast departmental off-sets, in money and manpower, if any, of each transfer in FY 1981-82.

2. Medium-Term

Stage II of this task, to be undertaken from June to November 1981, seeks to develop a five-year plan that will forecast:

- (i) the bands, etc., responsible for service delivery for each activity;
- (ii) the rate of transfer; and
- (iii) the program and administrative impact of proposed transfers in terms of money and manpower.

| | |
|---|---|
| Detailed Task Plan INTERIM PLAN FOR TRANSFER OF SERVICES | Task No: MIP A3725-4-J1 File No: March 20/81 Date Prepared: |
|---|---|

III PROJECT METHODOLOGY

This task will be undertaken in two stages: firstly, a short-term data collection process to determine projected service delivery transfer and related financial/PY impact for 1981-82; and secondly a medium-term approach that will produce a plan that forecasts transfers, the rate of transfer and the financial/organizational impact over a five year period.

The first stage will be undertaken through a direct survey of senior Regional personnel and based on existing knowledge of service delivery transfers. Indian bands will not be surveyed during this stage. The second stage will require adjustments to the Program's Operational Planning process and will require discussions at the Band Level. Appendix "A" illustrates the services identified.

The two stages of the task and the respective steps are listed below. The results of each stage will be submitted formally to the Sr. ADM and the ADM, I&I.

Stage I: (Short-term: April/May 1981)

1. Start-up
2. Design
3. Data Collection
4. Data Organization and Presentation

Stage II: (Medium-term: June/November 1981)

1. Define Functional Requirements
2. Adjustment to Operational Planning Process
3. Data Collection
4. Analysis, Findings and Conclusions

Activities to be carried out during each stage are as follows:

Stage I: Short-Term

1. Start-up

A project team will be assembled. Activities, timing and resources will be confirmed. Headquarters and regional activity managers will be informed of the task.

2. Design

A questionnaire to be administered at the level of Regional Director General and Regional Director of Operations will be produced.

3. Data Collection

The questionnaire will be forwarded to the regions. Regional officials are expected to respond to the questionnaire and return it within a month.

4. Data Organization and Presentation

The information will be received from the regions, analysed and consolidated. A report will be made the Sr. ADM and ADM, I&I.

Stage II: Medium-Term

1. Define Functional Requirements

In conjunction with Headquarters activity managers, the information requirements of the task will be defined and costing guidelines will be developed.

| | |
|---|----------------------------|
| Detailed Task Plan INTERIM PLAN FOR TRANSFER OF SERVICES | Task No: MIP 6.3 |
| | File No: A3725-4-J1' |
| | Date Prepared: March 20/81 |

III PROJECT METHODOLOGY (cont'd)

2. Adjust Operational Planning Process

Adjustment to the Operational Planning process and format will be made by the Program Planning Branch with the assistance of the MIP team.

3. Data Collection

The Call Letter will be forwarded to the regions. Operational Planning will be carried out by regional officers in consultation with the Bands. Task Co-ordinators will be designated in the regions to assist in undertaking the additional requirements of this task.

4. Analysis, Findings and Conclusions

Information received will be analysed and consolidated. A final report will be presented to the Sr. ADM and the ADM, I&I.

| | |
|---|----------------------------|
| Detailed Task Plan INTERIM PLAN FOR TRANSFER OF SERVICES | Task No: MIP 6.3 |
| | File No: A3725-4-J1 |
| | Date Prepared: March 20/81 |

IV RESOURCE REQUIREMENTS

It is estimated that 61 persons months (5 PY) of effort will be required to complete this task. An additional \$133 K of operating expenses will be required.

Detailed resource requirements are outlined below:

RESOURCE PLAN: PERSON DAYS AND COST

| | Full Time | H.Q. | Field | Total | \$ Per Day | Total \$ |
|----------------------|-----------|------|-------|-------|------------|----------------|
| Indian & Inuit Prog. | 638 | 110 | 594 | 1342 | 200 | 268,400 |
| Consultants | 110 | - | - | 110 | 300 | 33,000 |
| Travel & Other | | | | | | <u>100,000</u> |
| TOTAL COST | | | | | | 401,400 |

Detailed Task PlanINTERIM PLAN FOR TRANSFER OF SERVICES

| | |
|----------------|-------------|
| Task No: | MIP 6.3 |
| File No: | A3725-4-JL |
| Date Prepared: | March 20/81 |

V

WORK PLAN AND PROJECT OUTPUTSSTAGE I: SHORT-TERM

| <u>STAGE I: SHORT-TERM</u> | | <u>DESIGN</u> | | |
|----------------------------|--|------------------------------|---------------------|---------------|
| <u>Activity</u> | <u>Description</u> | <u>Outputs</u> | <u>Approval</u> | <u>Target</u> |
| 1.0 | <u>Project Start-up</u> | | | |
| 1.1 | Inform Directors of Operations of Task | | | |
| 1.2 | Assemble H.Q. Team | | | |
| 1.3 | Review Task Plan | | | |
| 1.4 | Confirm activities, training and resources | Final Organization structure | DG, M1 | April 10 |
| 2.0 | <u>Design Regional Questionnaire</u> | | | |
| 2.1 | Review with Info. Systems Branch | Questionnaire | DG, M1 | April 10 |
| 3.0 | <u>Dex to Regions</u> | | | April 10 |
| 4.0 | <u>Data Collection</u> | Regional Reports | RDG/DG, M1 | May 15 |
| 5.0 | <u>Data Organization and Presentation</u> | Short-term Report | Sr. ADM/ADM., I & I | May 30 |

Detailed Task PlanINTERIM PLAN FOR TRANSFER OF SERVICES

WORK PLAN AND PROJECT OUTPUTS (cont'd)

STAGE II: MEDIUM-TERMSTAGE II: MEDIUM-TERM

| <u>Activity</u> | <u>Description</u> | <u>Outputs</u> | <u>Approval</u> | <u>Target</u> | <u>DESIGN</u> |
|-----------------|--|------------------------|------------------|---------------|---------------|
| 6.0 | <u>Functional Requirements</u> | | | | |
| 6.1 | Identify H.Q. Activity Representatives | | | May 1 | |
| 6.2 | Develop Costing Guidelines | Costing Guidelines | Sr. ADM | June 30 | |
| 6.3 | Develop Data Specifications | Data Specifications | Sr. ADM/ADM. I&I | June 30 | |
| 7.0 | <u>Adjust Operational Planning Process</u> | | | | |
| 7.1 | Revise Procedures | | | | |
| 7.2 | Prepare Call Letter | Call Letter | Sr. ADM/ADM. I&I | July 30 | |
| 8.0 | <u>Data Collection</u> | | | | |
| 8.1 | Call Letter to Regions | Call Letter to Regions | | August 7 | |
| 8.2 | Operational Planning by Regions with Bands | | | Aug/Sept. | |
| 9.0 | <u>Data Received</u> | Raw Data | DG, M1 | Oct. 30 | |
| 10.0 | <u>Analysis/Findings/Conclusions</u> | Final Report | Sr. ADM/ADM I&I | Nov. 30 | |

| |
|----------------------------|
| Task No: MIP 6.3 |
| File No: A3725-4-J1 |
| Date Prepared: March 20/81 |

| | |
|---------------------------------------|----------------------------|
| Detailed Task Plan | Task No: MIP 6.3 |
| INTERIM PLAN FOR TRANSFER OF SERVICES | File No: A3725-4-J1 |
| | Date Prepared: March 20/81 |

VI PROJECT ORGANIZATION

The project will be staffed primarily by departmental staff. External expertise may be required particularly in the areas of survey design. The anticipated project organization is described in Figure 1.

Relative responsibilities are outlined as follows:

Project Leader: Monitors progress and ensures co-ordination with other MIP tasks and Program activities. Reports to ADM, I & I (line) and to Sr. ADM, (functional) through Dir. Gen., M.I.

Task Co-ordinator: Manages the planning of methodology, design of work/survey instruments, and ensures collection and organization of data. Reports to Project Leader.

Regional Director General: Designates regional co-ordinators, monitors progress and approves results. Reports to ADM, I&I.

H.Q. Director General: Designates Activity Managers to develop costing guidelines for transfer of service adjustments to Operational Planning process. Reports to ADM, I&I.

Regional Co-ordinator: Meets with each District and Activity Manager to ensure understanding of procedures and information requirements. Ensures collection and preliminary organization of data.

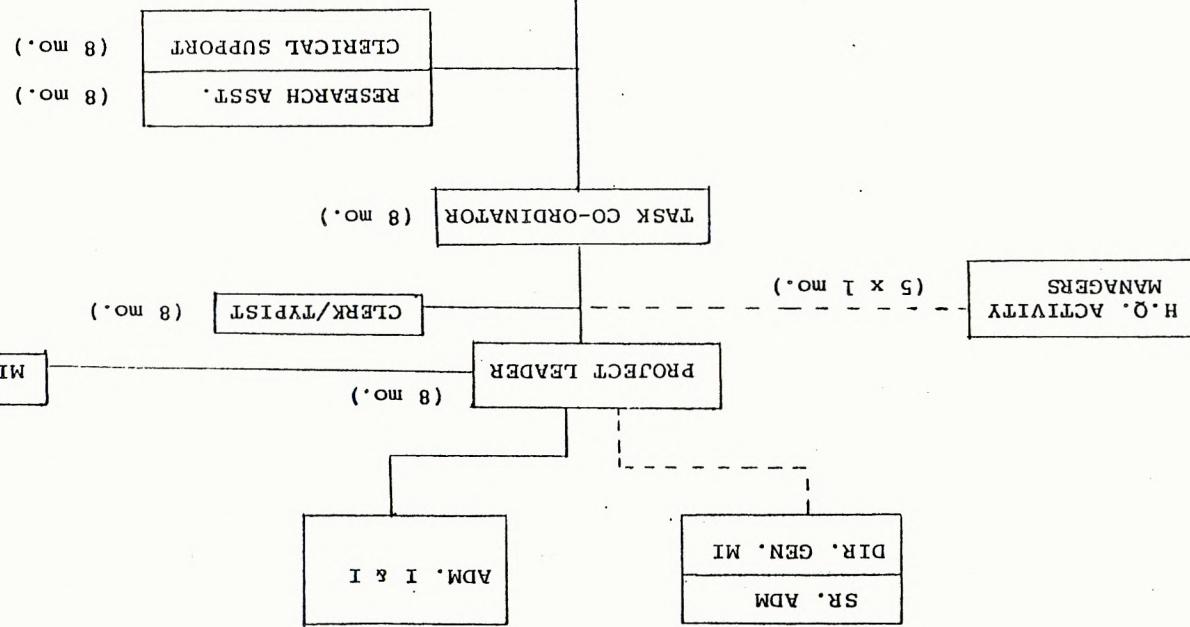
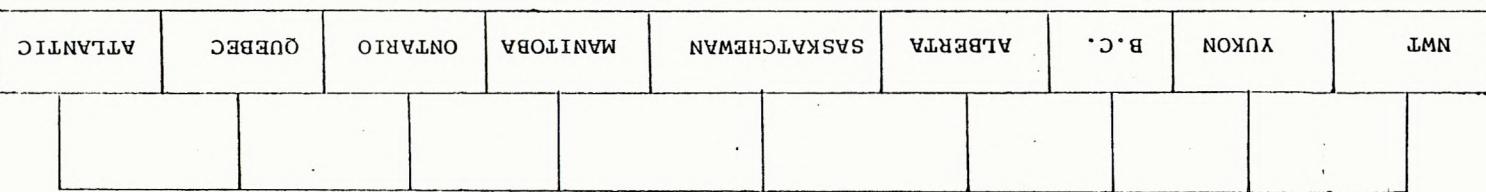
Detailed Task Plan

INTERIM PLAN FOR TRANSFER OF SERVICES

| | |
|----------------|-------------|
| Task No: | MIP 6.3 |
| File No: | A3725-4-J1 |
| Date Prepared: | March 20/81 |

PROJECT ORGANIZATION 6.3
(Figure 1)

9 REGIONAL CO-ORDINATORS (9 x 3 mo)



| | |
|---------------------------------------|----------------------------|
| Detailed Task Plan | Task No: MIP 6.3 |
| INTERIM PLAN FOR TRANSFER OF SERVICES | File No: A3725-4-J1 |
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VII PROJECT SCHEDULE

Figure 2 shows the schedule for Task 6.3 and its component activities. This schedule is dependent on the availability of the resources identified as required.



