


Canada 

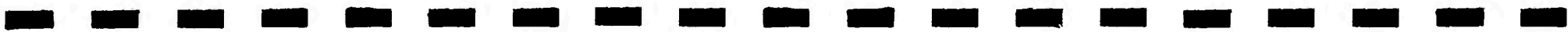
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UNFUNDED "A"
**INPUT TO
NATIONAL PROGRAM
OPERATIONAL PLAN**

NOVEMBER 1982

INDIAN INUIT AFFAIRS



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FOR QUICK REFERENCE ONLY. THIS INFORMATION
IS ALSO PROVIDED IN THE REGIONAL INPUT TO
THE NATIONAL PROGRAM OPERATIONAL PLAN
AS REQUESTED IN THE CALL PACKAGE.



FORM 3

PROGRAM DISPLAY SUMMARY
UNFUNDED "A"



FORM 5

PLANNING ELEMENT SUMMARY

UNFUNDED "A"

NATIONAL PROGRAM OPERATIONAL PLAN
 PLANNING ELEMENT SUMMARY
 UNFUNDED

PLAN OPÉRATIONNEL NATIONAL DU PROGRAMME
 SOMMAIRE DES ÉLÉMENTS DE PLANIFICATION
 SERVICES NON-FINANCÉS

"UNFUNDED A"

1983/84 - 1986/87

Form 5
 Formulaire

Region - Région		(B) Planning Element Title - Titre de l'élément de planification		(C)		Page 2 of 60		(A)	
ONTARIO		PROGRAM ADMINISTRATION							
Planning Variable Number and Title Numéro et titre de la variable de planification	1983/84 Planned - Prévues		1984/85 Planned - Prévues		1985/86 Planned - Prévues		1986/87 Planned - Prévues		
	Vote 5 Crédit	Vote 15 Crédit	Vote 5 Crédit	Vote 15 Crédit	Vote 5 Crédit	Vote 15 Crédit	Vote 5 Crédit	Vote 15 Crédit	
1701-Program Management	5.0								
1705-Program Service Delivery	14.0								
1760-Personnel Services	150.0								
1775-Communications	1.5								
Vote Total Total du crédit	170.5								
Total Planning Element (Votes 5 & 15) Total de l'élément de planification (crédits 5 et 15)	4	170.5							



NATIONAL PROGRAM OPERATIONAL PLAN
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PLAN OPÉRATIONNEL NATIONAL DU PROGRAMME
 SOMMAIRE DES ÉLÉMENTS DE PLANIFICATION
 SERVICES NON-FINANCÉS

"UNFUNDED A"

1983/84 - 1986/87

Region - Région (B)		Planning Element Title - Titre de l'élément de planification (C)							
Ontario		Reserves and Trusts							
Planning Variable Number and Title (D) Numéro et titre de la variable de planification	1983/84 Planned - Prévues		1984/85 Planned - Prévues		1985/86 Planned - Prévues		1986/87 Planned - Prévues		
	Vote 5 Crédit (E)	Vote 15 Crédit (F)	Vote 5 Crédit (E)	Vote 15 Crédit (F)	Vote 5 Crédit (E)	Vote 15 Crédit (F)	Vote 5 Crédit (E)	Vote 15 Crédit (F)	
2701-Reserves and Trust Activity Management	27.3								
Vote Total Total du crédit	(G)	(H)	(G)	(H)	(G)	(H)	(G)	(H)	
Total Planning Element (Votes 5 & 15) Total de l'élément de planification (crédits 5 et 15)	PY - AP (I)	(J)	PY - AP (I)	(J)	PY - AP (I)	(J)	PY - AP (I)	(J)	
		27.3							

NATIONAL PROGRAM OPERATIONAL PLAN
 PLANNING ELEMENT SUMMARY
 UNFUNDED

PLAN OPÉRATIONNEL NATIONAL DU PROGRAMME
 SOMMAIRE DES ÉLÉMENTS DE PLANIFICATION
 SERVICES NON-FINANCÉS

"UNFUNDED A"

1983/84 - 1986/87

Region - Région (B)		Planning Element Title - Titre de l'élément de planification (C)								Page 4 of 60 (A)		
ONTARIO		1983/84 Planned - Prévu				1984/85 Planned - Prévu		1985/86 Planned - Prévu		1986/87 Planned - Prévu		
Planning Variable Number and Title Numéro et titre de la variable de planification (D)	Vote 5 Crédit (E)		Vote 15 Crédit (F)		Vote 5 Crédit (E)		Vote 15 Crédit (F)		Vote 5 Crédit (E)		Vote 15 Crédit (F)	
	3701 Education	18.0										
Vote Total Total du crédit	(G)		(H)		(G)		(H)		(G)		(H)	
Total Planning Element (Votes 5 & 15) Total de l'élément de planification (crédits 5 et 15)	PY - AP (I)		18.0 (J)		PY - AP (I)		(J)		PY - AP (I)		(J)	

NATIONAL PROGRAM OPERATIONAL PLAN
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PLAN OPÉRATIONNEL NATIONAL DU PROGRAMME
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 SERVICES NON-FINANCÉS

"UNFUNDED A"

1983/84 - 1986/87

Form 5
 Formulaire

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Region - Région (B)		Planning Element Title - Titre de l'élément de planification (C)							
Ontario		Economic Development							
Planning Variable Number and Title Numéro et titre de la variable de planification (D)	1983/84 Planned - Prévues		1984/85 Planned - Prévues		1985/86 Planned - Prévues		1986/87 Planned - Prévues		
	Vote Crédit 5 (E)	Vote Crédit 15 (F)	Vote Crédit 5 (E)	Vote Crédit 15 (F)	Vote Crédit 5 (E)	Vote Crédit 15 (F)	Vote Crédit 5 (E)	Vote Crédit 15 (F)	
4760-Resource Development Impacts		351.0							
Occupational Skills		200.4							
Vote Total Total des crédits	(G)	(H)	(G)	(H)	(G)	(H)	(G)	(H)	
Total Planning Element (Votes 5 & 15) Total de l'élément de planification (crédits 5 et 15)	PY - AP (I)	(J)	PY - AP (I)	(J)	PY - AP (I)	(J)	PY - AP (I)	(J)	
	1	551.4							

NATIONAL PROGRAM OPERATIONAL PLAN
 PLANNING ELEMENT SUMMARY
 UNFUNDED

PLAN OPÉRATIONNEL NATIONAL DU PROGRAMME
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 SERVICES NON-FINANCÉS

"UNFUNDED A"

1983/84 - 1986/87

Region - Région Ontario	(B) Planning Element Title - Titre de l'élément de planification Social Services		(C)					
	1983/84 Planned - Prévu		1984/85 Planned - Prévu		1985/86 Planned - Prévu		1986/87 Planned - Prévu	
	Vote 5 Crédit	Vote 15 Crédit	Vote 5 Crédit	Vote 15 Crédit	Vote 5 Crédit	Vote 15 Crédit	Vote 5 Crédit	Vote 15 Crédit
Planning Variable Number and Title Numéro et titre de la variable de planification	(E)	(F)	(E)	(F)	(E)	(F)	(E)	(F)
5750-Community Social Services (Day Care)	11.0							
Vote Total Total du crédit	(G)	(H)	(G)	(H)	(G)	(H)	(G)	(H)
Total Planning Element (Votes 5 & 15) Total de l'élément de planification (crédits 5 et 15)	PY - AP (I)	(J)	PY - AP (I)	(J)	PY - AP (I)	(J)	PY - AP (I)	(J)
		11.0						

NATIONAL PROGRAM OPERATIONAL PLAN
 PLANNING ELEMENT SUMMARY
 UNFUNDED

PLAN OPÉRATIONNEL NATIONAL DU PROGRAMME
 SOMMAIRE DES ÉLÉMENTS DE PLANIFICATION
 SERVICES NON-FINANCÉS

"UNFUNDED A"

1983/84 - 1986/87

Form 5
 Formulaire

Region - Région (B)		Planning Element Title - Titre de l'élément de planification (C)								Page 7 of 60 (A)	
ONTARIO		BAND SUPPORT									
Planning Variable Number and Title Numéro et titre de la variable de planification (D)	1983/84 Planned - Prévues		1984/85 Planned - Prévues		1985/86 Planned - Prévues		1986/87 Planned - Prévues				
	Vote Crédit 5 (E)	Vote Crédit 15 (F)	Vote Crédit 5 (E)	Vote Crédit 15 (F)	Vote Crédit 5 (E)	Vote Crédit 15 (F)	Vote Crédit 5 (E)	Vote Crédit 15 (F)	Vote Crédit 5 (E)	Vote Crédit 15 (F)	
7701- Band Support	10.0										
7720- Management Support Service	27.0										
7730- Planning	-	650.0									
7740- Consultation and Policy Development	-	1,872.0									
7750- Band Training	305.2	120.0									
Vote Total Total du crédit	342.2 (G)	2,642.0 (H)									
Total Planning Element (Votes 5 & 15) Total de l'élément de planification (crédits 5 et 15)	PY - AP (I) 8	(J) 2,984.2	PY - AP (I)	(J)	PY - AP (I)	(J)	PY - AP (I)	(J)	PY - AP (I)	(J)	



FORM 6

PLANNING VARIABLE STRATEGY DESCRIPTION



Planning Period Période de planification	(A) Planning Variable No. & Title N° et titre de la variable de plan.	(B) Region/Branch - Région/Direction générale	(C) Page 8 of 60	(D)
1983/84 to 1986/87	1701 PROGRAM MANAGEMENT	ONTARIO REGIONAL DIRECTOR GENERAL		

PROVIDE UNDER FOLLOWING HEADINGS	PRÉSENTER SOUS LES RUBRIQUES SUIVANTES	(E)
1. Summary of Alternative Strategies	1. Sommaire des stratégies optionnelles	
2. Elaboration of Selected Strategy	2. Élaboration de la stratégie choisie	
3. Contribution to Program Goals	3. Contributions aux buts du Programme	
4. Implications of Selected Strategy	4. Répercussions de la stratégie choisie	

1. SUMMARY OF ALTERNATIVE STRATEGIES

In order to achieve a high degree of professionalism in the management of programs thereby ensuring effective performance of all program functions and duties, the following alternatives were developed:

- Planning the management and direction of programs by relying on periodic reports from Regional and District sources to determine executive decisions;
- making policy and planning decisions in response to consultative process involving Bands and their representative organizations such as District and Tribal Councils and Indian Associations;
- by combining the above strategies and introducing improved methods of evaluation based on adequate monitoring, reporting and program delivery systems in conjunction with better communications and more sophisticated consultation at all levels of the client group.

2. ELABORATION OF SELECTED STRATEGY

The effective management, control and delivery of services under the various programs necessitated choice of the last option to assure best use of constrained resources and endeavour to satisfy the needs of the Program and the client group.

1983-84

- Continuing consultation with the client group at various levels i.e. Band, District, Tribal Council and Association with far less funding available than previous years requires reliance on the introduction of improved management and planning techniques.
- Consideration has to be given to the additional transfer of programs to Bands and Tribal Councils on a far more rapid basis in order to let those with the capacity to do so manage their own affairs.
- In the light of Departmental concern in respect of Band insolvency and debilitating Band indebtedness, it is essential our priority has to be directed towards assisting communities that find themselves incapable of functioning adequately because of their financial distress.
- While there will be a general policy assisting Bands back to recovery and development, each individual Band will have to be treated in a manner unique to the Band itself addressing and correcting the causes contributing to financial difficulties. The strategies will cover a variety of methods or a combination such as training, appointing of trustee-managers or controllers, direct Regional monitoring to ensure improved management of programs, coordination and service delivery at Band, District and Regional levels.

1984-85, 1985-86 and 1986-87

- The same strategy will be continued and refined in the light of experience. "Doing more with less" will become more of a reality during this period. Person Year and \$ levels are regarded as remaining static throughout the planning period.

Planning Period Période de planification	(A) Planning Variable No. & Title N° et titre de la variable de plan.	(B) Region/Branch - Région/Direction générale	(C)	(D) Page 9 of 60
1983/84 - 1986/87	1701 Program Management	Ontario (RD6)		

PROVIDE UNDER FOLLOWING HEADINGS

PRÉSENTER SOUS LES RUBRIQUES SUIVANTES

1. Summary of Alternative Strategies
2. Elaboration of Selected Strategy
3. Contribution to Program Goals
4. Implications of Selected Strategy

1. Sommaire des stratégies alternatives
2. Élaboration de la stratégie choisie
3. Contributions aux buts du Programme
4. Répercussions de la stratégie choisie

3. CONTRIBUTION TO PROGRAM GOALS

Prime contribution to Program Goal 1.1 would be achieved by the selected strategy in having to provide improved management and planning of programs by adherence to Departmental policy and directives. Program Goal 1.2 would be addressed by controlling the improved quality of service delivery and the monitoring thereof in relation to Program needs. Regional support and pursuit of the Management Improvement Plan and good management and evaluation of Operational and Work Plans would contribute to Program Goal 1.4.

4. IMPLICATIONS OF SELECTED STRATEGY

Programs will have to be planned and managed more effectively to cope with constant resources covered by this Operational Planning period.

As a result, there will be an improvement in evaluation and measurement of management efforts. The transfer process from Department to Band will come under closer scrutiny and more effective monitoring and control.

Conditions will be created to concentrate on Departmental priorities and urgencies such as arresting and correcting Band insolvency, better Band response to Audits, Audit Reviews and such matters which would lead to Bands improving the planning and management of their own affairs.



