



INDIAN INUIT
AFFAIRS

Presentation to

Executive Planning Committee

December 1983

E78.05
I55
1983

N P O P

84/85 to 87/88

ONTARIO

P R E S E N T A T I O N

O U T L I N E

1. PAST PERFORMANCE
2. ENVIRONMENT IN ONTARIO
3. OVERVIEW: ONTARIO PLAN
4. OVERVIEW BY PROGRAM
5. UNFUNDED REQUIREMENTS
6. REGIONAL TRANSFER PLANS
7. CONCLUSIONS

P A S T

P E R F O R M A N C E

Past Performance:

IMPORTANT EDUCATION IMPROVEMENTS

- Fewer "lost days" (re: maintenance)
- PONA III in place
- Classroom Assistants graduate

INDIAN TECHNICAL INNOVATIONS

- Five advanced schools built
- Housing By-laws passed
- Housing Inspectors in place

INDIAN SCOPE EXPANSIONS

- ARISE to administer IEDF
- CMHC used more
- CCP skill transfer growing

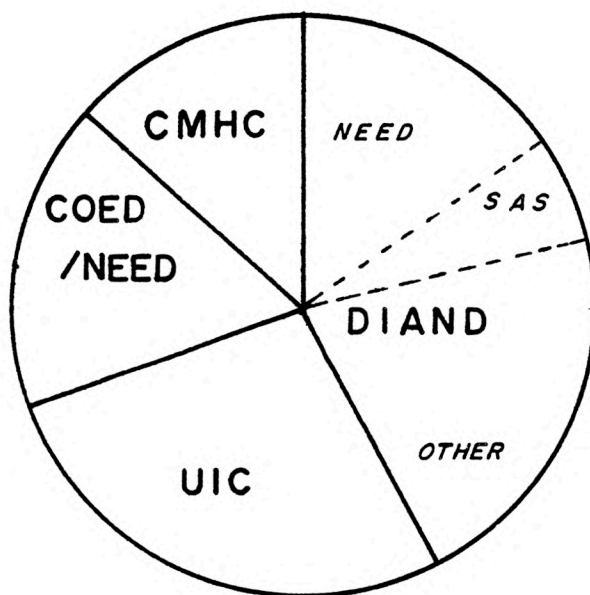
UNIQUE MANAGEMENT IMPROVEMENTS

- ICAM: Phase 1 endorsed
- Funds to Bands in April
- Deficit reducing steps taken

Past Performance:

OTHER POINTS

- More Native Employee's in Region
- Whitedog Agreement signed
- ICO evaluated
- Social Services planning units
- Housing exceeds targets (both number and quality)
- Rama joint venture
- 2,600 jobs for \$30,000,000



\$29,936,200
Job Creation

- Economic Development slide presentation prepared

ENVIRONMENT

IN ONTARIO

Environment:

INCREASING INDIAN EXPECTATIONS

- Education of children not to suffer
- Tripartite outputs to continue
- Sectoral initiatives to NEDF
- Policing outputs to continue
- Special Committee Report to be at least considered

INCREASING HQ EXPECTATIONS

- Quality to improve
- Quantity not to diminish
- Value for money to improve

REDUCING REGIONAL CAPACITY

- Fewer PYs available
- Lower job security/morale
- Increasing HQ expectations

OVERVIEW:

ONTARIO PLAN

OVERVIEW: ONTARIO

1. PRIORITIES IN ONTARIO
2. FINANCIAL RESOURCES
3. PERSON-YEAR RESOURCES
4. ISSUE
5. STRATEGIES
6. MANAGEMENT SERVICES &
SYSTEMS CONCEPT

Overview: Ontario

PRIORITIES
IN ONTARIO

- #1. To fulfill Trust & Legal departmental responsibilities.
- #2. To improve (further) Indian living conditions.
- #3. To respond positively to changes in the Government-Indian Relationship.

82/83

ACTUAL

(\$ 122,038,600)

RESERVES and
TRUSTS

ADMINISTRATION

ECONOMIC and
COMMUNITY

EDUCATION and
SOCIAL

84/85

GUIDELINES

(\$ 130,729,000)

RESERVES and
TRUSTS (-)

ADMINISTRATION

ECONOMIC and
COMMUNITY
(+)

EDUCATION and
SOCIAL
(-)