Indian and Northern Affairs Canada
Affaires indiennes et du Nord Canada

Project No. - N° du projet
MIP 6.3

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Project Name - Nom du projet
INTERIM PLAN
FOR TRANSFER OF SERVICES

Stage (or event) - Stade (ou événement)

ACTIVITY PLANNING
REPORT

PLANIFICATION D'AVTIVITÉS
RAPPORT DE

Page 11 of 13

Date completed - Terminé le
March 20, 1981

| Activity - Activité | 1981 | | | | | | | | | | | | 1981 | | | | | | | | | | | | | |
|--|------|----|----|----|---|---|----|----|----|---|----|----|------|---|----|----|----|----|---|----|----|----|---|----|----|----|
| | 3 | 10 | 17 | 23 | 1 | 8 | 15 | 22 | 29 | 5 | 12 | 19 | 26 | 3 | 10 | 17 | 24 | 31 | 7 | 14 | 21 | 28 | 4 | 11 | 18 | 25 |
| <u>STAGE I</u> | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1. Start-Up | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2. Design | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3. Data Collection | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4. Organization & Presentation | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <u>STAGE II</u> | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1. Functional Requirements | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2. Adjust Operational Planning Process | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3. Data Collection | | | | | | | | | | | | | | | | | | | | | | | | | | |



Indian and Northern Affairs Canada **Affaires indiennes et du Nord Canada**

Project No. - № du projet

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ACTIVITY PLANNING REPORT

**PLANIFICATION D'ACTIVITÉS
RAPPORT DE**

Page 12 of 13

Date completed - Terminal
March 20, 1981

| | |
|---|---|
| Detailed Task Plan INTERIM PLAN FOR TRANSFER OF SERVICES | Task No: MIP 6.3 File No: A3725-4-J1 Date Prepared: March 20/81 |
|---|---|

APPENDIX "A" - LIST OF IDENTIFIED ACTIVITIESA. RESERVES AND TRUSTS

1. Indian Register (Membership)

B. EDUCATION

1. Federal Schools: Instruction
2. Federal Schools: Cultural Enrichment
3. Federal Schools: Maintenance of Students
4. Federal Schools: Transportation
5. Federal Schools: Education Committees/Boards
6. Non Federal Schools: Instruction
7. Non Federal Schools: Cultural Enrichment
8. Non Federal Schools: Maintenance of Students
9. Non Federal Schools: Transportation
10. Non Federal Schools: Education Committees/Boards
11. Counselling and Referral (Education)
12. University and Professional (Education)
13. Occupational Skill Training
14. Adult Education
15. Employment and Relocation
16. Training-on-the-Job
17. Cultural Centres and Development

C. ECONOMIC DEVELOPMENT

1. Development Corporations
2. Economic Development Projects
3. Job Creation Projects
4. Economic Development Committees

D. SOCIAL SERVICES

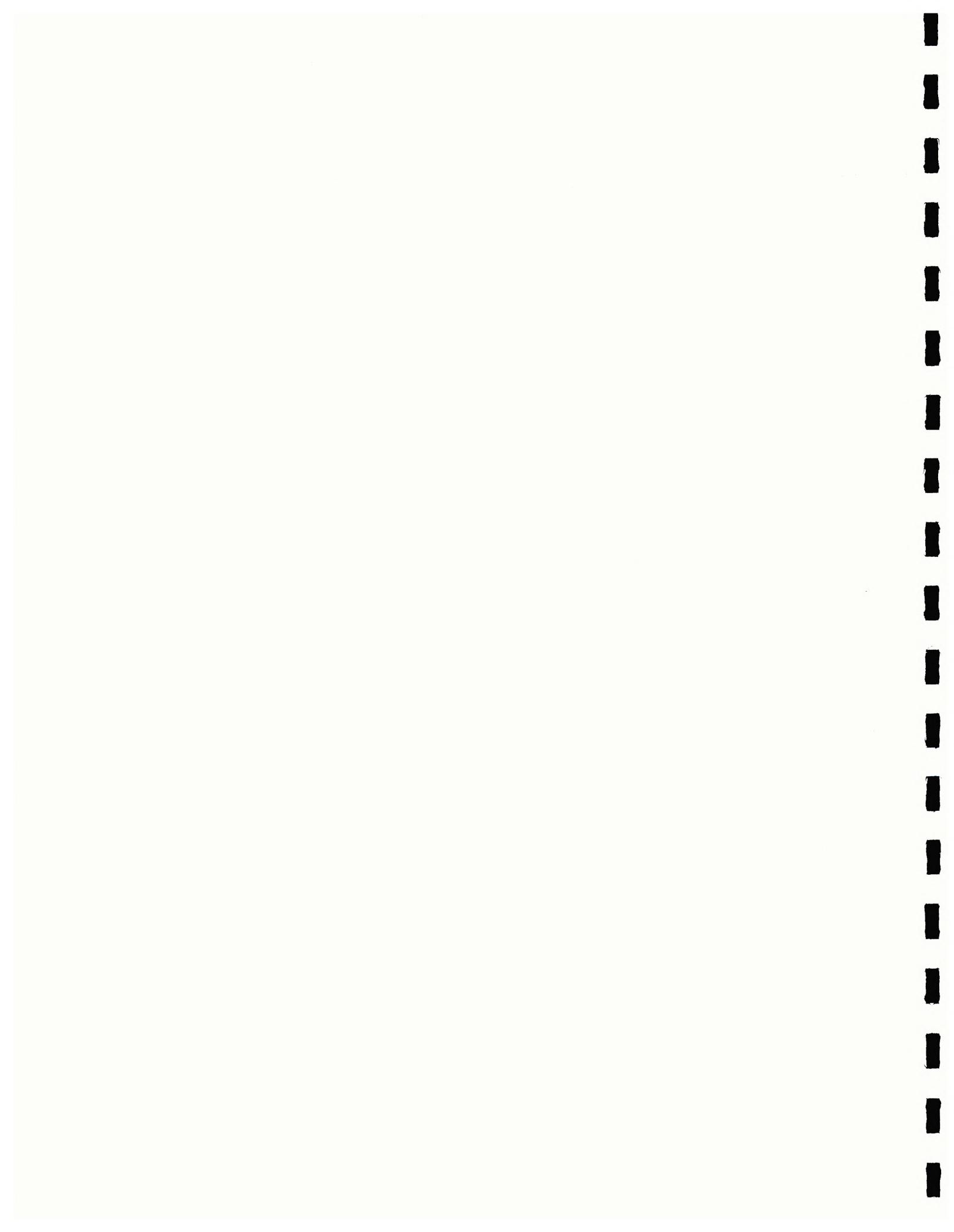
1. Social Assistance: Social Service Workers
2. Social Assistance: Basic Needs
3. Social Assistance: Special Needs
4. Adult Care: Institutional
5. Adult Care: In-Home
6. Alcohol and Drug Abuse
7. Day Care
8. Preventive

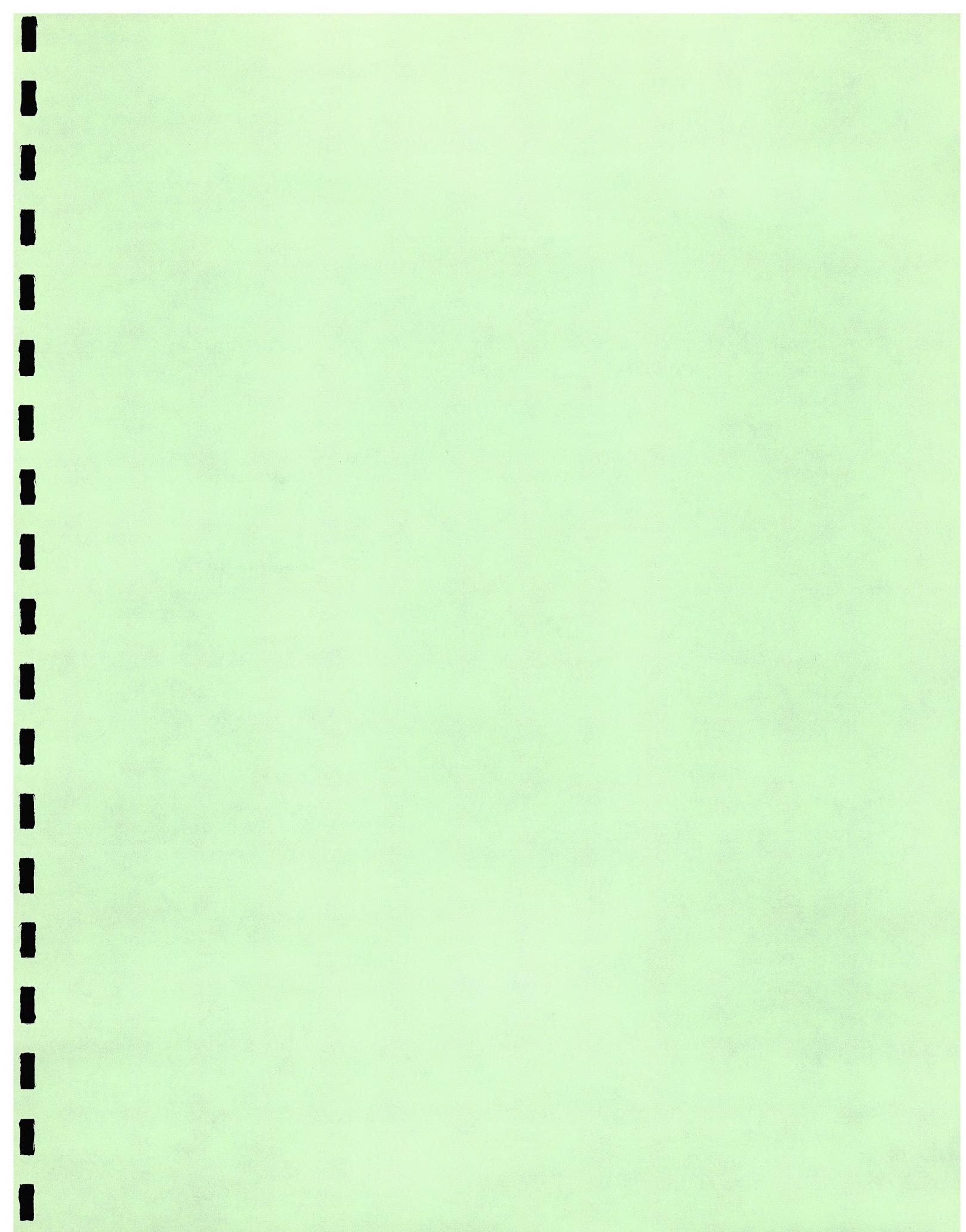
E. COMMUNITY INFRASTRUCTURE & SERVICES

1. Band Housing: Construction
2. Band Housing: Maintenance
3. Band Housing: Committees
5. Community Infrastructure: Roads
6. Community Infrastructure: Bridges
7. Community Infrastructure: Sewer Systems
8. Community Infrastructure: Water Systems
9. Community Infrastructure: Electrification
10. Community Infrastructure: Community Buildings
11. Community Infrastructure: School Construction
12. Band Constables
13. Fire Protection

F. BAND GOVERNMENT

1. Ode Funding
2. Overhead
3. Band Training
4. Planning
5. Associations Support





REGIONAL
SUMMARIES

ACTIVITY TRANSFER SUMMARY REPORT

| Activity | Period | Fiscal Year 1981/82 | | | Fiscal Year 1982/83 | | | Totals | | Region | National Headquarters | Report Month | | |
|--------------------------|------------|---------------------|---------------------|----|---------------------|---------------------|-------|------------------|---------------------|--------|-----------------------|--------------|--|--|
| | | Nbr of Transfers | Net Costs (Savings) | | Nbr of Transfers | Net Costs (Savings) | | Nbr of Transfers | Net Costs (Savings) | | | | | |
| | | | \$000 | PY | | \$000 | PY | | \$000 | PY | | | | |
| Reserves and Trusts | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | |
| | This Month | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | |
| Education | Last Month | 0 | 0 | 0 | 1 | (70.0) | (2.0) | 1 | (70.0) | (2.0) | | | | |
| | This Month | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | |
| Economic Development | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | |
| | This Month | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | |
| Social Services | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | |
| | This Month | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | |
| Community Infrastructure | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | |
| | This Month | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | |
| Band Government | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | |
| | This Month | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | |
| Grand Totals | Last Month | 0 | 0 | 0 | 1 | (70.0) | (2.0) | 1 | (70.0) | (2.0) | | | | |
| | This Month | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | |
| Prepared by | | | | | | Approved | | | | Date | | | | |