Planning Period Période de planification 1983-84/1986-87	(A) Planning Variable No. & Title N° et titre de la variable de plan 1705 Program Service	(B) Region/Branch - Région/Direction générale Ontario Director of Operations	(C) Page 10 of 60 (D)
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PROVIDE UNDER FOLLOWING HEADINGS Delivery 1. Summary of Alternative Strategies 2. Elaboration of Selected Strategy 3. Contribution to Program Goals 4. Implications of Selected Strategy	PRÉSENTER SOUS LES RUBRIQUES SUIVANTES 1. Sommaire des stratégies alternatives 2. Élaboration de la stratégie choisie 3. Contributions aux buts du Programme 4. Répercussions de la stratégie choisie (E)
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1. SUMMARY OF ALTERNATIVE STRATEGIES

Effective supervision and co-ordination in the management and delivery of programs and services to Indian people in Ontario was the basis of developing alternatives:

- Reliance on financial, district and program reports to determine efficacy of delivery;
- Evaluation of program delivery and effectiveness by consultation with Bands, District Liason Councils, Tribal Councils and Indian organizations;
- Improving current process of monitoring program delivery at field level, greater emphasis on better communication at all levels of program delivery especially in consultation with our client groups, regular operational reviews of district service delivery and quarterly senior management meetings.

2. ELABORATION OF SELECTED STRATEGY

The last option was determined as being the best method to deliver programs and services as the particular strategy has all the necessary components to respond to Indian initiatives and aspirations within the resources available to provide desired results.

1983-84

- Close monitoring of program delivery in conjunction with consultation process will enable adequate planning for transfer of services to Indian Bands and/or Tribal Councils. Maintain high profile of transfer of Programs to Indian management.
- Analysis of Program and District Monthly Status Reports, Operational reviews, bi-weekly Program Managers' Meetings and quarterly senior management meetings will provide material to co-ordinate and manage delivery of programs and services.
- The position paper for the Ontario Region organization structure will be in place and at least one district will be selected to implement a pilot project to test and correct service delivery to Bands under the revised organization modules.
- The establishment of an ongoing Management Practices Committee comprising of Regional and District staff will improve communications, service delivery, and monitoring of programs at all levels.
- Regular year-end audit review process at District and Regional level will enhance evaluation of programs in terms of quality and efficiency.
- Needs assessments should be more readily recognizable in establishing training requirements for Bands and Department.
- The process could lend itself to the eventual development of a field manager's manual which would be useful in achieving uniformity and standardization.

1984-85

- Implement new Regional organization structure and thereby improve and refine delivery of programs and services to Bands.
- Improve transfer mechanism of programs to Indian management.



Planning Period Période de planification	(A) Planning Variable No. & Title N° et titre de la variable de plan.	(B) Region/Branch - Région/Direction générale	(C) (D)
1983-84/1986-87	1705 Program Service	Ontario Director of Operations	Page 11 of 60

PROVIDE UNDER FOLLOWING HEADINGS 1. Summary of Alternative Strategies 2. Elaboration of Selected Strategy 3. Contribution to Program Goals 4. Implications of Selected Strategy	Delivery	PRÉSENTER SOUS LES RUBRIQUES SUIVANTES 1. Sommaire des stratégies optionnelles 2. Elaboration de la stratégie choisie 3. Contributions aux buts du Programme 4. Répercussions de la stratégie choisie	(E)
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1985-86 and 1986-87

- Continue with same strategy as in 1984-85.

3. CONTRIBUTION TO PROGRAM GOALS

The selected strategy would contribute to Program Goal 1.2 primarily by creating conditions and circumstances which would readily lend themselves to improving the management of all necessary facets of support necessary to control and enrich services and their delivery. Furthermore, the format would readily complement the adoption and implementation of the Management Improvement Plan (goal 1.4). Contribution to goal 1.1 would be achieved by supporting Program Planning initiatives in directing operational programs adherence to improved Operational and Work Planning.

4. IMPLICATIONS OF SELECTED STRATEGY

The management and delivery of programs and services will be supervised and coordinated more effectively and efficiently. Evaluation of quality and delivery of services rendered by Region would be more readily measurable by Department and client group.

Resource constraints of Person years and O & M Budget over the planning period do not permit increasing or embellishing existing initiatives.

The services of an Associate Director of Operations will be available throughout the planning period and this should assist in further implementation of development of chosen strategy.

There should be a significant improvement in communications and in the management process.

During 1983-84 a pilot project could be undertaken to direct preparation of two selected Ontario Bands to assume transfer of all programs by April 1, 1984.

Planning Period Période de planification	(A) Planning Variable No. & Title N° et titre de la variable de plan.	(B) Region/Branch - Région/Direction générale	(C)	(D)
1983/84 - 1986/87	1705 Program Service	ONTARIO REGION		Page 12 of 60

PROVIDE UNDER FOLLOWING HEADINGS 1. Summary of Alternative Strategies 2. Elaboration of Selected Strategy 3. Contribution to Program Goals 4. Implications of Selected Strategy	Delivery (IGA)	PRÉSENTER SOUS LES RUBRIQUES SUIVANTES 1. Sommaire des stratégies optionnelles 2. Élaboration de la stratégie choisie 3. Contributions aux buts du Programme 4. Répercussions de la stratégie choisie	(E)
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1. Summary of Alternative Strategies

The possible administrative strategies developed are aimed at the overall improvement of the ongoing Intergovernmental Affairs Unit administrative operations. The following were considered:

- Input into ongoing internal administrative policy discussions (e.g. MIP) in co-operation and consultation with other programs and sections at the headquarters, regional and district levels in order to understand and implement government administrative policies.
- Ignore existing government administrative policies and operate independently of other programs in order to attain unit's objectives.
- Work on an ad hoc and reactive manner to issues and problems as they arise and create administrative precedents.
- Consult with other programs and sections in order to determine other views on internal administrative policies and avoid conflict at all costs whether it fulfills the unit's needs or not.

2. Elaboration of Selected Strategy

The first option was adopted as being the most effective in improving the administrative functioning of the unit while complying with the needs of the other programs in the regional office, district offices and at headquarters.

1983-84 (ongoing task)

- Undertake an assessment of the administration system under which the unit now operates to identify flaws, if any, and make improvements.
- Set individual budgets for travel, supplies and equipment, printing, publications, telephones and temporary services, in order to maintain control over O & M expenditures.
- Comply with TB requirements - amounts not to exceed budget - and internal management policy.
- Undertake appraisals and training of unit personnel to meet individual and unit needs.

Over the remainder of the planning period:

- If necessary, implement improved administration system to better meet needs of the unit.
- Ongoing review to ensure that operations of the Intergovernmental Affairs Unit are not conflicting with other programs.
- Comply with Treasury Board requirements and MIP requirements.
- Operate within approved O & M budget.
- Ongoing personnel appraisals, training.

Planning Period Période de planification 1983/84 - 1986/87	(A) Planning Variable No. & Title N° et titre de la variable de plan. 1705 Program Service	(B) Region/Branch - Région/Direction générale ONTARIO REGION	(C) (D) Page 13 of 60
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PROVIDE UNDER FOLLOWING HEADINGS 1. Summary of Alternative Strategies 2. Elaboration of Selected Strategy 3. Contribution to Program Goals 4. Implications of Selected Strategy	Delivery (IGA)	PRÉSENTER SOUS LES RUBRIQUES SUIVANTES 1. Sommaire des stratégies optionnelles 2. Élaboration de la stratégie choisie 3. Contributions aux buts du Programme 4. Répercussions de la stratégie choisie
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3. Contribution to Program Goal

The major contribution of the strategy will be to Program Goal 1.5 as the desired result is an efficiently operating unit co-operating with other regional programs.

4. Implications of Selected Strategy

- i) - The strategy will result in an efficient operation of the Inter-governmental Affairs unit integrated with the various programs and sections in the department.
- ii) & - An evaluation of the unit and its relationship with other departmental programs and sections could possibly result in reorganization. At this point, however, such a move is at the speculative stage and person years and \$ implications have not been determined. For the time being the unit is operating with a person year strength of 4 and a per annum O & M budget of \$20,000 and immediate changes are not anticipated. A reduction in either category will detrimentally affect the unit's capability to provide the level of service necessary for the successful operation of the unit.
- iii)

Currently the unit requires four CFT positions as follows:

- PM 6 - Intergovernmental Affairs Adviser
- PM 3 - Intergovernmental Affairs Officer
- SCY 2 - Secretary
- SI 2 - Assistant Intergovernmental Affairs Officer

In order to maintain the unit's level of efficiency in the administration area, .5 person month will be utilized for the training of the unit's staff.



Planning Period Période de planification 1983/84-1986/87	(A) Planning Variable No. & Title N° et titre de la variable de plan. 1760 Personnel	(B) Region/Branch - Région/Direction générale ONTARIO	(C)	(D) Page 14 of 60
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PROVIDE UNDER FOLLOWING HEADINGS 1. Summary of Alternative Strategies 2. Elaboration of Selected Strategy 3. Contribution to Program Goals 4. Implications of Selected Strategy	(Staff Training)	PRÉSENTER SOUS LES RUBRIQUES SUIVANTES 1. Sommaire des stratégies alternatives 2. Élaboration de la stratégie choisie 3. Contributions aux buts du Programme 4. Répercussions de la stratégie choisie	(E)
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1. Summary of Alternative Strategies

The desired results of the staff training program are to:

- a. meet the needs of management with respect to operational skills required to achieve the goals of the Department;
- b. attend to the developmental training needs of the special concerns group as designated by the Deputy Minister;
- c. improve management skills within the Region;
- d. assist the employees to a realization of their evolving role in the process of change. (Developmental Training).

The alternatives considered are:

- Hire private consultants to assess training needs, plan, design, implement and evaluate these activities
- utilize those programs and courses offered through P.S.C. which best fit the training needs
- the training development unit: conduct needs assessment, plan, design, implement and evaluate training activities with own department staff
- a combination of using private consultants, P.S.C. and the continued development of in-house programs to meet identified needs of the Region

2. Elaboration of Selected Strategy

The last strategy is the most desirable as:

- (i) it provides the greatest flexibility within resource constraints
- (ii) is currently practised, accepted and understood within the organization
- (iii) provides a healthy blend of training approaches both philosophically and practically.

During the planning period 1983 to 1987 staff training has not been funded, but appears in "Unfunded A Level". When funds become available the selected strategy will be implemented as follows:

- The private consultants will be utilized in a contractual arrangement to provide minimum number of days of training to meet specific developmental needs as identified by managers, common to all members of a specific group, i.e., management skills, team building, problem solving skills and quality circles.
- employee attendance at P.S.C. courses results from combining:
 - (i) the program training needs identified annually by managers, with
 - (ii) employee training and career development needs identified annually through P.R.E.A. and
 - (iii) prioritizing the needs identified in (i) and (ii) to meet:
 - a) operational or (b) special concern group needs, and (c) general development.

P.S.C. courses will continue to be utilized to meet needs identified in the area of skills required to meet operational requirements and for staff development, with particular emphasis on the Special Concerns Group.



Planning Period Période de planification 1983-84/1986-87	(A) Planning Variable No. & Title N° et titre de la variable de plan. 1760 Personnel	(B) Region/Branch - Région/Direction générale ONTARIO	(C) (D) Page 15 of 60
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PROVIDE UNDER FOLLOWING HEADINGS 1. Summary of Alternative Strategies 2. Elaboration of Selected Strategy 3. Contribution to Program Goals 4. Implications of Selected Strategy	(Staff Training)	PRÉSENTER SOUS LES RUBRIQUES SUIVANTES 1. Sommaire des stratégies alternatives 2. Elaboration de la stratégie choisie 3. Contributions aux buts du Programme 4. Répercussions de la stratégie choisie
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- in-house training activities and programs conducted by the Training Unit will be utilized to meet needs which cannot be met through other sources because of their uniqueness to the organization.

The Training Unit conducts needs assessments, plans, designs, implements and evaluates training programs and activities to meet these internal needs, i.e., joint training activities between Department and Band Staff, management workshops, staff relations workshops, pre-retirement courses, P.R.E.A. etc.

3. Contribution to Program Goals

Staff training is an essential management tool available to help achieve program goals 1.1. to 1.5. inclusive. The contribution made by Staff Training will also support the Deputy Minister's priorities of:

- i) Management improvement
- ii) The development of human resources required to effectively and efficiently manage and deliver the I.I.A. program.
- iii) Assist in a smoother transition from D.I.A. to Band operated programs.

4. Implications of the Strategy

This strategy will continue to meet the variety of training needs identified from the general operational needs of any government department to the unique and special needs of the I.I.A. program. The process of Staff training needs identified and prioritized by managers incorporated into a personnel management plan will continue to help obtain best value for training dollars. The strategy in place now includes the use of the employee appraisal as a vehicle for identifying need.

Implications of not Funding the Staff Training Program

- 1) We will not be able to meet Headquarter's requirements for mandatory orientation training for senior managers, middle managers and new supervisors.
- 11) Special Concern Group developmental training will not be carried out
- 111) Many joint training workshops (Band and Departmental employees) have been held; non-funding will result in the devolution of programs to Bands being hindered.