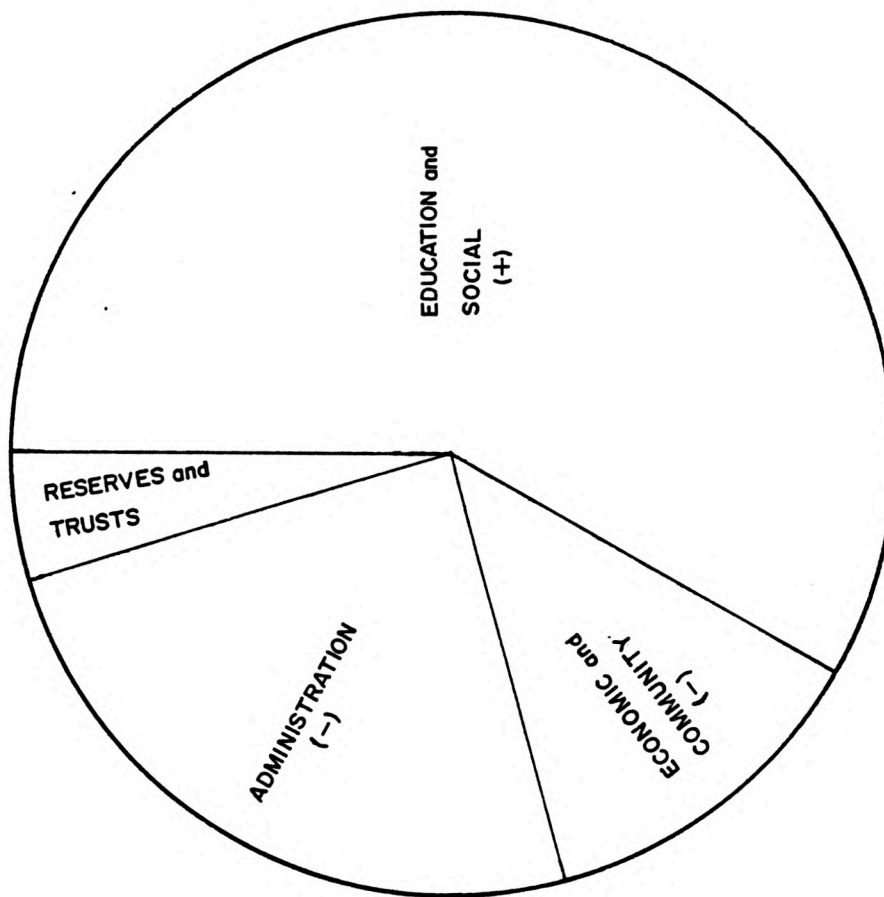
Overview: Ontario

NON-SALARY, NON-CAPITAL FINANCIAL RESOURCES

82/83
ACTUAL
(799)



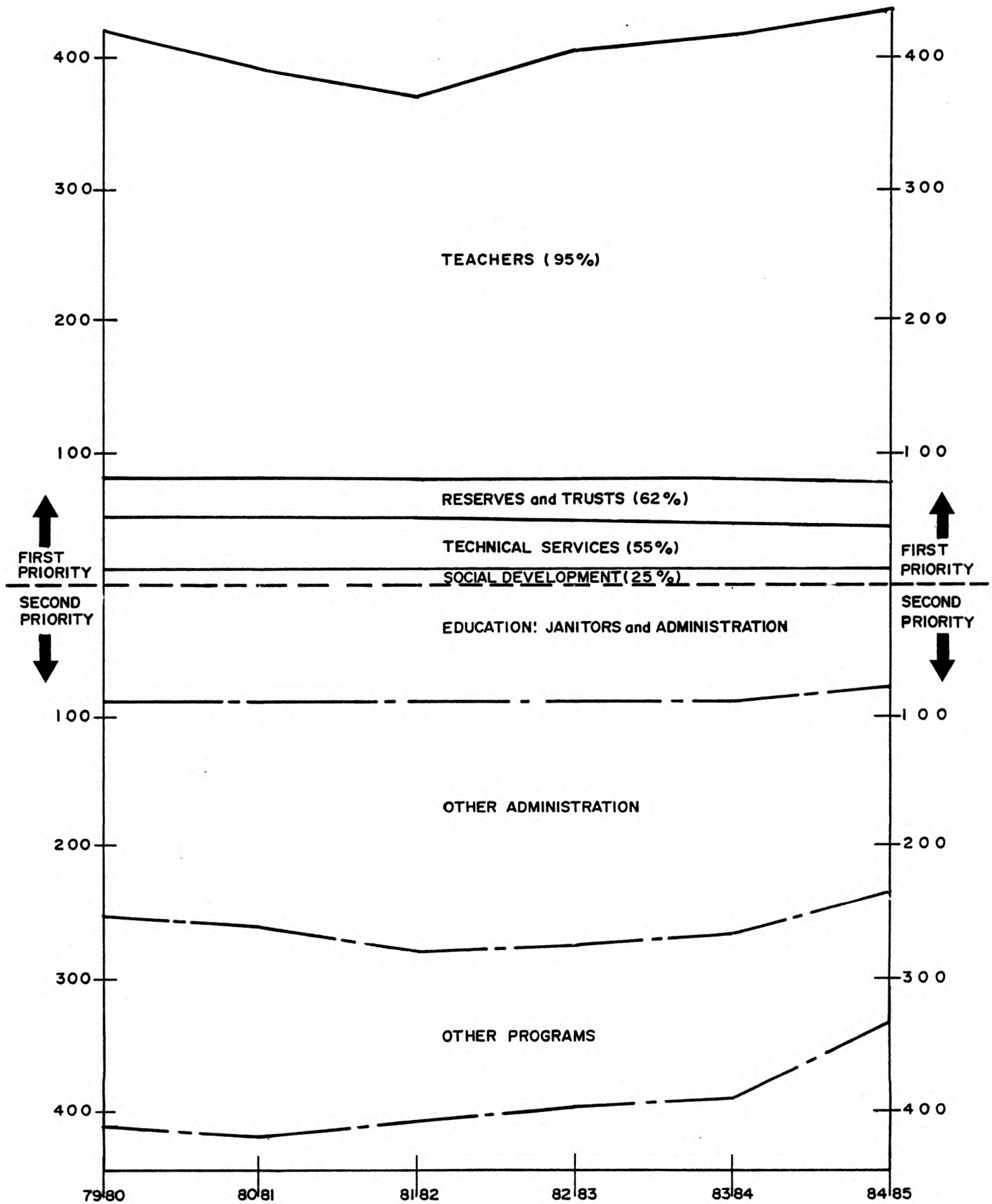
84/85
GUIDELINES
(761)