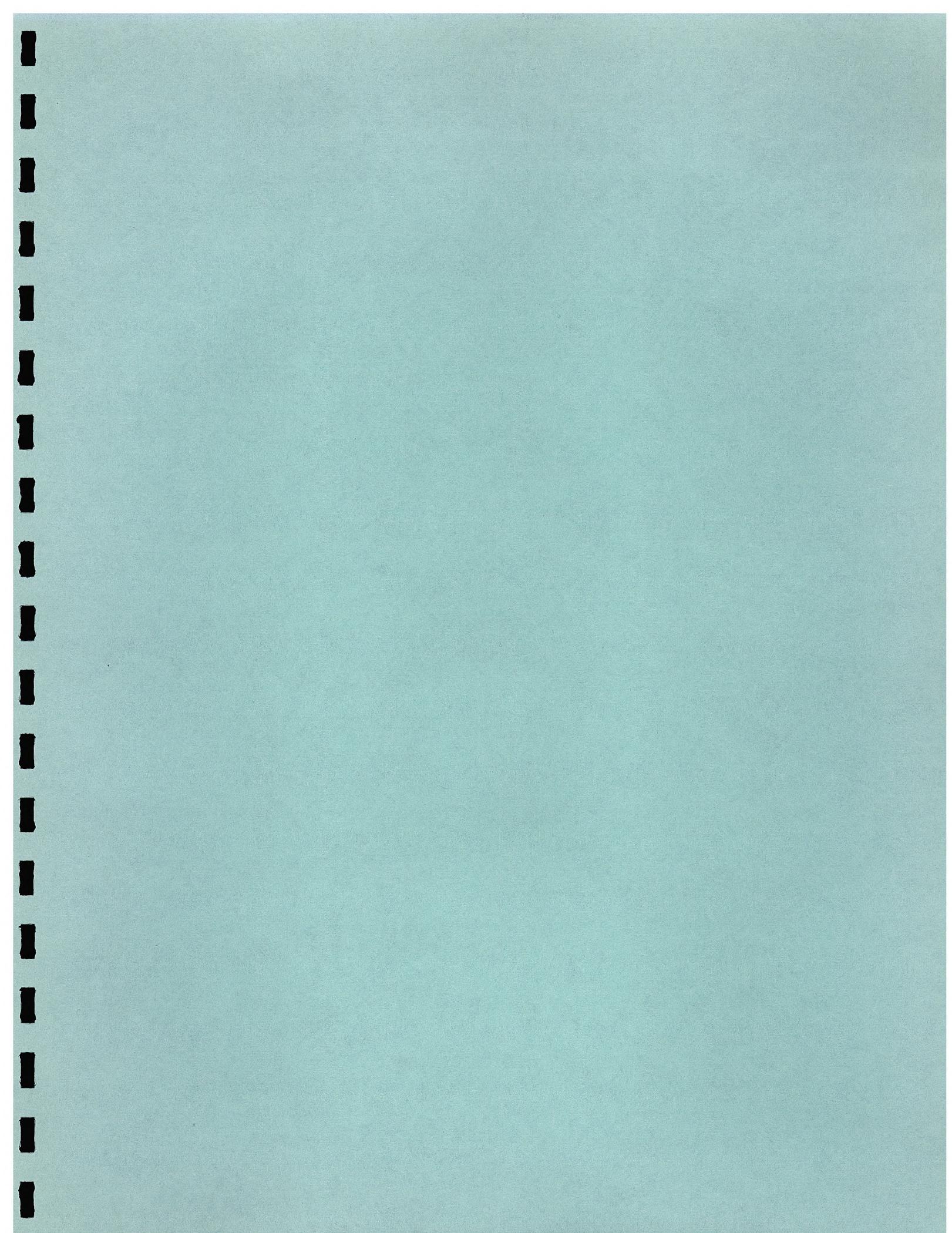
Indian and Northern Affairs Canada **Affaires indiennes et du Nord Canada**

Main Activity - Activité principale

Education

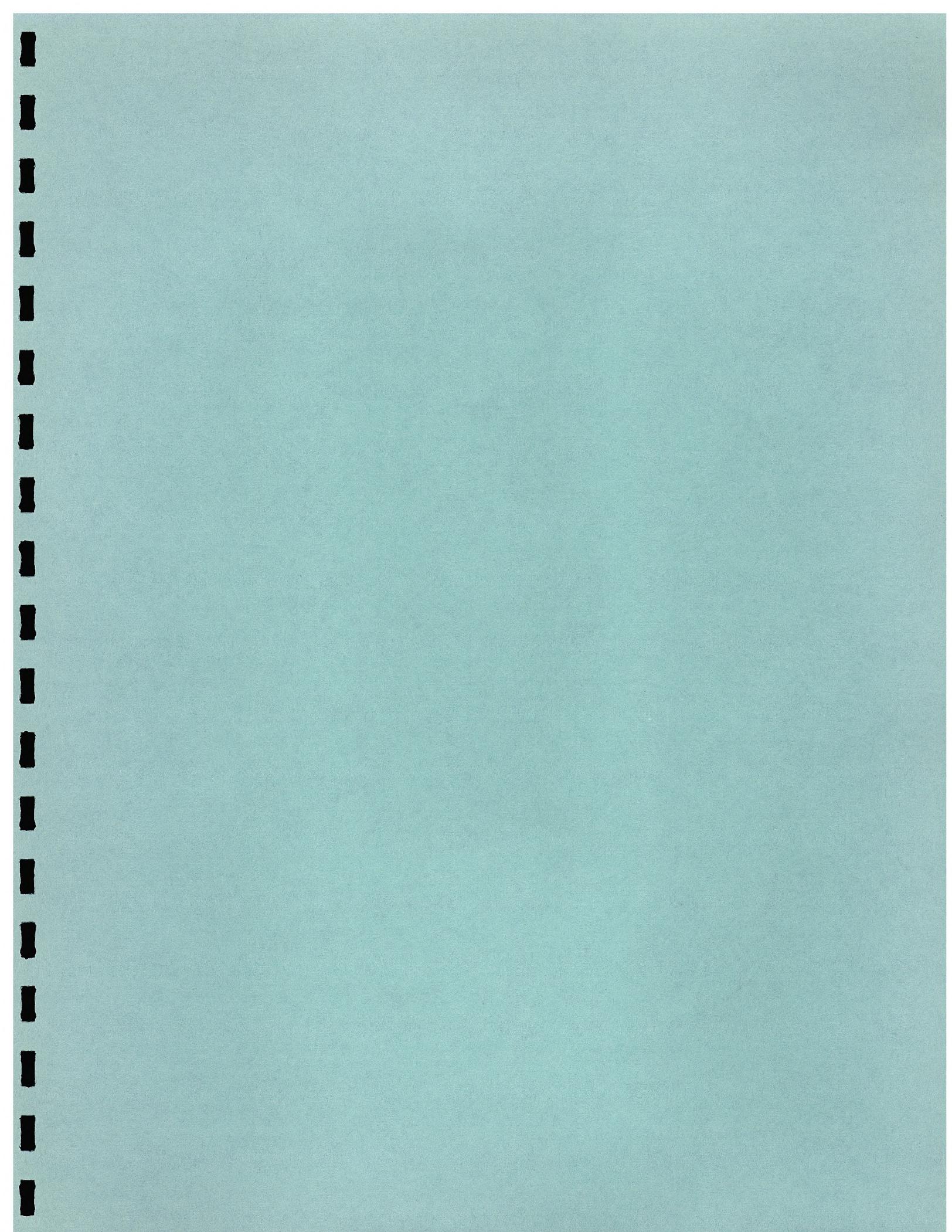
ACTIVITY TRANSFER LOG
JOURNAL DES TRANSFERTS DES ACTIVITÉS

NATIONAL HEADQUARTERS



ACTIVITY TRANSFER SUMMARY REPORT

| Activity | Period | Fiscal Year 1981/82 | | | Fiscal Year 1982/83 | | | Totals | | Region Northwest Territories | Report Month July, 1981 | |
|--------------------------|------------|---------------------|---------------------|----|---------------------|---------------------|----|------------------|---------------------|---------------------------------|----------------------------|--|
| | | Nbr of Transfers | Net Costs (Savings) | | Nbr of Transfers | Net Costs (Savings) | | Nbr of Transfers | Net Costs (Savings) | | | |
| | | | \$000 | PY | | \$000 | PY | | \$000 | PY | | |
| Reserves and Trusts | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Remarks | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Education | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Economic Development | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Social Services | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Community Infrastructure | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Band Government | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Grand Totals | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Prepared by | | | | | Approved | | | | | Date | | |



ACTIVITY TRANSFER SUMMARY REPORT

► Version française au verso ◀

| Activity | Period | Fiscal Year 1981/82 | | | Fiscal Year 1982/83 | | | Totals | | Region ATLANTIC | Report Month July 1981 | |
|-----------------------------|------------|--------------------------|---------------------|----|--------------------------|---------------------|-------|--------------------------|---------------------|--------------------|---------------------------|--|
| | | Nbr of Trans- fers | Net Costs (Savings) | | Nbr of Trans- fers | Net Costs (Savings) | | Nbr of Trans- fers | Net Costs (Savings) | | | |
| | | | \$000 | PY | | \$000 | PY | | \$000 | PY | | |
| Reserves and Trusts | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Remarks | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Education | Last Month | 3 | 73.3 | 0 | 1 | 42.3 | (2.3) | 4 | 115.6 | (2.3) | | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Economic Development | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Social Services | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Community Infrastructure | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Band Government | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Grand Totals | Last Month | 3 | 73.3 | 0 | 1 | 42.3 | (2.3) | 4 | 115.6 | (2.3) | | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Prepared by | | | | | | Approved | | | | Date | | |



Indian and Northern Affairs Canada Affaires indiennes et du Nord Canada

Main Activity – Activité principale **EDUCATION**

EDUCATION

ACTIVITY TRANSFER LOG

ATLANTIC

RAPPORT SOMMAIRE DES TRANSFERTS D'ACTIVITÉS

► For English Version See Reverse ◀

| Activité | Période | Année financière 1981/82 | | | | Année financière 1982/83 | | | | Totals | | Région QUEBEC | Pour le mois de Juillet | | |
|---|--------------|---------------------------|-------|---------------------------|----|---------------------------|--------|---------------------------|-------|---------------------------|----|------------------|----------------------------|--|--|
| | | Nombre de trans- ferts | | Coût add. en bilan (Réd.) | | Nombre de trans- ferts | | Coût add. en bilan (Réd.) | | Nombre de trans- ferts | | | | | |
| | | \$000 | AP | \$000 | AP | \$000 | AP | \$000 | AP | \$000 | AP | | | | |
| Réserves et fidéicommis | Mois dernier | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Observations | | | |
| | Mois courant | | | | | | | | | | | | | | |
| | Différence | | | | | | | | | | | | | | |
| Éducation | Mois dernier | 45 | 206.5 | (38.5) | 0 | 103.0 | (15.5) | 45 | 309.5 | (54.0) | | | | | |
| | Mois courant | | | | | | | | | | | | | | |
| | Différence | | | | | | | | | | | | | | |
| Développement économique | Mois dernier | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | |
| | Mois courant | | | | | | | | | | | | | | |
| | Différence | | | | | | | | | | | | | | |
| Services sociaux | Mois dernier | 0 | 0 | 0 | 1 | 14.3 | 0 | 1 | 14.3 | 0 | | | | | |
| | Mois courant | | | | | | | | | | | | | | |
| | Différence | | | | | | | | | | | | | | |
| Services infrastructure et services communautaire | Mois dernier | 8 | 0 | 0 | 0 | 0 | 0 | 8 | 0 | 0 | | | | | |
| | Mois courant | | | | | | | | | | | | | | |
| | Différence | | | | | | | | | | | | | | |
| Administration des bandes | Mois dernier | 4 | 7.1 | (2.0) | 0 | 0 | 0 | 4 | 7.1 | (2.0) | | | | | |
| | Mois courant | | | | | | | | | | | | | | |
| | Différence | | | | | | | | | | | | | | |
| Totaux | Mois dernier | 57 | 213.6 | (40.5) | 1 | 117.3 | (15.5) | 58 | 330.9 | (56.0) | | | | | |
| | Mois courant | | | | | | | | | | | | | | |
| | Différence | | | | | | | | | | | | | | |
| Préparé par | | | | | | | | Approuvé | | | | Date | | | |



Indian and Northern
Affairs Canada Affaires indiennes
et du Nord Canada

ACTIVITY TRANSFER LOG
JOURNAL DES TRANSFERTS DES ACTIVITÉS

QUEBEC

Main Activity – Activité principale
Éducation (1)

| Band/TC Number Nº de Bande/ Conseil Tribal | Sub Activity Number Numéro de sous- activité | Transfer Date Date de transfert | Fiscal Year Année financière 1981/82 | | | | | | Fiscal Year Année financière 1982/83 | | | | | | Remarks Observations | | |
|---|---|--|--|---|-------------------------------|--------------------------|-------------------------------------|-------------------------------|---|--|-------------------------------------|-------------------------------|--------------------------|-------------------------------------|-------------------------------|--------------------------|--|
| | | | No. of Transfers Nº de transferts | \$000 | | | Person Years Années Personnes | | | No. of Transfers Nº de transferts | \$000 | | | Person Years Années Personnes | | | |
| | | | | Additional Requirements Besoins add. | Savings Besoins réduits | Net Total en bilan | Additional Rqmts Besoins add. | Savings Besoins réduits | Net Total en bilan | | Additional Rqmts Besoins add. | Savings Besoins réduits | Net Total en bilan | Additional Rqmts Besoins add. | Savings Besoins réduits | Net Total en bilan | |
| 0050 | 3003 | Sep 81 | 1 | | | | | | | | | | | | | | |
| 0050 | 3004 | Sep 81 | 1 | | | | | | | | | | | | | | |
| 0050 | 3006 | Sep 81 | 1 | | | | | | | | | | | | | | |
| 0050 | 3009 | Sep 81 | 1 | 30.0 | | 30.0 | | | | 28.0 | | 28.0 | | 14.5 | (14.5) | | |
| 0050 | 3010 | Sep 81 | 1 | | | | | | | | | | | | | | |
| 0050 | 3011 | Sep 81 | 1 | | | | | | | | | | | | | | |
| 0050 | 3012 | Sep 81 | 1 | | | | | | | | | | | | | | |
| 0050 | 3019 | Sep 81 | 1 | | | | | | | | | | | | | | |
| 0050 | 3021 | Sep 81 | 1 | | | | | | | | | | | | | | |
| 0050 | 3016 | Sep 81 | 1 | | | | | | | | | | | | | | |
| 0085 | 3009 | Sep 81 | 1 | | | | | | | | | | | | | | |
| 0085 | 3010 | Sep 81 | 1 | | | | | | | | | | | | | | |
| 0085 | 3011 | Sep 81 | 1 | | | | | | | | | | | | | | |
| 0085 | 3012 | Sep 81 | 1 | | | | | | | | | | | | | | |
| 0085 | 3019 | Sep 81 | 1 | | | | | | | | | | | | | | |
| 0085 | 3021 | Sep 81 | 1 | | | | | | | | | | | | | | |
| 0085 | 3016 | Sep 81 | 1 | 68.0 | | 68.0 | | 38.5 | (38.5) | | | | | | | | |
| 0086 | 3009 | Sep 81 | 1 | 7.5 | | 7.5 | | | | | | | | | | | |
| 0079 | 3003 | Sep 81 | 1 | | | | | | | | | | | | | | |