Planning Period Période de planification	(A) Planning Variable No. & Title N° et titre de la variable de plan.	(B) Region/Branch - Région/Direction générale	(C)	(D)
1983/84 to 1986/87	1775 Communications	Ontario Region		Page 16 of 60

PROVIDE UNDER FOLLOWING HEADINGS	PRESENTER SOUS LES RUBRIQUES SUIVANTES	(E)
1. Summary of Alternative Strategies	1. Sommaire des stratégies optionnelles	
2. Elaboration of Selected Strategy	2. Élaboration de la stratégie choisie	
3. Contribution to Program Goals	3. Contributions aux buts du Programme	
4. Implications of Selected Strategy	4. Répercussions de la stratégie choisie	

1. Summary of Alternative Strategies

Given that the desired result is to increase public awareness of how Indian Affairs Programs are implemented to assist Indian people to develop greater capabilities in administering their own local programs, the following alternative approaches were considered:

- to continue the support now provided to senior regional and district managers in promoting improved communications and public acceptance of how programs are implemented through a planned range of communications activities;
- to introduce measures which will provide Indian Band Councils, District Tribal Councils and their Associations where desirable the means to upgrade communication skills and networks at the local levels.

2. Elaboration of Selected Strategy

The first option is a basic advisory supportive service to senior regional managers, and as such must have first call on resources of this section. The second option is a desired additional service to be implemented to the extent human and other resources permit.

- during 1983/84, activities will continue in assisting the Indian people with the development of their communication skills and networks to strengthen Indian government;
- consultation will continue with Indian groups and departmental managers to reaffirm priorities and further develop the process;
- during 1984/85 there will be a continuation of the above supported by continued training to promote improved communications;
- for the remainder of the planning period, activity will continue to focus on supporting the strengthening of communications networks among the Indian communities and the department.

Activities under this planning variable will encompass the following current services:

- publications production
- media relations
- audio-visuals
- exhibits
- Indian communications training
- inquiries responses

3. Contribution to Program Goals

Communications activities will contribute to the realization of Program Goals 1.1, 1.2, 4.4 and 7.4. This will be achieved by continued supportive advisory service to senior regional and district managers.

4. Implications of Selected Strategy

This strategy will encompass the following changes:

- require more efficient management to result in "doing more with less;"
- will require accelerated and increased consultation with Indian leaders and



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principal people;

- make mandatory the development and implementation of an improved Ontario regional communications strategy which will be complementary of the national departmental communications plan.



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1. Summary of Alternative Strategies

To ensure administrative and management support in Reserves and Trusts matters, the following alternatives were considered.

- a) Transfer all administration of delivery services such as liaison with Justice, statistics, and planning to Districts.
- b) Centralize administrative responsibility for Reserves and Trusts programs at Regional Level to co-ordinate planning, liaising with Justice, resources, sustaining statistical data (land registry, membership list update) and assisting Headquarters in developing policy guidelines.

2. Elaboration of Selected Strategy

Option (b) is most desirable, because it lends itself to provision of uniform, efficient service delivery to client and provides economies by preventing duplication of service (requests to Justice).

1983 - 1984 (Delivery of E-1, D-43)

- produce operational plan, detailed work plans
- monitor work progress and record results.
- provide liaison with Justice
- identify training needs for Reserves and Trusts personnel
- collect, update, and distribute statistical information, manuals, lists of band officials.
- co-ordinate service delivery with other programs
- increase awareness of procedural guidelines - staff and Bands
- evaluate and reorganize systems and procedures.

1984 - 1985 (Delivery of E-1, D-43)

- continue providing planning for the Reserves and Trusts - Ontario Region
- continue liaising with Justice
- continue identifying training needs
- maintain statistical information
- review systems and procedures

1985-1986 (Delivery of E, D-43)

- provide our overall planning and resourcing
- provide liaison with Justice
- identify training needs for departmental staff and bands
- update statistical information
- review funding procedures, job descriptions and systems

1986 - 1987 (Delivery of E-1, D-43)

- review planning and resource requirements
- provide administration
- continue liaison with Justice
- update statistics
- assist with Computerized Indian Land Registry

3. Contribution to Program Goals

This strategy will contribute to Program Goal 2.1 (a) computerized Land Registry and 2.3 computerized membership operation and 2.5 provision of resource information base.

4. Implications of Selected Strategy

The use of improvements for information storage and processing systems will result in improved service delivery. Additional financial resources have been allotted to this Planning Variable (1983-84) Projected Requirement: \$59.0 Py's 3.0



Planning Period Période de planification	(A) Planning Variable No. & Title N ^o et titre de la variable de plan.	(B) Region/Branch - Région/Direction générale	(C)	(D)
1983/84 - 1986/87	4370 Education Activity Mgt.	ONTARIO		Page 19 of 60

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2. Elaboration of Selected Strategy
3. Contribution to Program Goals
4. Implications of Selected Strategy

1. Sommaire des stratégies alternatives
2. Elaboration de la stratégie choisie
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1. Summary of Alternative Strategies

Given that the desired result is to improve the efficiency and effectiveness of department-administered Education programs while at the same time, improving and developing an increased capacity at the local level to provide advice to bands in the management of their Education programs, the following alternative strategies were considered:

- continue to administer department-operated programs in accordance with statutory obligations and applicable government regulations and continue to provide advice and assistance to bands in the traditional informal manner;
- transfer all administration of programs to bands and concentrate on consultative role at both the district and regional levels;
- develop increased capacity at the district level for the provision of advice and assistance to bands.

2. Elaboration of Selected Strategy

Of the options considered, it was decided that the last was most desirable in that it provided increased efficiency of department-operated programs, with no loss of effectiveness, while allowing for a dramatic increase in the quality of advice and assistance available to bands. The required administrative and organizational changes were considered a reasonable price to pay for achievement of the functional goal. The highlights of this strategy would be as follows:

1983-84: (Includes delivery of A99, A100, A101, A120, A122)

During 1983-84, some progress toward strengthening the ability of the district Education program to provide quality advice and assistance to bands by improving certain administrative functions will be made while the majority of programs continue to be administered through the present system. Developmental activities will include:

- provision of regional direction and procedures to facilitate standardization for collection of required statistical data and program information including data base, nominal roll, operation plan, program expenditure justification;
- implementation of program resource allocation and monitoring functions for all Education resources in the Ontario Region including refinement of the Band Budget Justification process;
- continue to provide liaison and assume a lead role in completion of Management Improvement Projects for the Education Program at the regional level;
- provision of centralized policy interpretation and consultative support regarding administration of education programs;
- in consultation with districts, develop a model for a revised region/district organizational relationship that will strengthen the districts' role in the provision of advice and assistance to bands.



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3. Contribution to Program Goals
4. Implications of Selected Strategy

1. Sommaire des stratégies alternatives
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1984-85: (Includes delivery of A23, A50, A77)

During 1984-85, developmental activities will focus upon further strengthening of district role and refinement of on-going administrative functions including:

- review of resource allocation to facilitate allocation on a unit cost per service basis;
- pilot with one district an organizational and operational model for the Education Program as developed in 1983-84;
- continue to provide a centralized policy interpretation and consultative support for administration of education programs;
- design and implement an educational administrative and financial training package for District Superintendents of Education;
- provision of regional direction and procedures to facilitate standardization for collection of required statistical data and program information including data base, nominal roll, operation plan, program expenditure justification.

1985-86: (Includes delivery of A23, A50, A77)

During 1985-86, administrative training and refinement of organizational models will lead developmental administrative tasks including:

- refinement of operational and organizational model for district/region administration of Education Program and develop a regional implementation strategy;
- expansion of administrative training program to include education administrators at the district and band levels;
- continue to provide a centralized policy interpretation and consultative support for administration of education programs;
- provision of regional direction and procedures to facilitate standardization for collection of required statistical data and program information including data base, nominal roll, operation plan, program expenditure justification.

1986-87: (Includes delivery of A23, A50, A77)

During 1986-87, further refinement of the administrative functions will take place with an emphasis on statistical analysis of program requirements including:

- development of a statistical pool designed to provide relevant administration and operations information for Education managers;
- implementation of regional strategy (1985-86) for operational and organizational model implementations;
- continue to provide a centralized policy interpretation and consultative service for administration of education programs;
- develop, in cooperation with McMaster University, a credit course for band education administrators.
- provision of regional direction and procedures to facilitate standardization for collection of required statistical data and program information including data base, nominal roll, operation plan, program expenditure justification.



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1983/84 - 1986/87	3701 Education Activity Mgt.	ONTARIO		Page 21 of 60

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3. Contribution to Program Goals	3. Contributions aux buts du Programme	
4. Implications of Selected Strategy	4. Répercussions de la stratégie choisie	

3. Contribution to Program Goals

The major contribution of this strategy will be in support of achievement of program goals 3.1, 3.2, 3.3 concerning improving the quality of education available to Indian students in federal, band, or provincial schools. This strategy will contribute to this goal by ensuring a strong program administration component for the Education Program.

In addition, the developmental activities designed to strengthen the district role by increasing their capacity to provide advice and assistance to bands through an approved and more formalized system to facilitate centralized information requirements in professional development, planning, statistics, budgeting and resource control which will provide a strong impetus for improving the quality of education.

Training activities for both department and band-employed administrators will further enhance the ability of education administrators to provide the required support to program delivery.

4. Implications of Strategy

This strategy will result in increased efficiency and effectiveness of departmental administration while developing a viable and effective consultative mechanism for band education program administration. Other impacts will be:

- re-organization and re-classification of some region and district positions;
- person-year and dollar saving due to centralization of some administrative functions;
- some organizational re-structuring at both the district and regional levels;
- requirement of training dollars being available for identified training initiatives.



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Note:

This Planning Variable Strategy has been developed with the assumption Resource Development Impact funds will be available beyond the 1982-83 fiscal year. In the event funding is not available, the negative implications will be:

- i) Indian Bands and organizations will lack a funding mechanism to investigate the socio-economic and environmental impact of resource development projects,
- ii) progress of ongoing projects initiated in 1981-82 and 1982-83 will be severely restricted (i.e. Treaty #9 Nishnawbe - Aski Resource Development Project, Windigo Resource Development Project, Union of Ontario Indians Lake Superior Environmental Invention Study and the Serpent River, Spanish River and Mississauga Band's Environment Invention Study),
- iii) Union of Ontario Indians, Windigo Council, Treaty #9 and individual Bands will be unable to fulfill their mandates concerning resource development.
- iv) the increasing expectations and aspirations of the Indian people to investigate the impacts of resource developments will be unmet,
- v) Economic Development will have the extra burden of creating employment opportunities, as jobs and training programs under the resource development program are lost,
- vi) Due to Ontario's post industrial state and present economic situation the Department's or Bands ability to manage and rehabilitate damages which are the result of past resource developments will become increasingly difficult (e.g. Cutler Acid, St. Regis Flouride.),
- vii) Proper skills development to insure the devolution of responsibility and management to Bands for resource development will be hindered.

1. Summary of Alternative Strategies

- i) continue present procedure of responding to resource development projects and environmental situations as they occur,
- ii) develop mechanisms which will enable the Department and Bands to improve their capabilities to effectively plan, manage and control resource development impacts on Indian lands, while co-ordinating funding proposals through the resource development impacts branch at Headquarters,
- iii) complete a resource development assessment of all reserves in Ontario and develop a system to prioritize and act on the findings of the individual assessments.

2. Elaboration of Selected Strategy

While strategy #1 attempts to meet basic requirements, it does not permit the Department or Bands to be proactive and effectively plan, manage or control resource development impact projects. Strategy #3 would raise expectations to a level beyond that which the department is capable of delivering. Strategy #2 was selected as it provides the mechanisms to enable both the Department and Bands to effectively plan, manage and control past, present, and future resource development projects, while co-ordinating funding proposals through the resource development impacts branch at Headquarters.

Specifically the selected strategy will:

- provide a suitable working environment in which to transfer skills and responsibilities and to permit Bands to develop the necessary mechanisms to maximize the benefits and minimize the negative impacts of resource development projects,



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- provide job training to develop skills most needed by residents of Indian communities near major development projects,
- create employment opportunities for Indian Communities,
- be primarily proactive, but provide the mechanisms to deal with environmental, health and social degradation caused by past resource developments,
- provide assistance, advice and financial means to initiate research projects to study the socio-economic and environmental impacts of resource developments
- assist Bands to design longterm economic and development plans, prior to economic recovery and increased demand for resources.

1983-84:

- assist Indian Communities benefit from resource development on Reserves and in the surrounding Region,
- promote and encourage resource development studies as a mechanisms to create employment and skill development opportunities,
- provide assistance and monitor RDI Contribution Agreements and ensure work is completed on time,
- provide training to the Band Planner on RDI, its purpose and its benefits,
- assist in the rehabilitation of negative impacts caused by past resource development,
- with Band and District input, develop a mechanism to identify, manage and prioritize RDI projects,
- continue to provide contribution funds to Bands by supporting 8 projects,
- ensure funding is provided for ongoing projects initiated in previous years.

1984-85:

- with District Offices and Indian Bands' input and assistance continue to update, identify and prioritize resource development issues within the Province
- ensure RDI projects enhance employment opportunities,
- ensure RDI projects enhance skills development,
- continue to provide contribution funds to Bands by supporting 10 projects,
- continue to assist Bands in the rehabilitation of damages caused by past resource development initiatives,
- ensure funding is provided for on going projects initiated in previous years,
- continue to provide training to Band Planners on the RDI program,

1985-86/1986-87 :

Resource Development Impact Funds will be recognized by the Bands and Indian organizations in the Region as a mechanism for the investigation/planning of the positive and negative impacts of resource development projects. It will also be seen as a major facilitator of skills development and training and as a employment source to Bands concerned with resource development impacts.



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Major highlights are:

- continue to provide the opportunity to investigate the social, economic and/or environmental implications of a resource development project.
- training opportunities and the devolution of management planning skills to Indian people will be facilitated,
- expectation and aspirations of Indian people will be met.