Indian and Northern
Affairs Canada Affaires indiennes
et du Nord Canada

Main Activity - Activité principale

Éducation (2)

ACTIVITY TRANSFER LOG
JOURNAL DES TRANSFERTS DES ACTIVITÉS

QUEBEC

| Band/TC Number Nº de Bande/ Conseil Tribal | Sub Activity Number Numéro de sous- activité | Transfer Date Date de transfert | Fiscal Year Année financière 1981/82 | | | | | | | Fiscal Year Année financière 1982/83 | | | | | | | Remarks Observations | |
|---|---|--|--|--|-------------------------------|--------------------------|-------------------------------------|-------------------------------|--------------------------|--|--|-------------------------------|--------------------------|-------------------------------------|-------------------------------|--------------------------|-------------------------|--|
| | | | No. of Transfers Nº de transferts | \$000 | | | Person Years Années Personnes | | | No. of Transfers Nº de transferts | \$000 | | | Person Years Années Personnes | | | | |
| | | | | Additional Requirements Besoins add. | Savings Besoins réduits | Net Total en bilan | Additional Rqmts Besoins add. | Savings Besoins réduits | Net Total en bilan | | Additional Requirements Besoins add. | Savings Besoins réduits | Net Total en bilan | Additional Rqmts Besoins add. | Savings Besoins réduits | Net Total en bilan | | |
| 0079 | 3004 | Sep 81 | 1 | 25.0 | | 25.0 | | | | | 25.0 | | 25.0 | | | | | |
| 0079 | 3015 | Sep 81 | 1 | | | | | | | | | | | | | | | |
| 0079 | 3028 | Sep 81 | 1 | | | | | | | | | | | | | | | |
| 0078 | 3003 | Sep 81 | 1 | | | | | | | | | | | | | | | |
| 0078 | 3004 | Sep 81 | 1 | 25.0 | | 25.0 | | | | | 25.0 | | 25.0 | | | | | |
| 0078 | 3012 | Sep 81 | 1 | | | | | | | | | | | | | | | |
| 0078 | 3015 | Sep 81 | 1 | | | | | | | | | | | | | | | |
| 0078 | 3028 | Sep 81 | 1 | | | | | | | | | | | | | | | |
| 0077 | 3003 | Sep 81 | 1 | | | | | | | | | | | | | | | |
| 0077 | 3004 | Sep 81 | 1 | 25.0 | | 25.0 | | | | | 25.0 | | 25.0 | | | | | |
| 0077 | 3015 | Sep 81 | 1 | | | | | | | | | | | | | | | |
| 0077 | 3028 | Sep 81 | 1 | | | | | | | | | | | | | | | |
| 0063 | 3011 | Sep 81 | 1 | 10.0 | | 10.0 | | | | | | | | | 1.0 | (1.0) | | |
| 0063 | 3015 | Sep 81 | 1 | | | | | | | | | | | | | | | |
| 0063 | 3013 | Sep 81 | 1 | | | | | | | | | | | | | | | |
| 0063 | 3028 | Sep 81 | 1 | | | | | | | | | | | | | | | |
| 0073 | 3014 | Sep 81 | 1 | 16.0 | | 16.0 | | | | | | | | | | | | |
| 0073 | 3006 | Sep 81 | 1 | | | | | | | | | | | | | | | |
| 0073 | 3009 | Sep 81 | 1 | | | | | | | | | | | | | | | |



Indian and Northern Affairs Canada Affaires indiennes et du Nord Canada

ACTIVITY TRANSFER LOG

QUEBEC

Main Activity - Activité principale

Affaires indiennes et du Nord Canada

Éducation (3)



Indian and Northern Affairs Canada Affaires indiennes et du Nord Canada

**ACTIVITY TRANSFER LOG
JOURNAL DES TRANSFERTS DES ACTIVITÉS**

Main Activity - Activité principale Services sociaux

Services sociaux



Indian and Northern Affairs Canada Affaires indiennes et du Nord Canada

Main Activity - Activité principale **Services infrastructure et services communautaires**

ACTIVITY TRANSFER LOG
JOURNAL DES TRANSFERTS DES ACTIVITÉS

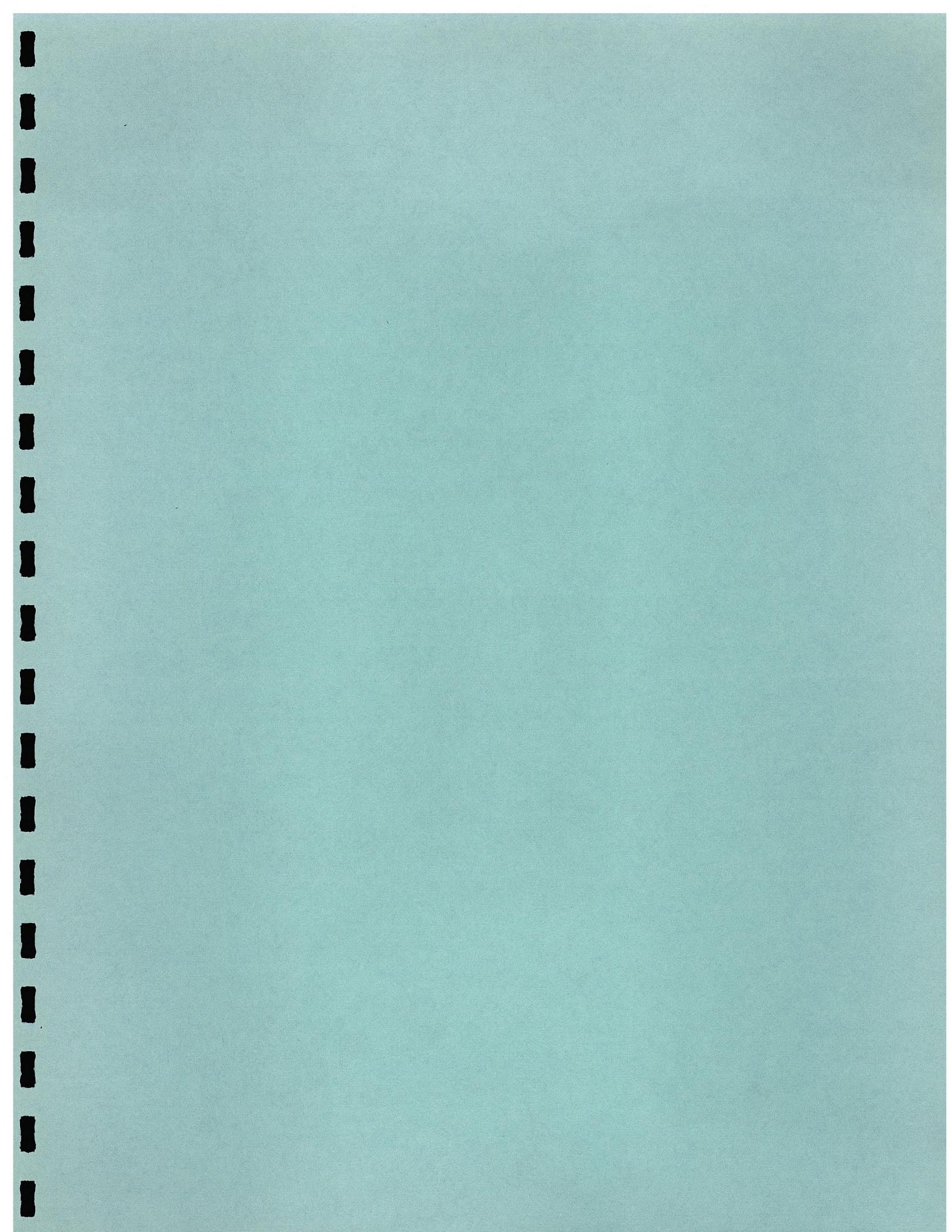


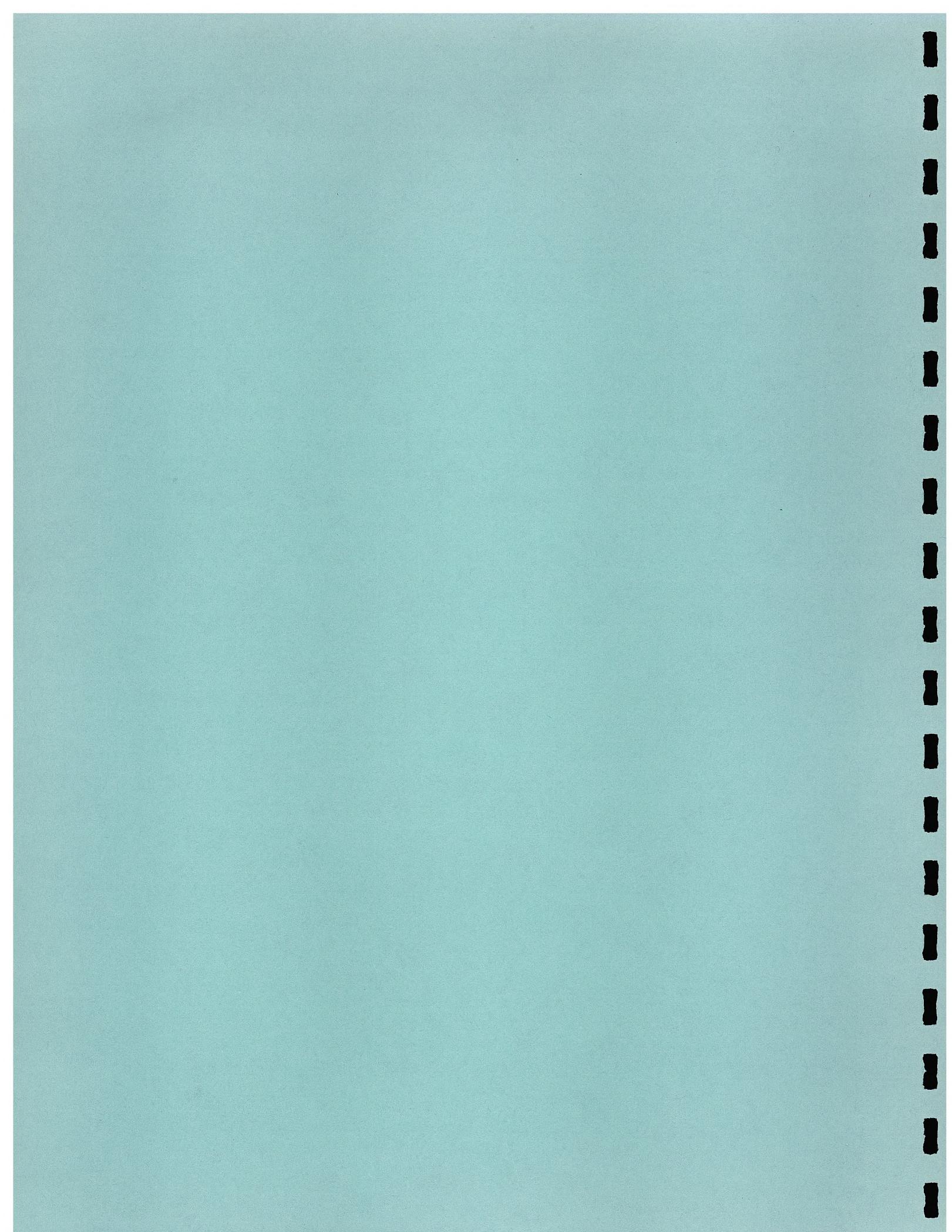
Indian and Northern Affairs Canada Affaires indiennes et du Nord Canada

ACTIVITY TRANSFER LOG

QUEBEC

Main Activity - Activité principale **Administration des bandes**





ACTIVITY TRANSFER SUMMARY REPORT

► Version française au verso ◀

| Activity | Period | Fiscal Year 1981/82 | | | | Fiscal Year 1982/83 | | | | Totals | | Region ONTARIO | Report Month July 81 | | |
|-----------------------------|------------|--------------------------|---------------------|--------|--------------------------|---------------------|-------|--------------------------|---------------------|--------|---------|-------------------|-------------------------|--|--|
| | | Nbr of Trans- fers | Net Costs (Savings) | | Nbr of Trans- fers | Net Costs (Savings) | | Nbr of Trans- fers | Net Costs (Savings) | | | | | | |
| | | | \$000 | PY | | \$000 | PY | | \$000 | PY | | | | | |
| Reserves and Trusts | Last Month | 0 | 1.2 | 0 | 1 | 1.2 | 0 | 1 | 2.4 | 0 | Remarks | | | | |
| | This Month | | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | | |
| Education | Last Month | 13 | 65.2 | (10.0) | 5 | 178.7 | (8.0) | 18 | 243.9 | (18.0) | | | | | |
| | This Month | | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | | |
| Economic Development | Last Month | 1 | (3.5) | (0.9) | 1 | (3.5) | (0.9) | 2 | (7.0) | (1.8) | | | | | |
| | This Month | | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | | |
| Social Services | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | |
| | This Month | | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | | |
| Community Infrastructure | Last Month | 2 | 38.2 | 0 | 0 | 42.0 | 0 | 2 | 80.2 | 0 | | | | | |
| | This Month | | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | | |
| Band Government | Last Month | 2 | 11.9 | 0 | 0 | 13.0 | 0 | 2 | 24.9 | 0 | | | | | |
| | This Month | | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | | |
| Grand Totals | Last Month | 18 | 113.0 | (10.9) | 7 | 231.4 | (8.9) | 25 | 344.4 | (19.8) | | | | | |
| | This Month | | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | | |
| Prepared by | | | | | | | | Approved | | | | Date | | | |



Indian and Northern Affairs Canada Affaires indiennes et du Nord Canada

ACTIVITY TRANSFER LOG

ONTARIO

Main Activity - Activité principale Reserves and Trusts



Indian and Northern
Affairs Canada Affaires indiennes
et du Nord Canada

Main Activity - Activité principale

EDUCATION

ACTIVITY TRANSFER LOG JOURNAL DES TRANSFERTS DES ACTIVITÉS

ONTARIO

| Band/TC Number Nº de Bande/ Conseil Tribal | Sub Activity Number Número de sous- activité | Transfer Date Date de transfert | Fiscal Year Année financière 1981/82 | | | | | | Fiscal Year Année financière 1982/83 | | | | | | Remarks Observations | | |
|---|---|--|--|--|-------------------------------|--------------------------|-------------------------------------|-------------------------------|---|--|--|-------------------------------|--------------------------|-------------------------------------|-------------------------------|--------------------------|--|
| | | | No. of Transfers Nº de transferts | \$000 | | | Person Years Années Personnes | | | No. of Transfers Nº de transferts | \$000 | | | Person Years Années Personnes | | | |
| | | | | Additional Requirements Besoins add. | Savings Besoins réduits | Net Total en bilan | Additional Rqmts Besoins add. | Savings Besoins réduits | Net Total en bilan | | Additional Requirements Besoins add. | Savings Besoins réduits | Net Total en bilan | Additional Rqmts Besoins add. | Savings Besoins réduits | Net Total en bilan | |
| 122 | 3009 | Sep 82 | | | | | | | | 1 | 18.9 | | 18.9 | | | | |
| 123 | 3009 | Sep 81 | 1 | 21.7 | | 21.7 | | | | | 37.5 | | 37.5 | | | | |
| 143 | 3003 | Apr 81 | 1 | 1.2 | | 1.2 | | | | | 1.5 | | 1.5 | | | | |
| 143 | 3004 | Apr 81 | 1 | 1.7 | | 1.7 | | | | | 1.9 | | 1.9 | | | | |
| 143 | 6050 | Apr 81 | 1 | 0.8 | | 0.8 | | | | | 1.0 | | 1.0 | | | | |
| 144 | 3010 | Apr 81 | 1 | 0.7 | | 0.7 | | | | | 0.7 | | 0.7 | | | | |
| 131 | 6051 | Apr 82 | | | | | | | | 1 | 1.3 | | 1.3 | | 1.0 | (1.0) | |
| 158 | 3003 | Sep 81 | 1 | 16.0 | | 16.0 | | 5.8 | (5.8) | | 28.0 | | 28.0 | | 4.2 | (4.2) | |
| 191 | 3009 | Sep 81 | 1 | 2.8 | | 2.8 | | | | | 5.3 | | 5.3 | | | | |
| 192 | 3009 | Sep 81 | 1 | 6.4 | | 6.4 | | | | | 11.1 | | 11.1 | | | | |
| 193 | 3009 | Sep 81 | 1 | 5.4 | | 5.4 | | | | | 9.2 | | 9.2 | | | | |
| 183 | 6051 | Sep 81 | 1 | 1.9 | | 1.9 | | 1.2 | (1.2) | | 3.2 | | 3.2 | | 0.8 | (0.8) | |
| 159 | 3009 | Apr 82 | | | | | | | | I | 48.0 | | 48.0 | | | | |
| 209 | 6051 | Apr 81 | 1 | 3.2 | | 3.2 | | 2.0 | (2.0) | | 3.2 | | 3.2 | | | | |
| 213 | 6051 | Apr 82 | | | | | | | | 1 | 1.6 | | 1.6 | | 1.0 | (1.0) | |
| 203 | 6051 | Apr 81 | 1 | 1.6 | | 1.6 | | 1.0 | (1.0) | | 1.6 | | 1.6 | | | | |
| 214 | 6051 | Apr 82 | | | | - | | | - | 1 | 1.6 | | 1.6 | | 1.0 | (1.0) | |
| 219 | 3009 | Sep 81 | 1 | 1.8 | | 1.8 | | | | | 3.1 | | 3.1 | | | - | |
| | | | 13 | 65.2 | 0 | 65.2 | 0 | 10.0 | (10.0) | 5 | 178.7 | 0 | 178.7 | 0 | 8.0 | (8.0) | |



Indian and Northern Affairs Canada Affaires indiennes et du Nord Canada

Main Activity - Activité principale

Economic Development

ACTIVITY TRANSFER LOG

ONTARIO



Indian and Northern Affairs Canada Affaires indiennes et du Nord Canada

ACTIVITY TRANSFER LOG

ONTARIO

Main Activity - Activité principale

Community Infrastructure



Indian and Northern Affairs Canada

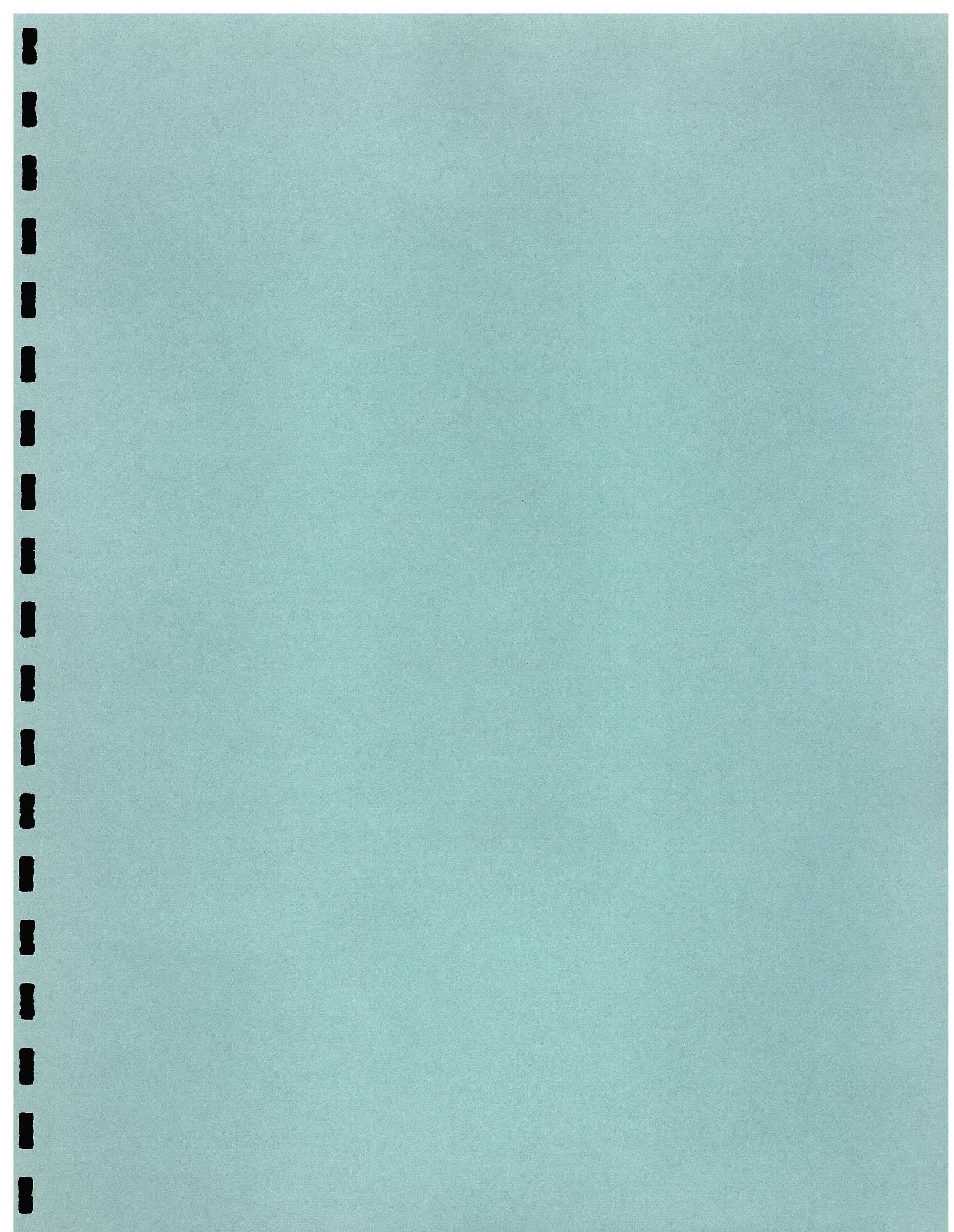
ACTIVITY TRANSFER LOG

ONTARIO

Main Activity - Activité principale

Affaires indiennes
et du Nord Canada

Band Government



ACTIVITY TRANSFER SUMMARY REPORT

► Version française au verso ◀

| Activity | Period | Fiscal Year 1981/82 | | | Fiscal Year 1982/83 | | | Totals | | Region MANITOBA | Report Month July 1981 | |
|-----------------------------|------------|--------------------------|---------------------|--------|--------------------------|---------------------|---------|--------------------------|---------------------|---------------------------|----------------------------------|--|
| | | Nbr of Trans- fers | Net Costs (Savings) | | Nbr of Trans- fers | Net Costs (Savings) | | Nbr of Trans- fers | Net Costs (Savings) | | | |
| | | | \$000 | PY | | \$000 | PY | | \$000 | PY | | |
| Reserves and Trusts | Last Month | 3 | 50.8 | 0.4 | 1 | 50.8 | 0.4 | 4 | 101.6 | 0.8 | Remarks | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Education | Last Month | 23 | 400.4 | (80.9) | 1 | 112.6 | (102.0) | 24 | 513.0 | (182.9) | | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Economic Development | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Social Services | Last Month | 5 | 321.0 | 0 | 0 | 133.4 | 0 | 5 | 454.4 | 0 | | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Community Infrastructure | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Band Government | Last Month | 6 | 214.5 | 0 | 0 | 235.9 | 0 | 6 | 450.4 | 0 | | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Grand Totals | Last Month | 37 | 986.7 | (80.5) | 2 | 532.7 | (101.6) | 39 | 1519.4 | (182.1) | | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Prepared by | | | | | Approved | | | | | Date | | |



Indian and Northern Affairs Canada

Main Activity - Activité principale

Reserves and Trusts

ACTIVITY TRANSFER LOG
JOURNAL DES TRANSFERTS DES ACTIVITÉS



Indian and Northern
Affairs Canada Affaires indiennes
et du Nord Canada

Main Activity - Activité principale Education (1)