3. Contribution to Program Goals

The direct contribution of the strategy will be to the Program Goal 4.1 concerning the increase of Indian development capacity through provision of financial and technical support to assist bands with community and regional planning and economic opportunities and socio-economic and environmental impacts from major resource development projects. The strategy will make an indirect contribution to Program Goal 4.3 by providing employment opportunities for Indian people during and after resource development studies and to Program Goal 4.4 by increasing liaison and examining alternative funding sources from other federal, provincial and private agencies.

The strategy will also contribute to meeting the objectives of Program Goal 7.3 concerning the improvement of Band planning and management support budget allocation process in making a more effective use of those resources in developing their community. In a general capacity, the strategy will also contribute to all Program Administration planning elements.

4. Implications of Selected Strategy

The Strategy provides opportunity to develop a proactive stance concerning resource development projects in the Province and act as an initiator in providing Bands and Indian organizations the necessary mechanisms to plan and manage their affairs. As Band's expectations and aspirations increase the number of potential projects will increase dramatically. To meet these needs, funding and human resources will have to be secured to ensure the programs continued success.

As the strategy develops through the planning period, workloads are approximated as follows:

1983-84:

- assist and monitor resource development projects 8
- number of Contribution Agreements signed 8
- resource development and liaison meetings 12
- number of on site field inspections 8
- Band Planner training meetings 8

1984-85:

- assist and monitor resource development projects 10
- number of Contribution Agreements signed 10
- Resource Development and liaison meetings 14
- number of on site field progress inspections 10
- Band Planner training meetings 5



Planning Period Période de planification 1983-83/1986-87	(A) Planning Variable No. & Title N° et titre de la variable de plan. 4760 R.D.I.	(B) Region/Branch - Région/Direction générale Ontario	(C) Page 25 of 60	(D)
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REGIONAL R.D.I. ASSESSMENT

The following is an assessment of the Ontario Regions funding position and R.D.I. project list for 1983-84 and beyond.

FUNDING:

- there are no funds in the regional budget to support R.D.I. for 1983-84,
- a request has been made to retain the 1982-83 funding level (\$351,000.00) for the 1983-84 fiscal year as shown on unfunded form A base
- for 1984-85 and beyond, as shown on the unfunded form 8 B base, a request for \$400,000.00 for R.D.I. is being made.

PROJECT LIST:

- Ontario Region has funded 6 projects totalling \$349,455 in 1982-83,
- list indicates known projects, several other proposals are expected,
- funding submission for 1983-84 are based on previous funding submission made for individual projects. Beyond 1983-84 funding requests are unknown.

1983-84

Project/Hazard	Status	Funding Submission
1. NISHNAWBE-ASKI (Treaty #9) Resource Development Study	Project requires funding to continue work initiated in 1981-82 and 1982-83. Study to include: Social and environmental assessments; a manpower survey; harvesting study; educational program; landuse study; and legal services review.	\$250,000.00
2. Windigo Tribal Council-Resource Development	Geological study to determine natural resource in the Opapimiskan Lake area conducted in 1982-83. Further Indian involvement in the investigation of resource potential necessary to ensure negative impacts mitigated and positive benefits encouraged.	\$200,000.00
3. Uranium Mining Elliot Lake	Continue Environmental Intervention Project initiated by Serpent River, Spanish River and Mississauga Bands in 1981-82 and 1982-83 to deal with environmental/health problems associated with uranium mining in the Elliot Lake area.	\$200,000.00
4. Union of Ontario Indians	Continue work initiated by the Superior Chiefs of the Union of Ontario Indians concerning Resource Development issues.	\$200,000.00

1984-85

Project/Hazard	Status	Required Funding
1. Nishnawbe-Aski (Treaty #9) Resource Development Impact Project	Funding will be required to complete the project.	---
2. Windigo Tribal Council	Further work to explore future involvement in natural resource	---



Planning Period Période de planification 1983-84/1986-87	(A) Planning Variable No. & Title N° et titre de la variable de plan. 4760 R.D.I.	(B) Region/Branch - Région/Direction générale Ontario	(C)	(D) Page 26 of 60
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development in the area and to ensure negative impacts are minimized.

3. Uranium Mining

Funds will be required to assist Bands negotiate with industry concerning uranium mining and in particular uranium waste disposal. ---

4. Union of Ontario Indians

Funds will be required to assist with specific resource development projects initiated as a result of previous investigations. ---

1985-86/1986-87:

-projects from previous years may require further investigation depending on findings of work being done currently and in 1983-84/1984-85.

-number of projects requiring funds will increase dramatically as Ontario's Northern resources are slated for development.

-projects which may in the future request funding include:

Project/Hazard

Project Description

1. Industrial Road from Cavell to Fort Hope.

Construction of industrial access road from Fort Hope to Highway No. 643 at Cavell, Ontario. Perceived as prerequisite to a viable economic base for the community. Possible resource and environmental impact.

2. Logging, Bark Dumping Sludge Disposal. Ft William No. 52

Bark waste dumping and long term disposal to utilize bark waste. Possible to use bark waste for re-contouring of ski slopes in the Mt. McKay ski area. Although this by-product of the wood industry has great potential to improve ski runs, problems associated with runoff and leachate require proper placement, treatment and monitoring.

Acid seepage into water and sludge disposal require review to ensure environmental protection.

3. Cutler Acid Site Rehabilitation

Approximately 130 acres on Indian Reserve where Noranda Mines and later Canadian Industries operated acid plant on leased land. Between 1956-1963 calcite pyrite and sulphur transported to site for conversion to sulphuric acid. Buildings demolished, chemical piles exposed.

Health problems suspected, although not considered a health hazard. Land rehabilitation is required.

4. Welland Chemical Chippewas of Sarnia

Concern over Welland Chemical damage-need for a contingency plan.

Possible damage to vegetation and groundwater from emissions.



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5. Hudson Bay Oil and Gas Exploration.

Offshore oil and gas seismic exploration in Hudson Bay by Canadian Occidental Petroleum Ltd. could have a significant impact. Community participation and awareness are essential. Possible environmental, cultural, socio-economic considerations must be accounted for.

Project to be monitored.

6. Oil and Gas Development Onieda of the Thames

Potential of developing oil and gas desopits on the reserve.
Environmental and socio-economic impacts.

7. Polar Gas Pipeline

Project of perhaps 25 years duration. Construction of pipeline from Melville Island through Ontario to join Trans-Canada pipeline at Long Lac.



Planning Period Periode de planification	(A) Planning Variable No. & Title N° et titre de la variable de plan.	(B) Region/Branch - Région/Direction générale	(C)	(D)
1983/84 - 1986-7	Occupational	Ontario		Page 28 of 60

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1984-85 (Includes delivery of all services noted in 1983-84)

During 1984-85 it is planned that the program will become operational for the full fiscal year period. Developmental activities would include:

- in cooperation with the Education program assist in the formation of District Adult Education Committee in all districts
- facilitate formation of Regional Adult Education committee to coordinate with CEIC Region and Ministry of Colleges and Universities
- decentralize authority for approval for part of the budget
- initiate planning for a Regional needs assessment study for occupational skill training consistent with economic projections

1985-86 (Includes delivery of all services noted in 1983-84)

During 1985-86 in addition to ongoing program delivery a major needs assessment review would be implemented including:

- implementation on a Regional basis of an occupational skill training needs assessment to be used as the basis for program direction
- establish a five year training requirement plan based upon needs assessment
- continue to promote Regional Adult Education Committee by providing liaison and ongoing participation
- further decentralize authority for approval

1986-87 (Includes delivery of all services noted in 1983-84)

During 1986-87 program direction will be realigned consistent with five year plan as developed in 1985-86 including:

- presentation for endorsement of five year occupational skill development training plan to Regional Adult Education committee
- development of community based model to facilitate integrated economic and skill training planning
- program realignment as appropriate based upon study as completed 1983-84

3. Contribution to Program Goals

The major contribution of this strategy will be in support of program goals 3.4 & 4.3 as it relates to the facilitation of access to employment or employment related training.

This strategy will contribute to the achievement of this goal by pursuing developmental activities designed to ensure consistency of needs assessment with emerging economic occupational skill training requirements.

Planning Period Période de planification 1983/84 to 1986/7	(A) Planning Variable No. & Title N° et titre de la variable de plan. 3777 Occupational Skill Development	(B) Region/Branch - Région/Direction générale Ontario	(C) Page 29 of 60	(D)
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1. Summary of Alternative Strategies

Given that the desired result is increased Indian control of the program through both administration and program direction in order to achieve relevant training and skill development based on community needs, the following options were considered:

- transfer of resources for occupational skill development to Band level with responsibility for development of programs at Band level.
- centralize administration of the program to maximize effective prioritization and then decentralize the program when effectiveness is established.
- negotiate agreement with CEIC to provide Occupation Skill Program on a fee basis.
- facilitate transfer of program administration where desirable to Bands while maintaining a liaison and coordination role with CEIC and Education on a Regional basis.

2. Elaboration or Selected Strategies

Of the options considered, although the fourth was most desirable in light of its contribution to local control, the second option was selected as it will permit the Economic Development program to prioritize and integrate it as part of a long term strategy with the plan to decentralize control to Districts and Bands as the devolution occurs of the balance of the Economic Development program.

The highlights of this strategy would be as follows:

1983-84 (Includes delivery of A102, A103, A104, A105, A106, A107, A108, A109, A110, A111, A112, A113, A114).

- development and implementation of a program administrative transfer plan to transfer internal responsibility for the program from Education to Economic Development.
- administration on behalf of carry-over students from 1982-83.
- input to C.E.I.S. System on an ongoing basis.
- establishment of contact on an ongoing basis with appropriate agencies (e.g., Community Colleges, Ministry of Colleges and Universities) for liaison regarding skill development training.



Planning Period Période de planification 1983/84 - 1986-7	(A)	Planning Variable No. & Title N° et titre de la variable de plan. Occupational	(B)	Region/Branch - Région/Direction générale	(C)		(D)	Page 30 of 60
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PROVIDE UNDER FOLLOWING HEADINGS 1. Summary of Alternative Strategies 2. Elaboration of Selected Strategy 3. Contribution to Program Goals 4. Implications of Selected Strategy	Skill Development	PRESENTER SOUS LES RUBRIQUES SUIVANTES 1. Sommaire des stratégies alternatives 2. Élaboration de la stratégie choisie 3. Contributions aux buts du Programme 4. Répercussions de la stratégie choisie	(E)
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4. Implications of Strategy

This strategy will result over the planning period in providing an improved quality of occupational skill training being available to Indian adults in the Ontario Region.

The administrative transfer from the Education directorate to Economic Development will result in some reorganization and reclassification for both sections. It is not anticipated that any lack of service to the individual student will result.



Planning Period Période de planification	(A) Planning Variable No. & Title N° et titre de la variable de plan.	(B) Region/Branch - Région/Direction générale	(C)	(D)
1983-84 to 1986-87	5750 Community Social Services	Ontario		Page 31 of 60
PROVIDE UNDER FOLLOWING HEADINGS		PRÉSENTER SOUS LES RUBRIQUES SUIVANTES		(E)
1. Summary of Alternative Strategies		1. Sommaire des stratégies alternatives		
2. Elaboration of Selected Strategy		2. Élaboration de la stratégie choisie		
3. Contribution to Program Goals		3. Contributions aux buts du Programme		
4. Implications of Selected Strategy		4. Répercussions de la stratégie choisie		

1. SUMMARY OF ALTERNATIVE STRATEGIES

The major activity under this planning variable remains the operation of the Day Care Centres under the Day Nurseries Act and Regulations. For the delivery of the Day Care services to Indian communities. The following are considered.

- 1) To make available the resources required to operate the existing Band Day Care Centres in accordance with the approved budgets by the Day Nurseries Branch of the Ministry of Community and Social Services.
- 2) To expand Day Care Services by establishing Day Care Centres in additional Indian communities.

2. ELABORATION OF SELECTED STRATEGY

Under the current budgetary restraint policy and the denial of the capital funds to be used for building of the Day Care Centres on Reserves, alternative 1) above is selected. However, the Department has the obligation to meet the commitments of the Federal/Provincial Welfare Agreement of 1965 of which Day Care is an established service.

1983-84 (includes the delivery of B-39 and B-40)

- As a result of the Day Care survey conducted during 1982-83, review the findings in relation to service delivery, information system and program content.
- To develop Regional manual for the community based Social Services thereby defining the activity and the Program parameters.
- To bring to the attention of the Senior Management that the Bands be given the choice to prioritize their capital allocations for the establishment of a Day Care centre in their communities. (50% of the capital cost is contributed by the Province and reimbursed under CAP).

1984-85 (includes the delivery of B-39 and B-40)

- Implement policy and procedure guidelines for Day Care Services for the use of Indian Bands in Ontario.
- Develop and implement a reporting system to capture accurate full day and half day attendance at the Centres.

1985-86 (includes the delivery of B-39 and B-40)

- Develop Tripartite mechanism to process and assess the Day Care needs of Indian communities on Reserves.
- To increase accountability of the Provincial officials for services and funds expended under the Federal/Provincial Agreement.

1986-87 (includes the delivery of B-39 and B-40)

- To support Bands efforts for the community design and control over their projects.
- Promote community knowledge and understanding of Social Services through improved communication and reporting requirements of the three parties.



Planning Period Période de planification	(A) Planning Variable No. & Title N° et titre de la variable de plan.	(B) Region/Branch - Région/Direction générale	(C)	(D)
1983/84-1986/87	5750 Community Social	ONTARIO		Page 32 of 60

PROVIDE UNDER FOLLOWING HEADINGS 1. Summary of Alternative Strategies 2. Elaboration of Selected Strategy 3. Contribution to Program Goals 4. Implications of Selected Strategy	Services	PRÉSENTER SOUS LES RUBRIQUES SUIVANTES 1. Sommaire des stratégies optionnelles 2. Elaboration de la stratégie choisie 3. Contributions aux buts du Programme 4. Répercussions de la stratégie choisie	(E)
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- Explore increased funding for additional Day Care Centres.

3. CONTRIBUTION TO PROGRAM GOAL

The major contribution of this strategy will be Program Goal #5.1 and #5.2 which will provide support to Indian families and their participation and contribution to the Social and Economic life by their communities. It will further increase the participation of the Indian people in the design and delivery of the Day Care Program on Reserve.

The strategy will also contribute to Program Goal #5.4 which will improve the management practices through improved information system.

4. IMPLICATION OF STRATEGY

The impact of this strategy will improve the service delivery of the existing Day Care Program in Ontario through increased Tripartite communication. The management supervision and the accountability of the Day Care Program will also be improved.

The introduction of new information system for the Day Care Program will result into better monitoring of the Program. It is also perceived that the Indian children who have attended Day Care in the community will make better adjustment in their school years as compared to those who did not have this opportunity.

Since no additional Day Care Centre will be build due to the ban on Capital Funds for building Day Care Centres, it is expected that Bands and Indian Associations will increase their lobby by way of Resolutions and letters.



Planning Period Période de planification 1983/84 to 1986/87	(A) Planning Variable No. & Title N° et titre de la variable de plan 7701-Band Govt. Activity Management	(B) Region/Branch - Région/Direction générale Ontario	(C)	(D) Page 33 of 60
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PROVIDE UNDER FOLLOWING HEADINGS 1. Summary of Alternative Strategies 2. Elaboration of Selected Strategy 3. Contribution to Program Goals 4. Implications of Selected Strategy	PRÉSENTER SOUS LES RUBRIQUES SUIVANTES 1. Sommaire des stratégies optionnelles 2. Élaboration de la stratégie choisie 3. Contributions aux buts du Programme 4. Répercussions de la stratégie choisie	(E)
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1. Summary of Alternative Strategies

Given that this planning variable includes direction and support for the Band Government and the Community Infrastructure and Services functions in this Region the major strategy is to maintain and improve effective and accountable program management within the Department and at the Band level. Consideration will be given during the planning period to transfer some advisory and planning functions to Bands and to Tribal Councils, but core administration and monitoring of programs must remain with the Department.

- A) Continue practice of the past years towards the operations of the individual Bands.
- B) Take back and manage reserve based services unless Band Councils exhibit high level of management expertise.
- C) Monitor effectiveness of Bands and where financial and management problems occur, assist the Bands in the development of fiscal plans to eliminate deficits and avoid insolvency.

2. Elaboration of Selected Strategy (Implementation by Band Support Directorate)

'C' was chosen and steps are underway to improve the monitoring of Band administrations and to work with Headquarters and other Regions on proposals for improved policies for dealing with Band insolvency.

Regional staff is also prepared to work with Headquarters, Regional Reserves and Trusts, and representatives of the Indian communities in the development of improved legislative vehicles for Indian Band government.

- 1983/84 - Institute an improved Band Program revue process
- Examine the possibility of more effective funding and support of Bands and Tribal Councils including multi-year comprehensive funding arrangements.
 - Support to Headquarters in development of legislation and policy required to support Indian local government.
 - Liaison with other federal and provincial agencies with the objective of improving their support to Indian communities.

- 1984/85 - 1986/87
- Continue process

3. Contribution to Program Goals

Contributions to program goals 7.1, 7.2 and 7.3 will be made by emphasizing the importance of effective planning and sound administration in the development of Band Governments when monitoring Band programs and by negotiating for quality contribution arrangements with Band Councils.

4. Implications of Selected Strategy

This strategy will require greater effort but with improved funding arrangements and financial planning, more time should be available to assist Bands in improving their general management. Due to current restrictions we are forecasting an annual requirement for \$14,000, and 5 P.Ys.



Planning Period Période de planification 1983/84 - 1986/87	(A) Planning Variable No. & Title N° et titre de la variable de plan. 7720 Management Support Systems	(B) Region/Branch - Région/Direction générale ONTARIO	(C) Page 34 of 60 (D)
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PROVIDE UNDER FOLLOWING HEADINGS 1. Summary of Alternative Strategies 2. Elaboration of Selected Strategy 3. Contribution to Program Goals 4. Implications of Selected Strategy	PRÉSENTER SOUS LES RUBRIQUES SUIVANTES 1. Sommaire des stratégies optionnelles 2. Élaboration de la stratégie choisie 3. Contributions aux buts du Programme 4. Répercussions de la stratégie choisie (E)
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1. Summary of Alternative Strategies

The desired result of this goal is the strengthening of advisory services to bands to enable them to more effectively manage a variety of programs. These activities will include the monitoring of program effectiveness and overall accountability for the proper use of departmental funds. Towards this end, the following approaches were considered:

1. Acceptance of the status quo.
2. A selective utilization existing departmental employees in an expanded role designed to better assist band development with limited use of non DIAND agencies for certain bands.
3. Eliminate all departmental advisory staff, including other federal agencies and have the bands contract for all advisory services outside the federal government.

2. Elaboration of Selected Strategy (Implementation by Finance Directorate)

Of the options considered strategy #2 was considered to be the most appropriate for the Ontario Region. Option 1 although workable requires significant improvement, strengthened direction, and increased person years. Option #3 although workable would require a significant increase in funding to all bands in the Ontario Region. This strategy would constitute an abrogation of the department's responsibilities and was therefore not considered appropriate. Any external agency would have to be trained not only in the band's rules and regulations but the government of Canada's directives as well.

1983 - 84

- Identify training requirements of Band Managers, Band Bookkeepers and Chief and Council.
- Develop training packages to meet requirements.
- Conducting financial workshops.
- Provide financial adviser service to Dept. employees.
- Ensure timely processing of Contribution Arrangements.
- Improve quality of Band Audits.
- Reduction on number of Bands with deficits.

1984 - 85

- Continuation of strategies identified in year 1983 - 84.
- Expanding the role of Band Financial Advisors.

1985 - 86

- Continuation of strategies identified in year 1983 - 84.

1986 - 87

- Continuation of strategies identified in year 1983 - 84.

3. Contribution to Program Goals

Strategy 2 was chosen as it provides increased support to the bands within



Planning Period Période de planification	(A) Planning Variable No. & Title N° et titre de la variable de plan.	(B) Region/Branch - Région/Direction générale	(C)	(D) Page 35 of 60
1983/84 - 1986/87	7720 Management Support Systems	ONTARIO		

PROVIDE UNDER FOLLOWING HEADINGS	PRÉSENTER SOUS LES RUBRIQUES SUIVANTES
1. Summary of Alternative Strategies 2. Elaboration of Selected Strategy 3. Contribution to Program Goals 4. Implications of Selected Strategy	1. Sommaire des stratégies optionnelles 2. Élaboration de la stratégie choisie 3. Contributions aux buts du Programme 4. Répercussions de la stratégie choisie

3. Contribution to Program Goals (Cont'd)

the existing organizational structure. There would be minimal increased resource requirements under this option. This proposal would transfer to a specialized group the authority as well as the responsibility for the parliamentary vote 15 contributions to bands. The signing authorities would be amended to provide this group with the required signing authority within their prescribed jurisdictions. Greater involvement in the internal federal government process will enable this group to follow through in areas of concern with their bands. Strategy #2 was also considered useful whenever occasion arose wherein departmental staff were unavailable or external expertise was considered beneficial. The use of agencies such as CESO and IBAP were considered under this strategy. Strategy #2 was deemed to be the most desirable course of action for the Ontario Region.

In all the years under this Planning Variable, the following current services will pertain:

- D26 Management Support Activity Support-Monitor and Analyse
- 27 Management Support Activity Support-Advise and Support
- 45 Advisory Services - CESO Advisors
- 46 Advisory Services - Indian Assistance Program (IBAP)
- 62 Band Financial Advisor - Advice and Assistance

This planning variable is an operational support to program goals 2 through 7.

4. Implications of Selected Strategy

This strategy will require additional funding for training and rotation of departmental staff. The region believes these funds can be found from within existing budgets. A redelegation of the signing authority document will be required for authorization of contribution arrangements. Additional funding for contracted services and special audits will be required.

This expanded role may precipitate a regional reorganization which may cause a shift in person year and financial resources. This review could then clarify the departmental role and the requirements of those external agencies utilized by the band.

This strategy would entail the adaption of band stratification policy and a strong band deficit position which would include a receiver management recovery plan.



Planning Period Période de planification	(A) Planning Variable No. & Title N° et titre de la variable de plan.	(B) Region/Branch - Région/Direction générale	(C)	(D)
1983-84/1986-87	7730 Planning	Ontario		Page 36 of 60

PROVIDE UNDER FOLLOWING HEADINGS	PRÉSENTER SOUS LES RUBRIQUES SUIVANTES	(E)
1. Summary of Alternative Strategies	1. Sommaire des stratégies optionnelles	
2. Elaboration of Selected Strategy	2. Élaboration de la stratégie choisie	
3. Contribution to Program Goals	3. Contributions aux buts du Programme	
4. Implications of Selected Strategy	4. Répercussions de la stratégie choisie	

1. SUMMARY OF ALTERNATIVE STRATEGIES

The following strategies were all aimed at the continued development of Band and Tribal Council capabilities to plan manage their own communities:

- i) Transfer all financial resources through contributions to Bands and Tribal Councils and only providing technical advisory services.
- ii) Retain the present mix of Band/Department administration of financial resources and expertise based on Band/Dept. consultation
- iii) Retain all the financial and administrative authority and expertise with little input from Band's and Tribal Councils.
- iv) Halt funding of comprehensive community planning but maintain the same level of service in physical and environmental Planning.

2. ELABORATION OF SELECTED STRATEGY (Implementation by Planning and Review Unit)

In 1977/78 the Ontario Region recognized the need to promote and establish a meaningful comprehensive community-based planning approach to ensure the future socio-economic growth and Development of Indian communities. It was further recognized that comprehensive planning facilitated an integrated process in program delivery. Regional Director General, began a process to develop an awareness and prepare a strategy for such a program. A series of consultations and negotiations resulted in a heightened awareness of the benefits that could evolve from a comprehensive community-based planning program.

In 1979/80, a document entitled, "A Strategy for Comprehensive Planning, Ontario Region," was developed and approved by the Assistant Deputy Minister.

In 1980/81, initial seed money funding of approximately \$60,000 was approved and 2 communities became involved on a pilot basis.

In 1981/82, the response from Indian communities to become involved was overwhelming and resulted in the expenditure of \$895,000 and 46 communities participating. This does not represent the number of communities that expressed an interest and submitted proposals that could not be funded.

In 1982/83, only \$650,000 could be budgeted as mandatory and discretely funded activities drastically cut into the resources available in the "all other services" category with only 37 communities involved.

In 1983/84, we anticipate a slight increase in the level of funding anticipating that 10-15 new communities becoming involved.

Throughout the planning period 1981/82 to 1986/87 we had anticipated all 119 Indian communities to have developed comprehensive community based plans and that our program delivery system would have been integrated to accommodate the expressed needs and priorities of our clients through their comprehensive plans.

Due to the financial and human resource constraints imposed upon the Ontario Region through the re-allocation of 1% of the National 1982/83 Budget and the further movement of some services from the all other category to discretely funded, and as a result of the October 22/82 memorandum from the ADM, this program will have to be terminated effective March 31/83. Therefore the only possible alternative available under this planning variable is alternative #iv.



Planning Period Période de planification	(A) Planning Variable No. & Title N° et titre de la variable de plan.	(B) Region/Branch - Région/Direction générale	(C) (D) Page 37 of 60
1983-84/1986-87	7730 Planning	Ontario	

PROVIDE UNDER FOLLOWING HEADINGS 1. Summary of Alternative Strategies 2. Elaboration of Selected Strategy 3. Contribution to Program Goals 4. Implications of Selected Strategy	PRÉSENTER SOUS LES RUBRIQUES SUIVANTES 1. Sommaire des stratégies optionnelles 2. Élaboration de la stratégie choisie 3. Contributions aux buts du Programme 4. Répercussions de la stratégie choisie
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Throughout the planning period 1983/84-1986/87 the only activity that will take place is :

Planning and Review will:

- provide physical planning advice and support service
- provide environmental planning advice and support service
- provide and advisory service only to those Bands involved in community planning activities.

The following current services will apply:

- D26 - Planning - Physical site planning
- D27 - Planning - Environmental
- F3 - Physical Development Plan

3. CONTRIBUTION TO PROGRAM GOALS:

The major contribution this strategy will have will be towards the program goal 7.3 to improve Band planning and management through the provision of advice and technical support.

4. IMPLICATIONS OF SELECTED STRATEGY:

The major implications of implementing strategy #(iv) on the planning variable, the Region and the Department as a whole are:

The Planning Variable:

- a) Band and Tribal Council planning capabilities will be seriously hampered without direct funding for such activities. They will become dependent on a minimal amount of technical advice and assistance that the Region will be capable of providing.
- b) The future socio-economic growth and development of Bands and Indian communities will be seriously impeded thus creating an even wider social and economic gap between Indian people and the rest of society, as indicated in the "Indian Conditions Report 1980", resulting, in increased Indian and public pressure to initiate programs to alleviate such serious socio-economic conditions.
- c) Housing, infrastructure, relocations, social assistance, Band Government Development, Education, cultural enrichment, Economic, employment and Business development planning will all be retarded as will future resource developments due to the fact that the necessary pre-requisite for any socio-economic growth and development "comprehensive Community-based planning" is not being funded and only a minimal amount of activity taking place in this area.