ACTIVITY TRANSFER LOG
JOURNAL DES TRANSFERTS DES ACTIVITÉS

MANITOBA

| Band/TC Number Nº de Bande/ Conseil Tribal | Sub Activity Número de sous- activité | Transfer Date Date de transfert | Fiscal Year Année financière 1981/82 | | | | | | | Fiscal Year Année financière 1982/83 | | | | | | | Remarks Observations | |
|---|---|--|--|-------------------------------|--------------------------|------------------------------------|-------------------------------|----------------------------------|---|--|--------------------------|------------------------------------|-------------------------------|--------------------------|------------------------------------|-------------------------------|--------------------------|--|
| | | | No. of Transfers Nº de transferts | | \$000 | | | Person Years Années Personnes | | No. of Transfers Nº de transferts | | \$000 | | | Person Years Années Personnes | | | |
| | | | Additional Requirements Besoin add. | Savings Besoins réduits | Net Total en bilan | Additional Rqmts Besoin add. | Savings Besoins réduits | Net Total en bilan | Additional Requirements Besoin add. | Savings Besoins réduits | Net Total en bilan | Additional Rqmts Besoin add. | Savings Besoins réduits | Net Total en bilan | Additional Rqmts Besoin add. | Savings Besoins réduits | Net Total en bilan | |
| 2124 | 3001 | Apr 81 | 1 | 7.0 | | 7.0 | | 2.3 | (2.3) | | | | | | | 1.7 | (1.7) | |
| 2124 | 3009 | Sep 81 | 1 | | | | | | | | | | | | | | | |
| 2124 | 3011 | Sep 81 | 1 | | | | | | | | | | | | | | | |
| 2124 | 3012 | Sep 81 | 1 | | | | | | | | | | | | | | | |
| 2124 | 3017 | Apr 81 | 1 | | | | | | | | | | | | | | | |
| 2124 | 3021 | Apr 81 | 1 | | | | | | | | | | | | | | | |
| 2165 | 3001 | Apr 81 | 1 | 99.3 | | 99.3 | 2.1 | 3.0 | (.9) | | | | | | | 1.0 | (1.0) | |
| 2165 | 3009 | Sep 82 | | | | | | | | | | | | | | 40.5 | (40.5) | |
| 2165 | 3011 | Sep 81 | 1 | | | | | | | | | | | | | | | |
| 2165 | 3012 | Sep 81 | 1 | | | | | | | | | | | | | | | |
| 2165 | 3015 | Sep 81 | 1 | | | | | | | | | | | | | | | |
| 2165 | 3017 | Apr 81 | 1 | | | | | | | | | | | | | | | |
| 2165 | 3021 | Apr 81 | 1 | | | | | | | | | | | | | | | |
| 0314 | 3009 | Sep 81 | 1 | | | | | | | | | | | | | | | |
| 0314 | 3011 | Sep 81 | 1 | | | | | | | | | | | | | | | |
| 0314 | 3012 | Sep 81 | 1 | | | | | | | | | | | | | | | |
| 0314 | 3015 | Sep 81 | 1 | 1.0 | | 1.0 | | | | | | | | | | | | |
| 0316 | 3016 | Sep 81 | 1 | 6.5 | | 6.5 | | 1.2 | (1.2) | | | | | | | .8 | (.8) | |
| 0288 | 3016 | Sep 81 | 1 | 36.3 | | 36.3 | | | | | | | | | | | | |



Indian and Northern Affairs Canada **Affaires indiennes et du Nord Canada**

ACTIVITY TRANSFER LOG

JOURNAL DES TRANSFERTS DES ACTIVITÉS

MANITOBA



Indian and Northern Affairs Canada Affaires indiennes et du Nord Canada

Main Activity - Activité principale Social Services

Social Services

ACTIVITY TRANSFER LOG

MANITOBA



Indian and Northern Affairs Canada

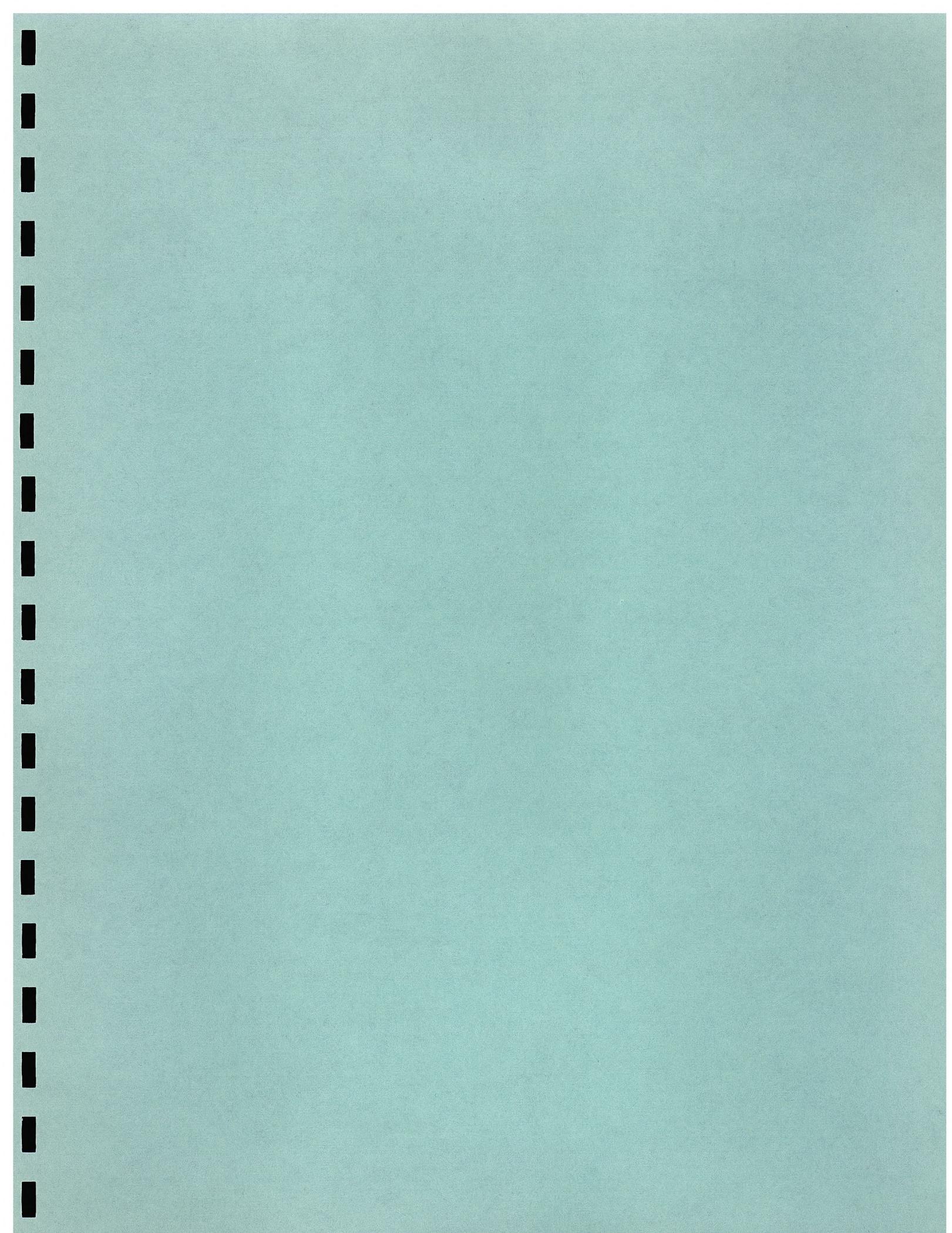
Main Activity - Activité principale

Band Government

Band Government

ACTIVITY TRANSFER LOG

MANITOBA



ACTIVITY TRANSFER SUMMARY REPORT

| Activity | Period | Fiscal Year 1981/82 | | | | Fiscal Year 1982/83 | | | | Totals | | Region SASKATCHEWAN | Report Month July 1981 | | |
|--------------------------|------------|---------------------|---------------------|--------|------------------|---------------------|---------|------------------|---------------------|---------|---------|------------------------|---------------------------|--|--|
| | | Nbr of Transfers | Net Costs (Savings) | | Nbr of Transfers | Net Costs (Savings) | | Nbr of Transfers | Net Costs (Savings) | | | | | | |
| | | | \$000 | PY | | \$000 | PY | | \$000 | PY | | | | | |
| Reserves and Trusts | Last Month | 4 | 15.0 | 0 | 0 | 20.0 | 0 | 4 | 35.0 | 0 | Remarks | | | | |
| | This Month | | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | | |
| Education | Last Month | 21 | 390.9 | (84.0) | 3 | 479.7 | (110.0) | 24 | 870.6 | (194.0) | | | | | |
| | This Month | | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | | |
| Economic Development | Last Month | 1 | 400.0 | 0 | 0 | 0 | 0 | 1 | 400.0 | 0 | | | | | |
| | This Month | | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | | |
| Social Services | Last Month | 6 | 35.0 | 0 | 0 | 29.5 | (1.0) | 6 | 64.5 | (1.0) | | | | | |
| | This Month | | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | | |
| Community Infrastructure | Last Month | 2 | 3.4 | (0.6) | 0 | 6.4 | (0.4) | 2 | 9.8 | (1.0) | | | | | |
| | This Month | | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | | |
| Band Government | Last Month | 19 | 368.9 | 0 | 3 | 507.0 | 0 | 22 | 875.9 | 0 | | | | | |
| | This Month | | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | | |
| Grand Totals | Last Month | 53 | 1213.2 | (84.6) | 6 | 1042.6 | (111.4) | 59 | 2255.8 | (196.0) | | | | | |
| | This Month | | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | | |
| Prepared by | | | | | | Approved | | | | | | Date | | | |



Indian and Northern Affairs Canada **Affaires indiennes et du Nord Canada**

Main Activity - Activité principale Reserves and Trusts

Reserves and Trusts

ACTIVITY TRANSFER LOG

SASKATCHEWAN



Indian and Northern Affairs Canada **Affaires indiennes et du Nord Canada**

**ACTIVITY TRANSFER LOG
JOURNAL DES TRANSFERTS DES ACTIVITÉS**

SASKATCHEWAN



Indian and Northern Affairs Canada

ACTIVITY TRANSFER LOG

SASKATCHEWAN

Main Activity - Activité principale

[View Details](#)

Economic Development

Economic Development



Indian and Northern Affairs Canada Affaires indiennes et du Nord Canada

Main Activity – Activité principale Social Services

Social Services

ACTIVITY TRANSFER LOG

SASKATCHEWAN



Indian and Northern Affairs Canada Affaires indiennes et du Nord Canada

Main Activity - Activité principale Community Infrastructure

ACTIVITY TRANSFER LOG

SASKATCHEWAN



Indian and Northern
Affairs Canada Affaires indiennes
et du Nord Canada

SASKATCHEWAN

Main Activity - Activité principale
Band Government

ACTIVITY TRANSFER LOG
JOURNAL DES TRANSFERTS DES ACTIVITÉS

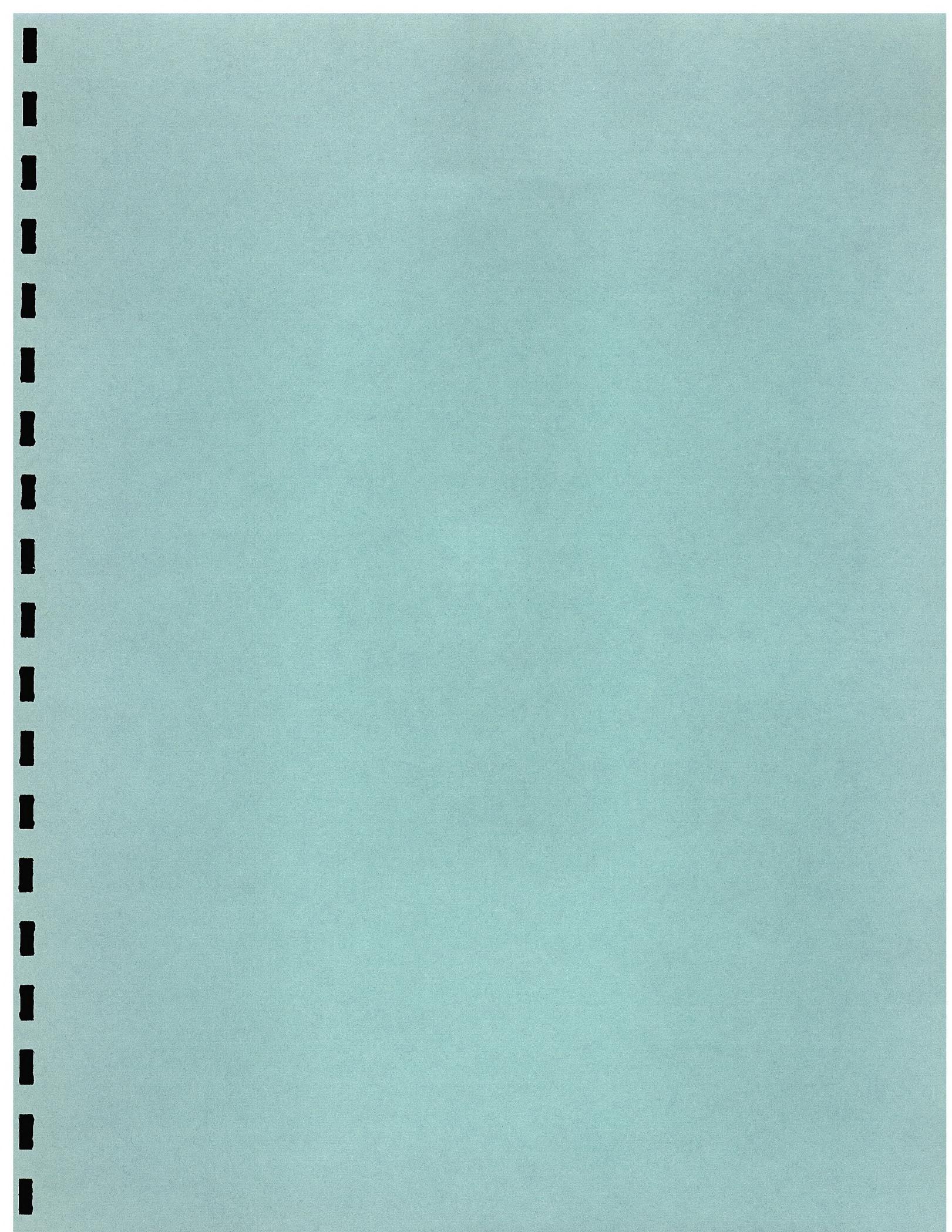
| Band/TC Number Nº de Bande/ Conseil Tribal | Sub Activity Number Numéro de sous- activité | Transfer Date Date de transfert | Fiscal Year Année financière 1981/82 | | | | | | | Fiscal Year Année financière 1982/83 | | | | | | | Remarks Observations | |
|---|---|--|--|---|-------------------------------|----------------------------------|-------------------------------------|-------------------------------|--------------------------|---|-------------------------------|----------------------------------|-------------------------------------|-------------------------------|--------------------------|-------------------------------------|-------------------------------|--------------------------|
| | | | \$000 | | | Person Years Années Personnes | | | \$000 | | | Person Years Années Personnes | | | | | | |
| | | | No. of Transfers Nº de transferts | Additional Requirements Besoins add. | Savings Besoins réduits | Net Total en bilan | Additional Rqmts Besoins add. | Savings Besoins réduits | Net Total en bilan | Additional Requirements Besoins add. | Savings Besoins réduits | Net Total en bilan | Additional Rqmts Besoins add. | Savings Besoins réduits | Net Total en bilan | Additional Rqmts Besoins add. | Savings Besoins réduits | Net Total en bilan |
| 00366 | 7003 | Apr 82 | | | | | | | | 1 | 2.0 | | 2.0 | | | | | |
| 02015 | 7003 | Sep 81 | 1 | 29.2 | | 29.2 | | | | | 79.3 | | 79.3 | | | | | |
| 00380 | 7003 | Apr 81 | 1 | 3.7 | | 3.7 | | | | | | | | | | | | |
| 00384 | 7003 | Sep 81 | 1 | | | | | | | | 12.5 | | 12.5 | | | | | |
| 00378 | 7003 | Sep 81 | 1 | | | | | | | | 35.0 | | 35.0 | | | | | |
| 00392 | 7003 | Sep 81 | | 23.4 | | 23.4 | | | | 1 | 93.5 | | 93.5 | | | | | |
| BIHC | 7003 | Sep 81 | 1 | 2.5 | | 2.5 | | | | | | | | | | | | |
| 00340 | 7003 | Sep 81 | 1 | | | | | | | | 25.0 | | 25.0 | | | | | |
| 00342 | 7003 | Sep 81 | 1 | 10.0 | | 10.0 | | | | | 25.0 | | 25.0 | | | | | |
| 00347 | 7003 | Sep 81 | 1 | | | | | | | | 19.6 | | 19.6 | | | | | |
| 00343 | 7003 | Sep 81 | 1 | | | | | | | | 14.0 | | 14.0 | | | | | |
| 00343 | 7003 | Sep 81 | 1 | 46.9 | | 46.9 | | | | | 29.0 | | 29.0 | | | | | |
| 02013 | 7003 | Sep 81 | 1 | 36.0 | | 36.0 | | | | | 24.0 | | 24.0 | | | | | |
| 00396 | 7003 | Sep 81 | 1 | 10.0 | | 10.0 | | | | | | | | | | | | |
| 00371 | 7003 | Sep 81 | 1 | 1.5 | | 1.5 | | | | | 1.0 | | 1.0 | | | | | |
| 00366 | 7003 | Sep 81 | 1 | 43.0 | | 43.0 | | | | | 36.0 | | 36.0 | | | | | |
| 00369 | 7003 | Sep 82 | | 4.0 | | 4.0 | | | | 1 | | | | | | | | |
| 00356 | 7003 | Sep 81 | 1 | 10.0 | | 10.0 | | | | | | | | | | | | |
| 00355 | 7003 | Sep 81 | 1 | 4.0 | | 4.0 | | | | | | | | | | | | |



Indian and Northern Affairs Canada Affaires indiennes et du Nord Canada

SASKATCHEWAN

ACTIVITY TRANSFER LOG



ACTIVITY TRANSFER SUMMARY REPORT

► Version française au verso ◀

| Activity | Period | Fiscal Year 1981/82 | | | Fiscal Year 1982/83 | | | Totals | | Region ALBERTA | Report Month July 1981 | |
|-----------------------------|------------|--------------------------|---------------------|-------|--------------------------|---------------------|----|--------------------------|---------------------|--------------------------|----------------------------------|--|
| | | Nbr of Trans- fers | Net Costs (Savings) | | Nbr of Trans- fers | Net Costs (Savings) | | Nbr of Trans- fers | Net Costs (Savings) | | | |
| | | | \$000 | PY | | \$000 | PY | | \$000 | PY | | |
| Reserves and Trusts | Last Month | 1 | 13.0 | (1.0) | 0 | 0 | 0 | 1 | 13.0 | (1.0) | | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Education | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Economic Development | Last Month | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Social Services | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Community Infrastructure | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Band Government | Last Month | 3 | 0 | 0 | 0 | 0 | 0 | 3 | 0 | 0 | | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Grand Totals | Last Month | 5 | 13.0 | (1.0) | 0 | 0 | 0 | 5 | 13.0 | (1.0) | | |
| | This Month | | | | | | | | | | | |
| | Difference | | | | | | | | | | | |
| Prepared by | | | | | | Approved | | | | Date | | |



Indian and Northern Affairs Canada Affaires indiennes et du Nord Canada

Main Activity - Activité principale **Reserves & Trusts**

Reserves & Trusts

ACTIVITY TRANSFER LOG

ALBERTA



Indian and Northern Affairs Canada Affaires indiennes et du Nord Canada

Main Activity - Activité principale

Economic Development

ALBERTA

ACTIVITY TRANSFER LOG
JOURNAL DES TRANSFERTS DES ACTIVITÉS



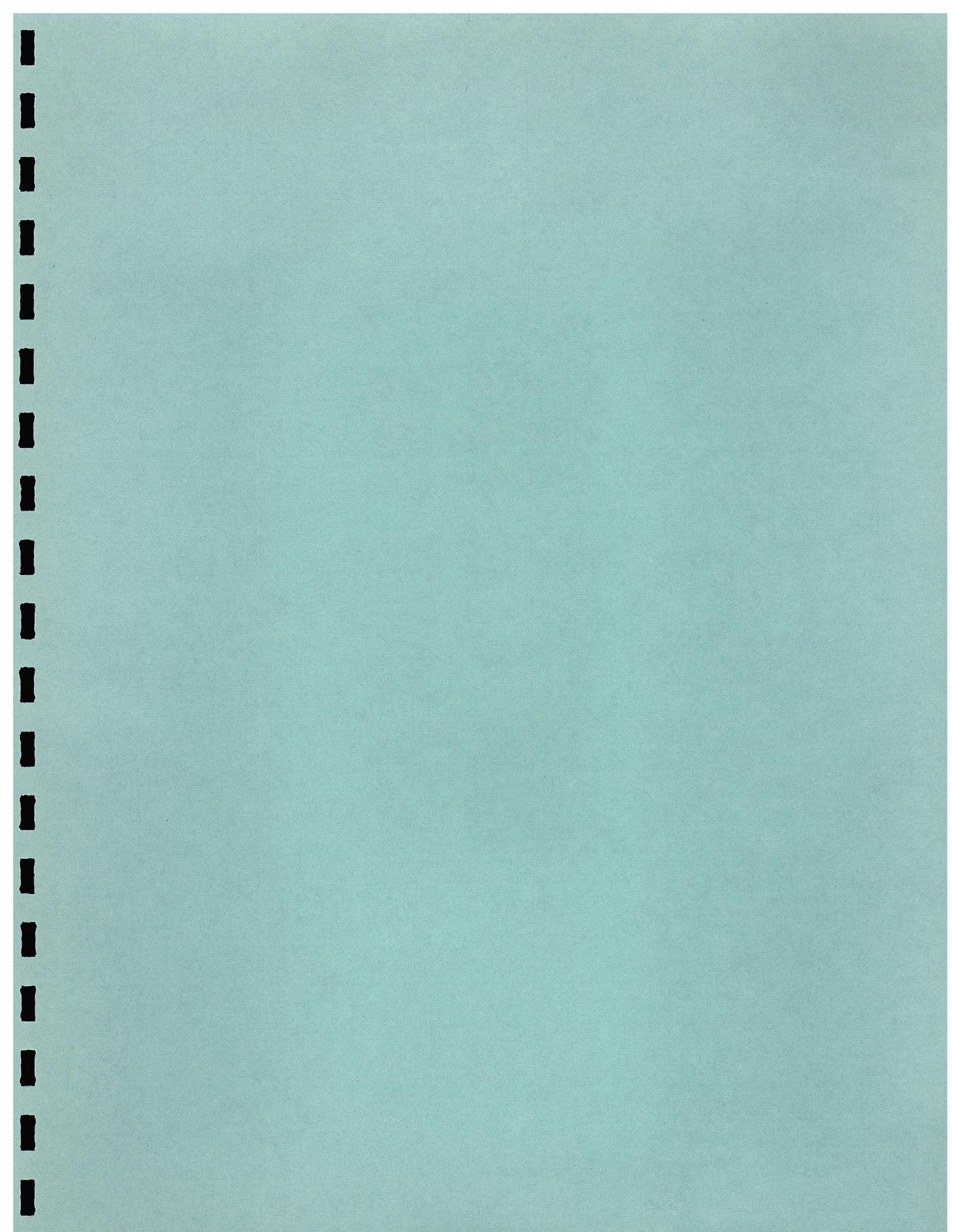
Indian and Northern Affairs Canada Affaires indiennes et du Nord Canada

Main Activity - Activité principale Band Government

Band Government

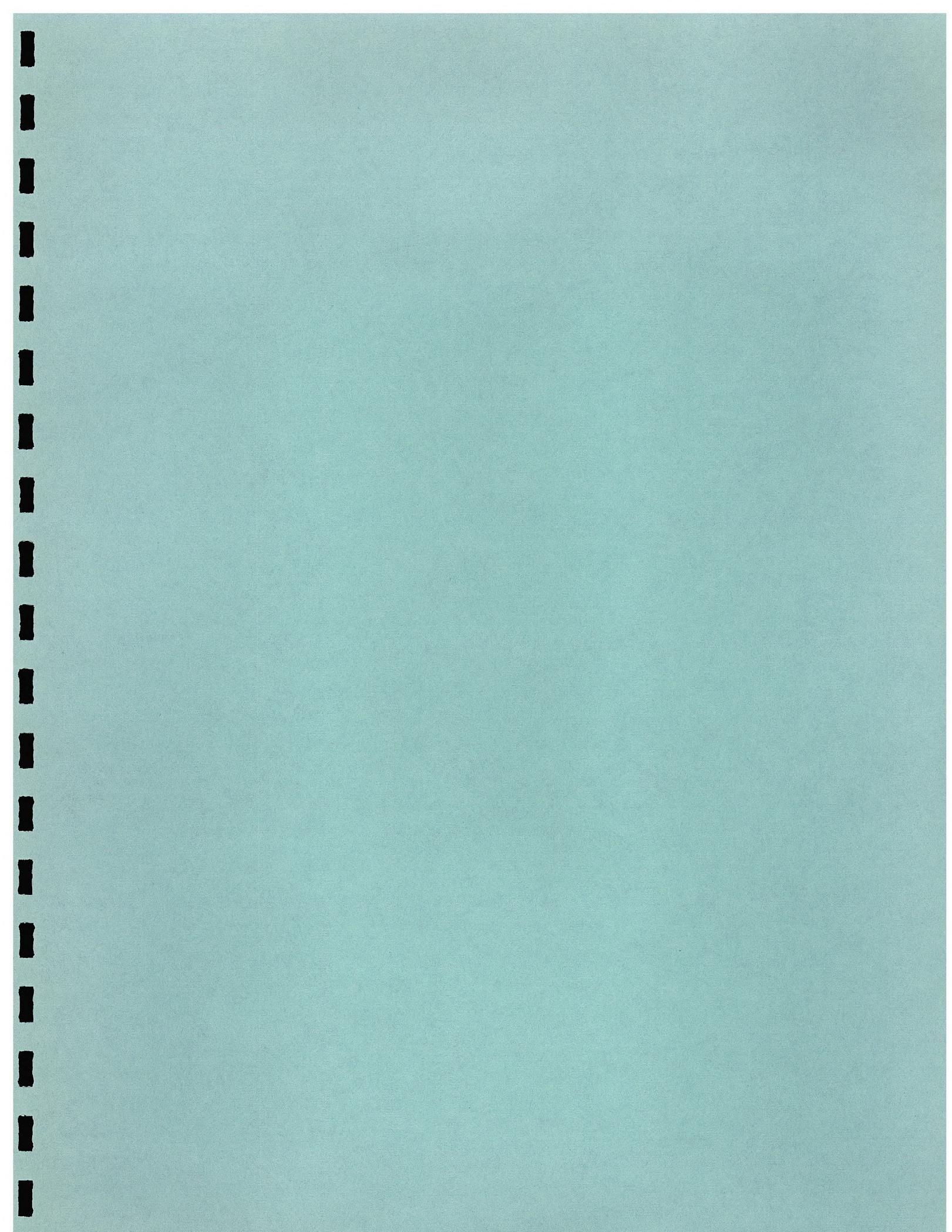
ACTIVITY TRANSFER LOG

ALBERTA



ACTIVITY TRANSFER SUMMARY REPORT

| Activity | Period | Fiscal Year 1981/82 | | | Fiscal Year 1982/83 | | | Totals | | Region | YUKON | Report Month July, 1981 | | |
|-----------------------------|------------|--------------------------|---------------------|----|--------------------------|---------------------|----|--------------------------|---------------------|--------|-------|----------------------------|--|--|
| | | Nbr of Trans- fers | Net Costs (Savings) | | Nbr of Trans- fers | Net Costs (Savings) | | Nbr of Trans- fers | Net Costs (Savings) | | | | | |
| | | | \$000 | PY | | \$000 | PY | | \$000 | PY | | | | |
| Reserves and Trusts | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | YUKON | Remarks | | |
| | This Month | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | |
| Education | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | YUKON | Remarks | | |
| | This Month | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | |
| Economic Development | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | YUKON | Remarks | | |
| | This Month | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | |
| Social Services | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | YUKON | Remarks | | |
| | This Month | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | |
| Community Infrastructure | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | YUKON | Remarks | | |
| | This Month | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | |
| Band Government | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | YUKON | Remarks | | |
| | This Month | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | |
| Grand Totals | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | YUKON | Remarks | | |
| | This Month | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | |
| Prepared by | | | | | Approved | | | | | Date | | | | |