THE REGION

- a) The credibility of the Department within the Region will be questionable. Our clients will mistrust and be dubious of any new initiative that may be pursued. Our staff, District Planners and others who have to work very closely with the Bands will be disillusioned and morale may drop.
- b) The positive momentum and excellent work that has been generated by the introduction of comprehensive community planning will be jeopardized. Halting the program in mid stream will result in an ad-hoc, as needed, basis within community planning.



Planning Period Période de planification	(A) Planning Variable No. & Title N° et titre de la variable de plan.	(B) Region/Branch - Région/Direction générale	(C)	(D)
1983-84/1986-86	7730 Planning	Ontario		Page 38 of 60

PROVIDE UNDER FOLLOWING HEADINGS 1. Summary of Alternative Strategies 2. Elaboration of Selected Strategy 3. Contribution to Program Goals 4. Implications of Selected Strategy	PRÉSENTER SOUS LES RUBRIQUES SUIVANTES 1. Sommaire des stratégies optionnelles 2. Élaboration de la stratégie choisie 3. Contributions aux buts du Programme 4. Répercussions de la stratégie choisie	(E)
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c) Comprehensive community planning is seen as an integral process in which Band and Tribal Council planning can be linked with departmental Strategic, Operational and Work planning processes. If comprehensive community planning at the Band and Tribal Council level is limited; Strategic, Operational and Work plans will not adequately reflect the needs, aspirations, or priorities of our clients.

THE DEPARTMENT:

- a) With reference to the R.E.E.D's recent cabinet document, which states "comprehensive community-based planning is a pre-condition to the successful delivery of a number of departmental programs," it only follows that to discontinue the funding of a C.C.P. program the delivery of other programs will be somewhat less than successful.
- b) Recognizing the need to integrate our program delivery system and further recognizing the C.C.P. would facilitate an integrated delivery system discontinuing the program will result in programs being delivered in isolation.
- c) The holistic nature of the C.C.P. program enhances program linkages. To discontinue the C.C.P. program will result in unclear linkages, severed linkages, and possible duplication of efforts.

Financial and Human resource implications:

- the financial requirements and implimitation under this planning variable are minimal because of the discontinuence of C.C.P.

Mapping airphotos	\$100,000	vote 5
Environmental	30,000	vote 5
Workshops	25,000	vote 5
Total	\$155,000	

- the human resource requirements and implications are also minimal as the C.C.P. program was a funding program. There is no requirement for reorganization. Our person-year requirements will remain at the current level.

- 1 ES4 Head, C.C.P.
- 8 ES3 District Planners
- 1 ES3 Environmental Planner
- 1 AR4 Head, Physical Planning
- 1 SI1 Planning Technition
- 1 SI3 Planning Technition

We further anticipate staffing 1 vacant ES3 position for District Planning and a requirement for an additional DD4 position and ES3 position.



Planning Period Période de planification	(A) Planning Variable No. & Title N° et titre de la variable de plan.	(B) Region/Branch - Région/Direction générale	(D)
1983-84/1986-87	7740-Consultation and Policy Development	ONTARIO	Page 39 of 60

PROVIDE UNDER FOLLOWING HEADINGS (RDG)	PRÉSENTER SOUS LES RUBRIQUES SUIVANTES	(E)
1. Summary of Alternative Strategies 2. Elaboration of Selected Strategy 3. Contribution to Program Goals 4. Implications of Selected Strategy	1. Sommaire des stratégies optionnelles 2. Elaboration de la stratégie choisie 3. Contributions aux buts du Programme 4. Répercussions de la stratégie choisie	

1. Summary of Alternative Strategies

The alternatives considered were aimed at providing the maximum possible capacity to Bands, Tribal Councils and Indian supported Associations in the area of policy development within greatly constrained financial resources. Also, the prioritizing and decision making on the expenditure of those financial resources would be made at the Band level.

The Strategies are:

- i) Transfer all available resources to the Bands immediately (April 1983) and ask them to accept responsibility for any further redistribution to Tribal Councils and,
- ii) Retain present system of separate distribution directly from the Department to Bands, Tribal Councils and Associations,
- iii) Systematically shift the present system so that by the end of the planning period, all funding would flow through the Bands.

2. Elaboration of Selected Strategy - Director General

The first option although allowing for local decision making, does not allow for proper pre-planning or transition. The second option does not allow for local decision-making. The third option was adopted as being most consistent with the objectives of strengthening Indian control through Band decision-making i.e. local autonomy, while recognizing the need for a properly planned and scheduled transition to ensure that Tribal Councils and Indian-supported Associations are not drastically affected by changes in their funding source.

1983-84 (Assist delivery of D14, D15, D16, D17, D18, D19, D20; D21, D22)

Consistent with Program Circular D-2, funding to Tribal Councils for consultation/policy development purposes will be channelled through member Bands:

- Commence discussions with Associations re: long term funding of sub-groups that are directly responsible to Associations i.e. Ontario Indian Housing Council, Ontario Indian Education Council, etc.

1984-85 (Assist delivery of services, D14, D15, D16, D17, D18, D19, D20; D21, D22)

- Continue funding to Tribal Councils per the D-2 Program Circular,
- Commence transition of Associations' funding through Indian Bands as per consultation which had taken place in 1983-84,

1985-86 (Assist delivery of services, D14, D15, D16, D17, D18, D19, D20; D21, D22)

- Tribal Councils per D-2,
- Continue transition to funding Associations through Bands

1986-87 (Assist delivery of services, D14, D15, D16, D17, D18, D19, D20, D21, D22)

- All funding of Associations and Tribal Councils to be channelled through Bands



Planning Period Période de planification 1983/84-1986/87	(A) Planning Variable No. & Title N° et titre de la variable de plan. 7740 - Consultation and Policy Development	(B) Region/Branch - Région/Direction générale ONTARIO	(C)	(D) Page 40 of 60
PROVIDE UNDER FOLLOWING HEADINGS 1. Summary of Alternative Strategies 2. Elaboration of Selected Strategy 3. Contribution to Program Goals 4. Implications of Selected Strategy		PRÉSENTER SOUS LES RUBRIQUES SUIVANTES 1. Sommaire des stratégies optionnelles 2. Élaboration de la stratégie choisie 3. Contributions aux buts du Programme 4. Répercussions de la stratégie choisie		(E)

3. Contribution to Program Goals

This strategy is consistent with Program Goal 7.1 designed to strengthen the capacity of Band Government by having those institutions which act on their behalf directly accountable to them. This strategy recognizes both the primacy of the Band and the need for a strong policy development function at a level broader than by individual Band. Also recognized is the need for the Department to continue to receive directional input into policy and program development issues despite very limited financial resources.

4. Implications of the Strategies

By transferring the financial resources available in this planning variable to the Bands, priority funding decisions will be made at a local level, the Region and Department as a whole will be insured that institutions making representations on behalf of the Bands are receiving Band support. This strategy will not require more PY's, but will require more financial resources than are currently available and may lead to a funding formula base. As an example, the Region's unfunded "A" requirements resulting from the 1% allocation reversal has been identified at approximately \$2,000.0 based on 1982-83 levels of funding. A major constraint to achieving results from the strategy selected is that in 1983-84 funding for this planning variable is only 21% of the 1982-83 levels and Bands will not readily accept the transfer. Whether or not the transfer is achieved, funding at such a low level will result in decreased capacity of Indian people to participate as fully as possible in policy discussions because of the impending inability to support this activity. Changes to the organization, types and numbers of personnel, training and recruiting priorities and any impacts related to previous transfers cannot be readily determined until the Department as a whole accepts Consulting and Policy Development as a priority for funding.

Unfunded "A" Requirements:

1983-84 onward - \$2,000.0 per annum.



Planning Period Période de planification	(A) Planning Variable No. & Title N° et titre de la variable de plan.	(B) Region/Branch - Région/Direction générale	(C)	(D)
1983/84 - 1986/87	7740 Consultation	ONTARIO REGION		Page 41 of 60

PROVIDE UNDER FOLLOWING HEADINGS	Policy Development (IGA)	PRÉSENTER SOUS LES RUBRIQUES SUIVANTES	(E)
1. Summary of Alternative Strategies		1. Sommaire des stratégies optionnelles	
2. Elaboration of Selected Strategy		2. Elaboration de la stratégie choisie	
3. Contribution to Program Goals		3. Contributions aux buts du Programme	
4. Implications of Selected Strategy		4. Répercussions de la stratégie choisie	

1. Summary of Alternative Strategies

The possible strategies developed are aimed at maintaining liaison and intergovernmental relations with the Indian parties and government bodies involved through ongoing internal and external communication. The following were examined:

- Examine all issues and identify those resolvable within present structure and those which can be dealt with in the long-term and by high level intervention because of their constitutional, jurisdictional or national implications; then deal with major, resolvable issues on a priority basis within the intergovernmental structure.
- Deal with issues one-by-one on a priority basis until each issue is resolved.
- Deal only with those issues which are potentially resolvable.
- Deal with issues in an ad hoc and reactive manner.

2. Elaboration of Selected Strategy (Implementation by Intergovernmental Affairs Unit)

Of the options considered, the first one was selected as it would enable major issues to be dealt with on a priority basis. Discussions and negotiations on all significant issues would remain continuous and current. This option could be implemented effectively within present tripartite structure.

1983-84 (delivery of D15, D16, D17, D18, D20, D21)

- Revised structure in place for more effective bilateral and/or trilateral discussions ensuring full Indian involvement in all decision-making.
- Intergovernmental Affairs will continue to support discussions of outstanding jurisdictional and developmental issues mainly on a tripartite basis.
- Continue interdepartmental discussions at the regional and headquarters levels to develop a consistent and unified federal approach to Indian issues at the regional level.
- Expand and improve contact with provincial line ministries involved in policy programs and service delivery that affects Indian people.
- Continue negotiations for various tripartite agreements including wild rice, fishing, policing, Indian lands agreement, the general welfare agreement respecting Indians, and claims.

1984-85 (delivery of D15, D16, D17, D18, D20, D21)

As a result of the success or failure of initiatives undertaken in 1983-84 either continue work on specific items (wild rice, fishing, policing, lands agreement, claims) or pursue other priorities.



Planning Period Période de planification 1983/84 - 1986/87	(A) Planning Variable No. & Title N° et titre de la variable de plan. 7740 Consultation & ONTARIO REGION	(B) Region/Branch - Région/Direction générale (C)	(D) Page 42 of 60
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PROVIDE UNDER FOLLOWING HEADINGS 1. Summary of Alternative Strategies 2. Elaboration of Selected Strategy 3. Contribution to Program Goals 4. Implications of Selected Strategy	Policy Development (IGA)	PRÉSENTER SOUS LES RUBRIQUES SUIVANTES (E) 1. Sommaire des stratégies alternatives 2. Élaboration de la stratégie choisie 3. Contributions aux buts du Programme 4. Répercussions de la stratégie choisie
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Activities in the future are highly dependent upon initial success so that over the remainder of the planning period, the strategy would entail the following:

- Continue to deal with issues of an intergovernmental nature, raised by the tripartite process.
- Continue ongoing evaluations of the various programs and services involved in the process with full consultation with the Indian people to determine which areas can be discussed with a view to reduction of resolvable problems.

3. Contribution to Program Goals

The major contribution of the strategy will be to program Goal 1.5. The desired result is to maintain liaison and intergovernmental relations through ongoing internal and external communication and overall management improvement.

4. Implications of Selected Strategy

- i) - The strategy will result in more effective communication, negotiation and decision-making while including full Indian involvement and participation. As well this strategy would provide an overall awareness of the issues by all parties. The inclusion of additional issues into the process and higher Indian consultation costs may result in greater resource needs in the short term but lead to resolution of many long-standing mutual difficulties.
- ii) - The 1983-84 resource requirements for Intergovernmental Affairs Unit are \$832,000. As for the costs of pursuing and achieving program goals, liaison and consultation with programs has taken place and their operational plans will or should reflect any cost implications with regards to Intergovernmental Affairs related issues such as wild rice and social services (Economic Development); policing (Band Support); Whitedog agreement (all programs).
- iii) - As immediate changes are not anticipated in the organization of the unit, it is expected to continue operating with a 4 person years strength:

Intergovernmental Affairs Adviser - PM 6
Intergovernmental Affairs Officer - PM 3
Assistant Intergovernmental Affairs Officer - SI 2
Secretary - SCY 2

1.5 person months will be utilized for training in order to maintain the unit's level of expertise in the fields of negotiation and decision-making.



Planning Period Période de planification	(A) Planning Variable No. & Title N° et titre de la variable de plan.	(B) Region/Branch - Région/Direction générale	(C)	(D) Page 43 of 60
1983/84-1986/87	7750 BAND TRAINING	ONTARIO		

PROVIDE UNDER FOLLOWING HEADINGS 1. Summary of Alternative Strategies 2. Elaboration of Selected Strategy 3. Contribution to Program Goals 4. Implications of Selected Strategy	PRÉSENTER SOUS LES RUBRIQUES SUIVANTES 1. Sommaire des stratégies optionnelles 2. Élaboration de la stratégie choisie 3. Contributions aux buts du Programme 4. Répercussions de la stratégie choisie	(E)
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1. Summary of Alternative Strategies

The desired result of Band Training is to increase management and leadership skills at the Band Level and to assist Bands in their efforts to continue developing their human resources. This can be accomplished by a number of different strategies:

- Transferring money and responsibility for Band Training to Bands and Indian Organizations
- In consultation with Bands, purchase training services from outside Agencies
- Attempt to meet Band Training needs through the Department
- Assist in developing Indian Management Institutes accessible to Indian Bands and have them deliver the Band Training Program.
- A planned combination of four approaches listed above.