ACTIVITY TRANSFER SUMMARY REPORT

| Activity | Period | Fiscal Year 1981/82 | | | | Fiscal Year 1982/83 | | | | Totals | | Region British Columbia | Report Month July 1981 | | |
|--------------------------|------------|---------------------|---------------------|--------|------------------|---------------------|--------|------------------|---------------------|--------|--|----------------------------|---------------------------|--|--|
| | | Nbr of Transfers | Net Costs (Savings) | | Nbr of Transfers | Net Costs (Savings) | | Nbr of Transfers | Net Costs (Savings) | | | | | | |
| | | | \$000 | PY | | \$000 | PY | | \$000 | PY | | | | | |
| Reserves and Trusts | Last Month | 19 | 135.1 | .7 | 6 | 164.1 | (0.1) | 25 | 299.1 | 0.6 | | Remarks | | | |
| | This Month | | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | | |
| Education | Last Month | 24 | 106.3 | (24.5) | 4 | 114.7 | (14.3) | 28 | 221.0 | (38.8) | | | | | |
| | This Month | | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | | |
| Economic Development | Last Month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | |
| | This Month | | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | | |
| Social Services | Last Month | 8 | 151.7 | 4.5 | 0 | 194.9 | 6.0 | 8 | 345.7 | 10.5 | | | | | |
| | This Month | | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | | |
| Community Infrastructure | Last Month | 3 | 0 | (.5) | 0 | 0 | 0 | 3 | 0 | (.5) | | | | | |
| | This Month | | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | | |
| Band Government | Last Month | 11 | 339.9 | 2.0 | 0 | 237.0 | 2.0 | 11 | 576.9 | 4.0 | | | | | |
| | This Month | | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | | |
| Grand Totals | Last Month | 65 | 733.0 | (17.8) | 10 | 709.7 | (6.4) | 75 | 1442.7 | 24.2 | | | | | |
| | This Month | | | | | | | | | | | | | | |
| | Difference | | | | | | | | | | | | | | |
| Prepared by | | | | | | Approved | | | | | | Date | | | |



Indian and Northern
Affairs Canada Affaires indiennes
et du Nord Canada

ACTIVITY TRANSFER LOG
JOURNAL DES TRANSFERTS DES ACTIVITÉS

Main Activity - Activité principale Reserves & Trusts

| Band/TC Number Nº de Bande/ Conseil Tribal | Sub Activity Number Numéro de sous- activité | Transfer Date Date de transfert | Fiscal Year Année financière 1981/82 | | | | | | | Fiscal Year Année financière 1982/83 | | | | | | | Remarks Observations | |
|---|--|---------------------------------------|--|--|-------------------------------|--------------------------|-------------------------------------|-------------------------------|--------------------------|--|-------------------------------------|-------------------------------|--------------------------|-------------------------------------|-------------------------------|--------------------------|-------------------------|--|
| | | | No. of Transfers Nº de transferts | \$000 | | | Person Years Années Personnes | | | No. of Transfers Nº de transferts | \$000 | | | Person Years Années Personnes | | | | |
| | | | | Additional Requirements Besoins add. | Savings Besoins réduits | Net Total en bilan | Additional Rqmts Besoins add. | Savings Besoins réduits | Net Total en bilan | | Additional Rqmts Besoins add. | Savings Besoins réduits | Net Total en bilan | Additional Rqmts Besoins add. | Savings Besoins réduits | Net Total en bilan | | |
| 00537 | 2012 | Jul 81 | 1 | 2.2 | | 2.2 | | | | | -2.2 | | 2.2 | | | | | |
| 00531 | 2012 | Apr 82 | | | | | | | | 1 | 9.0 | | 9.0 | | .3 | (3) | | |
| 00624 | 2012 | May 81 | 1 | .4 | | .4 | | | | | .5 | | .5 | | | | | |
| 00623 | 2012 | Apr 82 | | | | | | | | 1 | 2.3 | | 2.3 | | | | | |
| 00551 | 2012 | Apr 81 | 1 | 3.8 | 1.0 | 2.8 | 1 | 1 | 0 | | 2.4 | 1.0 | 1.4 | 1 | 1 | 0 | | |
| 00557 | 2012 | Apr 81 | 1 | 4.6 | 1.0 | 3.6 | 1 | 1 | 0 | | 3.9 | 1.0 | 2.9 | 1 | 1 | 0 | | |
| 00559 | 2012 | Apr 81 | 1 | 1.0 | 1.0 | 0 | 1 | 1 | 0 | | 2.6 | 1.0 | 1.6 | 1 | 1 | 0 | | |
| 02146 | 2012 | Apr 81 | 1 | 1.0 | 1.0 | 0 | 1 | 1 | 0 | | 5.3 | 1.0 | 4.3 | 1 | 1 | 0 | | |
| 00555 | 2002 | Apr 81 | 1 | 32.4 | 1.0 | 31.4 | 1 | 1 | 0 | | 32.4 | 1.0 | 31.4 | 1 | 1 | 0 | | |
| 00706 | 2012 | Aug 81 | 1 | .9 | | .9 | | | | | 1.0 | | 1.0 | | | | | |
| 02138 | 2012 | Aug 81 | 1 | .6 | | .6 | | | | | .6 | | .6 | | | | | |
| 00608 | 2012 | Jul 81 | 1 | 4.9 | | 4.9 | | | | | 4.9 | | 4.9 | | | | | |
| 00614 | 2012 | Aug 81 | 1 | 3.4 | | 3.4 | | | | | 3.4 | | 3.4 | | | | | |
| 00612 | 2012 | Aug 81 | 1 | 1.0 | | 1.0 | | | | | 1.0 | | 1.0 | | | | | |
| 00615 | 2012 | Nov 81 | 1 | 2.1 | | 2.1 | | | | | 2.1 | | 2.1 | | | | | |
| 02144 | 2012 | Sep 81 | 1 | 26.0 | | 26.0 | | | | | 26.0 | | 26.0 | | | | | |
| 00645 | 2012 | Jun 81 | 1 | 1.8 | | 1.8 | | | | | 1.8 | | 1.8 | | | | | |
| 00559 | 2012 | Apr 82 | | | | | | | | 1 | 2.3 | | 2.3 | | | | | |
| 02146 | 2012 | Apr 82 | | | | | | | | 1 | 4.1 | | 4.1 | | | | | |



Indian and Northern Affairs Canada **Affaires indiennes et du Nord Canada**

Main Activity - Activité principale

Reserves & Trusts (Cont.)

ACTIVITY TRANSFER LOG

BRITISH COLUMBIA



Indian and Northern
Affairs Canada Affaires indiennes
et du Nord Canada

Main Activity - Activité principale

Education

ACTIVITY TRANSFER LOG
JOURNAL DES TRANSFERTS DES ACTIVITÉS

BRITISH COLUMBIA

| Band/TC Number No de Bande/ Conseil Tribal | Sub Activity Number Numéro de sous- activité | Transfer Date Date de transfert | Fiscal Year Année financière 1981/82 | | | | | | | Fiscal Year Année financière 1982/83 | | | | | | | Remarks Observations | |
|---|--|---------------------------------------|---|--|----------------------------|-----------------------|-------------------------------------|----------------------------|-----------------------|---|--|----------------------------|-----------------------|-------------------------------------|----------------------------|-----------------------|-------------------------|--|
| | | | No. of Transfers Nº de transferts | \$000 | | | Person Years Années Personnes | | | No. of Transfers Nº de transferts | \$000 | | | Person Years Années Personnes | | | | |
| | | | | Additional Requirements Besoins add. | Savings Besoins réduits | Net Total en bilan | Additional Rqmts Besoins add. | Savings Besoins réduits | Net Total en bilan | | Additional Requirements Besoins add. | Savings Besoins réduits | Net Total en bilan | Additional Rqmts Besoins add. | Savings Besoins réduits | Net Total en bilan | | |
| 00636 | 3009 | Apr 81 | 1 | 7.3 | | 7.3 | | | | | | | | | | 7.3 | (7.3) | |
| 00636 | 3010 | Apr 81 | 1 | 8.0 | | 8.0 | | | | | | | | | | | | |
| 00636 | 3011 | Apr 81 | 1 | 10.0 | | 10.0 | 1.0 | | 1.0 | | | | | | | | | |
| 00352 | 3016 | Sep 81 | 1 | 94.0 | 60.5 | 33.5 | | 5.5 | (5.5) | | | | | | | | | |
| 00535 | 3016 | Sep 82 | | | | | | | | 1 | 105.0 | 70.0 | 35.0 | | 7 | (7) | | |
| 00607 | 3009 | Apr 81 | 1 | 15.0 | | 15.0 | 1.0 | | 1.0 | | 15.0 | | 15.0 | 1.0 | | 1.0 | | |
| 00649 | 3017 | Apr 81 | 1 | 4.9 | | 4.9 | | | | | | | | | | | | |
| 00647 | 3017 | Apr 81 | 1 | 4.9 | | 4.9 | | | | | | | | | | | | |
| 0659 | 3009 | Apr 81 | 1 | 50.0 | | 50.0 | | | | | | | | | | | | |
| 0659 | 3010 | Apr 81 | 1 | 50.0 | | 50.0 | | | | | | | | | | | | |
| 00709 | 3015 | Aug 81 | 1 | 7.9 | 252.2 | (244.3) | | 21.0 | (21.0) | | 8.5 | 30.0 | (21.5) | 1.0 | 10 | (1.0) | | |
| 00710 | 3011 | Apr 81 | 1 | 26.3 | | 26.3 | | | | | | | | | | | | |
| 00713 | 3017 | Apr 81 | 1 | 30.1 | | 30.1 | | | | | | | | | | | | |
| 00723 | 3015 | Apr 81 | 1 | 11.6 | | 11.6 | | | | | | | | | | | | |
| 00723 | 3011 | Apr 81 | 1 | 28.3 | | 28.3 | | | | | | | | | | | | |
| 00721 | 3015 | Apr 81 | 1 | 6.8 | | 6.8 | | | | | | | | | | | | |
| 00714 | 3016 | Apr 81 | 1 | 21.1 | | 21.1 | | | | | 12.5 | | 12.5 | | | | | |
| 00714 | 3011 | Apr 81 | 1 | 11.7 | | 11.7 | | | | | | | | | | | | |
| 00721 | 3015 | Apr 81 | 1 | 6.3 | | 6.3 | | | | | 19.2 | | 19.2 | | | | | |



Indian and Northern Affairs Canada

Affaires indiennes et du Nord Canada

Main Activity - Activité principale **Education (Cont)**

Education (Cont)

ACTIVITY TRANSFER LOG

BRITISH COLUMBIA



Indian and Northern Affairs Canada **Affaires indiennes et du Nord Canada**

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| Main Activity - Activité principale | Social Services |
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Social Services

ACTIVITY TRANSFER LOG

BRITISH COLUMBIA



Indian and Northern Affairs Canada Affaires indiennes et du Nord Canada

ACTIVITY TRANSFER LOG
JOURNAL DES TRANSFERTS DES ACTIVITÉS

BRITISH COLUMBIA



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ACTIVITY TRANSFER LOG

British Columbia

Main Activity – Activité principale

Affaires indiennes et du Nord Canada