2. Elaboration of Selected Strategy (Implementation by Training and Development Unit)

Of the options considered, it was decided that the latter was most desirable. Retaining the present mix of providing training by Bands, outside Agencies and this Department, would continue to meet the diversified needs of the Bands in Ontario. This diversity is reflected in the North-South and large & small differences in management capability.

This strategy or approach will provide sufficient variety and flexibility to ensure high quality training for Bands at different stages of development.

For the planning period 1983/84 to 1986/87, funding for Band Training appears in UNFUNDED "A" LEVEL. When a budget is made available we plan to continue to increase decentralization of the Training budget from Regional Office. Currently 13% of the budget is in Vote 15. This percentage will increase to 65% in subsequent years of the plan. Over 60% of the total budget is transferred to the Districts to allow easier access for Bands.

This strategy will include;

- Band Management training (dealing with deficit problems)
- Workshops on Human Resource Management
- Itinerant teachers to help Band Administration at the local level
- Courses in leadership
- Financial Management
- Fire suppression and prevention training
- Community Planning
- Organizational Planning and implementing
- Assessing the need for Indian Management Institutes

1983-84, Budget 0.0 but 425.2 appears in Unfunded A Level. We plan to use most of our resources on management and leadership skills training.

This continued thrust will require:

- Training activities based on needs identified by Bands
- Continue to develop the necessary skills so as Bands can effectively conduct their own needs assessments.
- Provide resources (both human and financial) for Bands or Indian Organizations doing their own training.
- Plan, design, deliver and evaluate training programs requested by Bands
- Develop facilitating skills at the Band level.
- Continue to foster Joint Band and D.I.A. Training where both groups learn and develop skills together.



Planning Period Période de planification 1983-84/1986-87	(A) Planning Variable No. & Title N° et titre de la variable de plan. 7750 BAND TRAINING	(B) Region/Branch - Région/Direction générale ONTARIO	(C) (D) Page 44 of 60
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PROVIDE UNDER FOLLOWING HEADINGS 1. Summary of Alternative Strategies 2. Elaboration of Selected Strategy 3. Contribution to Program Goals 4. Implications of Selected Strategy	PRÉSENTER SOUS LES RUBRIQUES SUIVANTES 1. Sommaire des stratégies alternatives 2. Élaboration de la stratégie choisie 3. Contributions aux buts du Programme 4. Répercussions de la stratégie choisie
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- Develop and Implement a Band Management program for the Region.

1984-85

- With input from Bands develop competency guides for Band Managers and Band staff positions.
- Use these guides to assist Bands in accessing these skills through community Colleges or Indian Management Institutes.
- Continue the development of management training programs, both internally and externally in consultation with Indian Bands.
- Develops training programs to assist Bands in developing policies for personnel employed at the Band level.

1985-86 and 1986-87

- The reality of the large turnover of Band Staff as well as the large number of changes in Band Councils will necessitate a continued demand for training at the Band level.

In all planning years, activity under this planning variable will encompass the following current services:

- D41 BAND TRAINING - SKILLS AND KNOWLEDGE
- D42 BAND TRAINING - TRAINING MATERIAL
- D43 BAND TRAINING - ORIENTATION TRAINING
- D44 BAND TRAINING - PROVIDING RESOURCE PEOPLE FOR BANDS
- D45 BAND TRAINING - R & D- TRAINING METHODOLOGY AND CURRICULUM

3. Contribution to Program Goals (Band Government - 7.4.)

Activity under the planning variable will focus on assisting Indian Bands in developing skills to become more effective in delivering programs at the Band level. This is expected to result in real progress towards the implementation of Indian control, self-government and the expansion of Indian capacity to better develop community planning. Our Regional Band Training goals that support the program goal are:

To continue the transference of skills to Indian Bands and Tribal Councils.

- conducting 4 workshop sessions specifically in facilitating skills-one each quarter;
- conducting training sessions in the skills required to assist Bands and Tribal Councils with their management responsibilities (20 such sessions);
- purchase relevant courses as identified by Bands - 5 courses;
- continue our focus on transference of Management and Leadership skills;

Provide resource assistance to Tribal Councils and Treaty Organizations in the Region.

- decentralize training dollars - (increase 50%);
- provide professional expertise when requested;
- work closely in a consulting role with the Ontario Indian Housing Council and Treaty Organizations in developing training programs.



Planning Period Période de planification 1983/84-1986/87	(A) Planning Variable No. & Title N° et titre de la variable de plan 7750 BAND TRAINING	(B) Region/Branch - Région/Direction générale ONTARIO	(C) (D) Page 45 of 60
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PROVIDE UNDER FOLLOWING HEADINGS 1. Summary of Alternative Strategies 2. Elaboration of Selected Strategy 3. Contribution to Program Goals 4. Implications of Selected Strategy	PRÉSENTER SOUS LES RUBRIQUES SUIVANTES 1. Sommaire des stratégies optionnelles 2. Élaboration de la stratégie choisie 3. Contributions aux buts du Programme 4. Répercussions de la stratégie choisie
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To conduct 20 needs assessments for Bands and 10 for Departmental staff and implement the required training by:

- set up and organize planning committees;
- design program or purchase
- deliver or purchase programs;
- evaluate the training completed.

4. Implications of Strategy

This strategy will result in even greater demands being placed on our resources to meet the requests from the Indian Bands in the Region.

Specific Implications

- Bands will develop management skills to enable a smoother transition from D.I.A. to Band controlled program delivery.
- The emphasis placed on human resource development will pay dividends over the planning period
- The more successful the Band Training program is, the more the Bands will request Training - Success will lead to a greater need for both human and financial resources to meet the needs of the Bands in Ontario.
- By implementing this strategy Band Training will continue to combine with other programs in order to provide more resources at the Band Level.

4a. Implications of not funding the Band Training Program

- Management and leadership skills are an essential ingredient of effective devolution of programs. Without a training program Bands will have more difficulty obtaining these skills.
- Band Training has established credibility with the Bands in the Region
- Bands that are in serious deficit situations and have had programs withdrawn will lack the training resource as a means to re-establish.
- The Training being conducted by the Ontario Indian Housing Council will be discontinued.
- The fire prevention and suppression training now being done with volunteer fire departments will be discontinued.



FORM 8

DETAILED DISPLAY & JUSTIFICATION
UNFUNDED "A"

NATIONAL PROGRAM OPERATIONAL PLAN / PLAN OPÉRATIONNEL NATIONAL DU PROGRAMME
1983/84 - 1986/87

DETAILED DISPLAY AND JUSTIFICATION / PRÉSENTATION DÉTAILLÉE ET JUSTIFICATION
UNFUNDED / SERVICES NON-FINANÇÉS

"UNFUNDED A"

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Region - Région (D)								Page	of
Ontario								46	of
Planning Variable No. and Title - NO et titre de la variable de planification (C)		PY AP	1983 - 84 Planned - Prévu	PY AP	1984 - 85 Planned - Prévu	PY AP	1985 - 86 Planned - Prévu	PY AP	1986 - 87 Planned - Prévu
1701-Program Management									
O & M - F & E Vote Crédit	5 (D) 2		5.0						
Grants - Subventions Vote Crédit	15 (E)								
Contributions Vote Crédit	15 (F)								
Total (D + E + F)	(G) 2		5.0						
Volume - Quantité	(H)								
Unit Cost - Coût unitaire	(I)								
Total Volume Assoc. Costs	(J)								
Coût de la quantité totale	(K)								
Other Costs - Autres coûts	(L)								
Total (J + K)	(M) 2		5.0						

Justification (N)
Shortfall resulting from the 1% allocation reversals per D.K. Goodwin, Assistant Deputy Minister, Indian and Inuit Affairs (letter of 22/10/82)

NATIONAL PROGRAM OPERATIONAL PLAN / PLAN OPÉRATIONNEL NATIONAL DU PROGRAMME
 1983/84 - 1986/87
 DETAILED DISPLAY AND JUSTIFICATION / PRÉSENTATION DÉTAILLÉE ET JUSTIFICATION
 UNFUNDED / SERVICES NON-FINANCÉS

"UNFUNDED A"

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Region - Région (B)								Page 47 of 60										
Ontario		PY AP		1983 - 84 Planned - Prévu		PY AP		1984 - 85 Planned - Prévu		PY AP		1985 - 86 Planned - Prévu		PY AP		1986 - 87 Planned - Prévu		
Planning Variable No. and Title - NO et titre de la variable de planification 1705-Program Service Delivery (D. Ops.)																		
O & M - F & E Vote Crédit		5	(D)	13.0														
Grants - Subventions Vote Crédit		15	(E)															
Contributions Vote Crédit		15	(F)															
Total (D + E + F)		(G)		13.0														
Volume - Quantité		(H)																
Unit Cost - Coût unitaire		(I)																
Total Volume - Coût de la Assoc. Costs - quantité totale		(J)																
Other Costs - Autres coûts		(K)																
Total (J + K)		(M)		(L)	13.0													

Justification (N)
 Shortfall resulting from the 1% allocation reversals per D.K. Goodwin, Assistant Deputy Minister, Indian and Inuit Affairs
 (letter of 22/10/82)

NATIONAL PROGRAM OPERATIONAL PLAN / PLAN OPÉRATIONNEL NATIONAL DU PROGRAMME
 1983/84 - 1986/87
 DETAILED DISPLAY AND JUSTIFICATION / PRÉSENTATION DÉTAILLÉE ET JUSTIFICATION
 UNFUNDED / SERVICES NON-FINANCÉS

"UNFUNDED A"

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Region - Région (B)								Page 48 of 60 (A)	
Planning Variable No. and Title - No et titre de la variable de planification (C)		PY AP	1983 - 84 Planned - Prévués	PY AP	1984 - 85 Planned - Prévués	PY AP	1985 - 88 Planned - Prévués	PY AP	1986 - 87 Planned - Prévués
1705 Program Service Delivery (IGA)									
O & M - F & E Vote Crédit	5 (D)		1.0						
Grants - Subventions Vote Crédit	15 (E)								
Contributions Vote Crédit	15 (F)								
Total (D + E + F)	(G)		1.0						
Volume - Quantité	(H)								
Unit Cost - Coût unitaire	(I)								
Total Volume - Coût de la Assoc. Costs - quantité totale	(J)								
Other Costs - Autres coûts	(K)								
Total (J + K)	(M)	(L)	1.0						
Justification (N)	Shortfall resulting from the 1% allocation reversals per D.K. Goodwin, Assistant Deputy Minister, Indian and Inuit Affairs (Letter of 22/10/82)								

NATIONAL PROGRAM OPERATIONAL PLAN / PLAN OPÉRATIONNEL NATIONAL DU PROGRAMME
 1983/84 - 1986/87
 DETAILED DISPLAY AND JUSTIFICATION / PRÉSENTATION DÉTAILLÉE ET JUSTIFICATION
 UNFUNDED / SERVICES NON-FINANCÉS

"UNFUNDED A"

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Region - Région (B)		1983 - 84 Planned - Prévu		1984 - 85 Planned - Prévu		1985 - 86 Planned - Prévu		1986 - 87 Planned - Prévu	
Planning Variable No. and Title - NO et titre de la variable de planification (C)		PY AP		PY AP		PY AP		PY AP	
Ontario									
1760-Personnel Services (Staff Training)									
O & M - F & E Vote Crédit	5 (D)	2	150.0						
Grants - Subventions Vote Crédit	15 (E)								
Contributions Vote Crédit	15 (F)								
Total (D + E + F)	(G)	2	150.0						
Volume - Quantité	(H)								
Unit Cost - Coût unitaire	(I)								
Total Volume Assoc. Costs	(J)								
Cost of the quantité totale	(K)								
Other Costs - Autres coûts	(L)								
Total (J + K)	(M)	2	150.0						

Justification (N)
 Shortfall resulting from the 1% allocation reversals per D.K. Goodwin, Assistant Deputy Minister, Indian and Inuit Affairs (letter of 22/10/82)

NATIONAL PROGRAM OPERATIONAL PLAN / PLAN OPÉRATIONNEL NATIONAL DU PROGRAMME
 1983/84 - 1986/87
 DETAILED DISPLAY AND JUSTIFICATION / PRÉSENTATION DÉTAILLÉE ET JUSTIFICATION
 UNFUNDED / SERVICES NON-FINANCÉS

"UNFUNDED A"

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Region - Région (B)								Page	of
Ontario								50	of
Planning Variable No. and Title - N ^o et titre de la variable de planification (C)		PY AP	1983 - 84 Planned - Prévues	PY AP	1984 - 85 Planned - Prévues	PY AP	1985 - 86 Planned - Prévues	PY AP	1986 - 87 Planned - Prévues
1775- Communications									
	O & M -- F & E Vote Crédit	5 (D)	1.5						
	Grants -- Subventions Crédit	15 (E)							
	Contributions Crédit	15 (F)							
	Total (D + E + F)	(G)	1.5						
	Volume -- Quantité	(H)							
	Unit Cost -- Coût unitaire	(I)							
	Total Volume Assoc. Costs	(J)							
	Coût de la quantité totale	(K)							
	Other Costs -- Autres coûts	(L)							
	Total (J + K)	(M)	1.5						

Justification (N)
 Shortfall resulting from the 1% allocation reversals per D.K. Goodwin, Assistant Deputy Minister, Indian and Inuit Affairs
 (letter of 22/10/82)

DETAILED DISPLAY AND JUSTIFICATION / PRÉSENTATION DÉTAILLÉE ET JUSTIFICATION
UNFUNDED / SERVICES NON-FINANCÉS

"UNFUNDED A"

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Region - Région (D)																		
Ontario		PY AP		1983 - 84 Planned - Prévu		PY AP		1984 - 85 Planned - Prévu		PY AP		1985 - 88 Planned - Prévu		PY AP		1986 - 87 Planned - Prévu		
2701-Res. & Trusts Activity Mgt.																		
O & M - F & E Vote Crédit		5	(D)	27.3														
Grants - Subventions Vote Crédit		15	(E)															
Contributions Vote Crédit		15	(F)															
Total (D + E + F)			(G)	27.3														
Volume - Quantité			(H)															
Unit Cost - Coût unitaire			(I)															
Total Volume - Coût de la Assoc. Costs - quantité totale			(J)															
Other Costs - Autres coûts			(K)															
Total (J + K)			(M)	(L)	27.3													

Justification (N)
Shortfall resulting from the 1% allocation reversals per D.K. Goodwin, Assistant Deputy Minister, Indian and Inuit Affairs (letter of 22/10/82)

NATIONAL PROGRAM OPERATIONAL PLAN / PLAN OPÉRATIONNEL NATIONAL DU PROGRAMME
 1983/84 - 1986/87
 DETAILED DISPLAY AND JUSTIFICATION / PRÉSENTATION DÉTAILLÉE ET JUSTIFICATION
 UNFUNDED / SERVICES NON-FINANCÉS

"UNFUNDED A"

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Region - Région (B)								Page 52 of 60 (A)	
Planning Variable No. and Title - NO et titre de la variable de planification (C)		PY AP	1983 - 84 Planned - Prévués	PY AP	1984 - 85 Planned - Prévués	PY AP	1985 - 88 Planned - Prévués	PY AP	1986 - 87 Planned - Prévués
3701 EDUCATION									
O & M - F & E Vote Crédit	5 (D)		18.0						
Grants - Subventions Vote Crédit	15 (E)								
Contributions Vote Crédit	15 (F)								
Total (D + E + F)	(G)		18.0						
Volume - Quantité	(H)								
Unit Cost - Coût unitaire	(I)								
Total Volume Assoc. Costs - Coût de la quantité totale	(J)								
Other Costs - Autres coûts	(K)								
Total (J + K)	(M)	(L)	18.0						

Justification (N)
 Shortfall resulting from the 1% allocation reversals per D.K. Goodwin, Assistant Deputy Minister, Indian and Inuit Affairs
 (letter of 22/10/82)

1983/84 - 1986/87

DETAILED DISPLAY AND JUSTIFICATION
UNFUNDED

PRÉSENTATION DÉTAILLÉE ET JUSTIFICATION
SERVICES NON-FINANCÉS

"UNFUNDED A"

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Region / Région (B)		Page 53 of 60							
Ontario									
Planning Variable No. and Title - NO et titre de la variable de planification (C)		PY AP	1983 - 84 Planned - Prévu	PY AP	1984 - 85 Planned - Prévu	PY AP	1985 - 86 Planned - Prévu	PY AP	1986 - 87 Planned - Prévu
4760-Resource Development Impacts									
O & M - F & E Vote Crédit	5 (D)	1							
Grants - Subventions Vote Crédit	15 (E)								
Contributions Vote Crédit	15 (F)		351.0						
Total (D + E + F)	(G)	1	351.0						
Volume - Quantité	(H)								
Unit Cost - Coût unitaire	(I)								
Total Volume - Coût de la Assoc. Costs - quantité totale	(J)								
Other Costs - Autres coûts	(K)								
Total (J + K)	(M)	1	351.0	(L)					

Justification (N)
Shortfall resulting from the 1% allocation reversals per D.K. Goodwin, Assistant Deputy Minister, Indian and Inuit Affairs (letter of 22/10/82)

NATIONAL PROGRAM OPERATIONAL PLAN / PLAN OPÉRATIONNEL NATIONAL DU PROGRAMME
 1983/84 - 1986/87
 DETAILED DISPLAY AND JUSTIFICATION / PRÉSENTATION DÉTAILLÉE ET JUSTIFICATION
 UNFUNDED / SERVICES NON-FINANCÉS

"UNFUNDED A"

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Region - Région (B)								Page 54 of 60 (A)	
Planning Variable No. and Title - NO et titre de la variable de planification (C)		PY AP	1983 - 84 Planned - Prévu	PY AP	1984 - 85 Planned - Prévu	PY AP	1985 - 86 Planned - Prévu	PY AP	1986 - 87 Planned - Prévu
ONTARIO									
OCCUPATIONAL SKILLS									
O & M - F & E Vote Crédit	5 (D)								
Grants - Subventions Vote Crédit	15 (E)								
Contributions Vote Crédit	15 (F)		200.4						
Total (D + E + F)	(G)		200.4						
Volume - Quantité	(H)								
Unit Cost - Coût unitaire	(I)								
Total Volume Assoc. Costs - Coût de la quantité totale	(J)								
Other Costs - Autres coûts	(K)								
Total (J + K)	(M)	(L)	200.4						

Justification (N)
 Shortfall resulting from the 1% allocation reversals per D.K. Goodwin, Assistant Deputy Minister, Indian and Inuit Affairs
 (letter of 22/10/82)

NATIONAL PROGRAM OPERATIONAL PLAN / PLAN OPÉRATIONNEL NATIONAL DU PROGRAMME
 1983/84 - 1986/87
 DETAILED DISPLAY AND JUSTIFICATION / PRÉSENTATION DÉTAILLÉE ET JUSTIFICATION
 UNFUNDED / SERVICES NON-FINANCÉS

"UNFUNDED A"

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Region - Région (B)								Page 55 of 60	
Ontario									
Planning Variable No. and Title - NO et titre de la variable de planification (C)	PY AP	1983 - 84 Planned - Prévues	PY AP	1984 - 85 Planned - Prévues	PY AP	1985 - 86 Planned - Prévues	PY AP	1986 - 87 Planned - Prévues	
5750-Community Social Services (Day Care)									
O & M - F & E Vote Crédit	5 (D)	11.0							
Grants - Subventions Vote Crédit	15 (E)								
Contributions Vote Crédit	15 (F)								
Total (D + E + F)	(G)	11.0							
Volume - Quantité	(H)								
Unit Cost - Coût unitaire	(I)								
Total Volume - Coût de la Assoc. Costs - quantité totale	(J)								
Other Costs - Autres coûts	(K)								
Total (J + K)	(M)	11.0	(L)						

Justification (N)
 Shortfall resulting from the 1% allocation reversals per D.K. Goodwin, Assistant Deputy Minister, Indian and Inuit Affairs
 (letter of 22/10/82)

NATIONAL PROGRAM OPERATIONAL PLAN / PLAN OPÉRATIONNEL NATIONAL DU PROGRAMME
 1983/84 - 1986/87
 DETAILED DISPLAY AND JUSTIFICATION / PRÉSENTATION DÉTAILLÉE ET JUSTIFICATION
 UNFUNDED / SERVICES NON-FINANCÉS

"UNFUNDED A"

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Region - Région (B)								Page 56 of 60 (N)	
Planning Variable No. and Title - NO et titre de la variable de planification (C)		PY AP	1983 - 84 Planned - Prévues	PY AP	1984 - 85 Planned - Prévues	PY AP	1985 - 88 Planned - Prévues	PY AP	1986 - 87 Planned - Prévues
7701 BAND SUPPORT									
O & M - F & E Vote Crédit	5 (D)		10.0						
Grant - Subventions Vote Crédit	15 (E)								
Contributions Vote Crédit	15 (F)								
Total (D + E + F)	(G)		10.0						
Volume - Quantité	(H)								
Unit Cost - Coût unitaire	(I)								
Total Volume - Coût de la Assoc. Costs - quantité totale	(J)								
Other Costs - Autres coûts	(K)								
Total (J + K)	(M)	(L)	10.0						

Justification (N)
 Shortfall resulting from the 1% allocation reversals per D.K. Goodwin, Assistant Deputy Minister, Indian and Inuit Affairs (letter of 22/10/82)

NATIONAL PROGRAM OPERATIONAL PLAN / PLAN OPÉRATIONNEL NATIONAL DU PROGRAMME
 1983/84 - 1986/87
 DETAILED DISPLAY AND JUSTIFICATION / PRÉSENTATION DÉTAILLÉE ET JUSTIFICATION
 UNFUNDED / SERVICES NON-FINANCÉS

"UNFUNDED A"

(\$000)

Region - Région (B)								Page 57 of 60 (A)	
ONTARIO									
Planning Variable No. and Title - No et titre de la variable de planification (C)	PY AP	1983 - 84 Planned - Prévues	PY AP	1984 - 85 Planned - Prévues	PY AP	1985 - 86 Planned - Prévues	PY AP	1986 - 87 Planned - Prévues	
7720 - Management Support Services									
O & M - F & E Vote Crédit	5 (D) 2	27.0							
Grants - Subventions Vote Crédit	15 (E)								
Contributions Vote Crédit	15 (F)								
Total (D + E + F)	(G) 2	27.0							
Volume - Quantité (H)									
Unit Cost - Coût unitaire (I)									
Total Volume Assoc. Costs - Coût de la quantité totale (J)									
Other Costs - Autres coûts (K)									
Total (J + K)	(M) 2	(L) 27.0							

Justification (N)
 Shortfall resulting from the 1% allocation reversals per D.K. Goodwin, Assistant Deputy Minister, Indian and Inuit Affairs (letter of 22/10/82)

NATIONAL PROGRAM OPERATIONAL PLAN / PLAN OPÉRATIONNEL NATIONAL DU PROGRAMME
 1983/84 - 1986/87
 DETAILED DISPLAY AND JUSTIFICATION / PRÉSENTATION DÉTAILLÉE ET JUSTIFICATION
 UNFUNDED / SERVICES NON-FINANCÉS

"UNFUNDED A"

(\$000)

Region / Région (D)								Page 58 of 60	
Ontario									
Planning Variable No. and Title - NO et titre de la variable de planification (C)	PY AP	1983 - 84 Planned - Prévués	PY AP	1984 - 85 Planned - Prévués	PY AP	1985 - 86 Planned - Prévués	PY AP	1986 - 87 Planned - Prévués	
7730-Planning									
O & M - F & E Vote Crédit	5 (D)	1							
Grants - Subventions Vote Crédit	15 (E)								
Contributions Vote Crédit	15 (F)	650.0							
Total (D + E + F)	(G)	1	650.0						
Volume - Quantité	(H)								
Unit Cost - Coût unitaire	(I)								
Total Volume - Coût de le Assoc. Costs - quantité totale	(J)								
Other Costs - Autres coûts	(K)								
Total (J + K)	(M)	1	650.0						

Justification (N)
 Shortfall resulting from the 1% allocation reversals per D.K. Goodwin, Assistant Deputy Minister, Indian and Inuit Affairs
 (letter of 22/10/82)

NATIONAL PROGRAM OPERATIONAL PLAN 1983/84 - 1986/87
 PLAN OPÉRATIONNEL NATIONAL DU PROGRAMME
 DETAILED DISPLAY AND JUSTIFICATION UNFUNDED
 PRÉSENTATION DÉTAILLÉE ET JUSTIFICATION SERVICES NON-FINANCÉS

"UNFUNDED A"

(\$000)

Region - Région (B)								Page 59 of 60	
Planning Variable No. and Title - NO et titre de la variable de planification (C)		PY AP	1983 - 84 Planned - Prévu	PY AP	1984 - 85 Planned - Prévu	PY AP	1985 - 86 Planned - Prévu	PY AP	1986 - 87 Planned - Prévu
7740-Consultation & Policy Development									
O & M - F & E Vote Crédit	5 (D)								
Grants - Subventions Vote Crédit	15 (E)								
Contributions Vote Crédit	15 (F)		1872.0						
Total (D + E + F)	(G)		1872.0						
Volume - Quantité	(H)								
Unit Cost - Coût unitaire	(I)								
Total Volume Assoc. Costs	(J)								
Coût de la quantité totale	(K)								
Other Costs - Autres coûts	(L)								
Total (J + K)	(M)		1872.0						

Justification (N)
 Shortfall resulting from the 1% allocation reversals per D.K. Goodwin, Assistant Deputy Minister, Indian and Inuit Affairs (letter of 22/10/82)

NATIONAL PROGRAM OPERATIONAL PLAN / PLAN OPÉRATIONNEL NATIONAL DU PROGRAMME
 1983/84 - 1986/87
 DETAILED DISPLAY AND JUSTIFICATION / PRÉSENTATION DÉTAILLÉE ET JUSTIFICATION
 UNFUNDED / SERVICES NON-FINANCÉS

"UNFUNDED A"

(\$000)

Region - Région (B)		PY AP		1983 - 84 Planned - Prévu	PY AP		1984 - 85 Planned - Prévu	PY AP		1985 - 86 Planned - Prévu	PY AP		1986 - 87 Planned - Prévu
Ontario													
Planning Variable No. and Title - No et titre de la variable de planification (C)													
7750-Band Training													
O & M - F & E Vote Crédit		5	(D) 5	305.2									
Grants - Subventions Vote Crédit		15	(E)										
Contributions Vote Crédit		15	(F)	120.0									
Total (D + E + F)		(G)	5	425.2									
Volume - Quantité (H)													
Unit Cost - Coût unitaire (I)													
Total Volume - Coût de la Assoc. Costs - quantité totale (J)													
Other Costs - Autres coûts (K)													
Total (J + K) (M)		5	(L)	425.2									

Justification (N)
 Shortfall resulting from the 1% allocation reversals per D.K. Goodwin, Assistant Deputy Minister, Indian and Inuit Affairs (letter of 22/10/82)