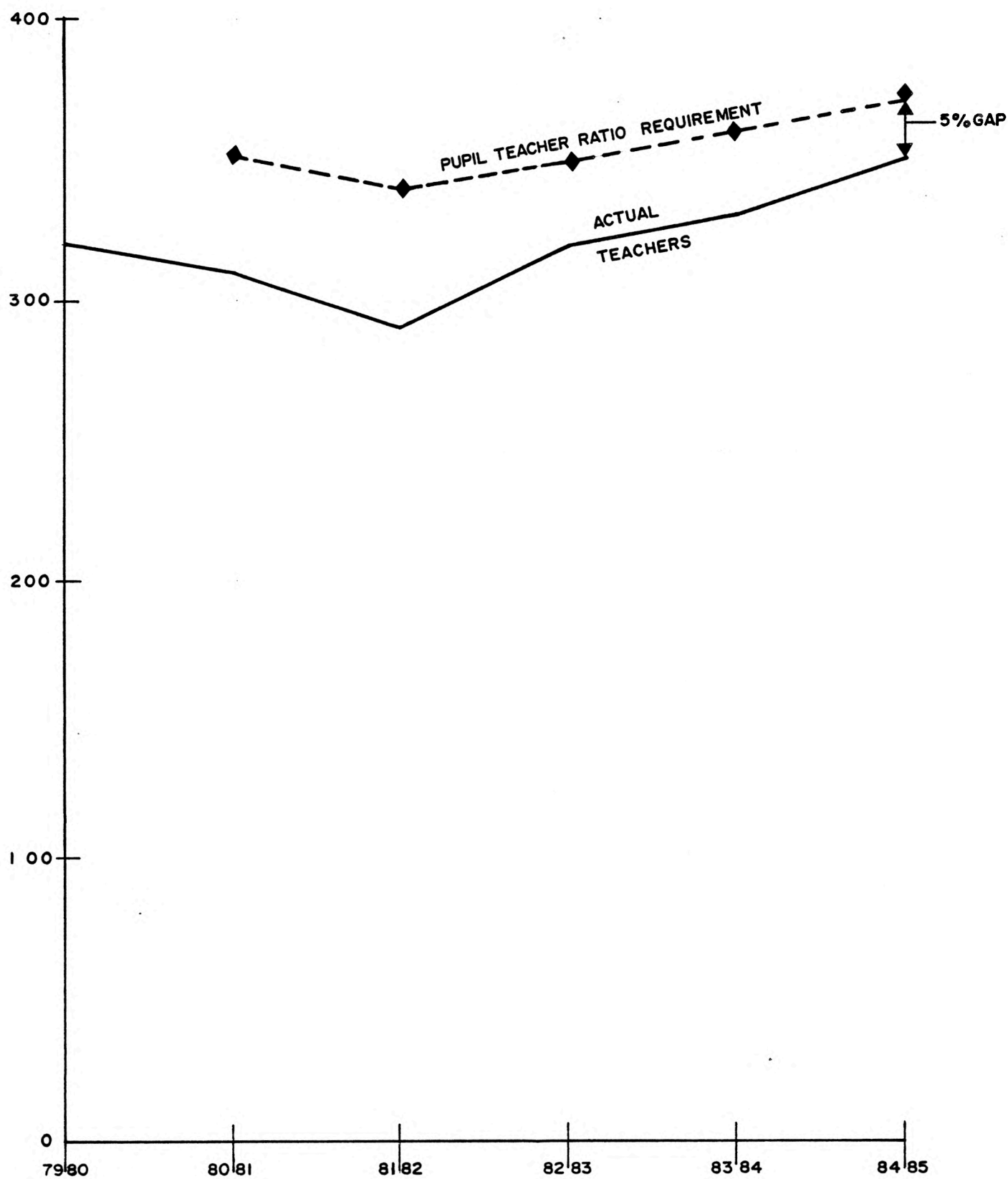
Overview: Ontario
NON - CAPITAL
PERSON YEAR RESOURCES

Overview: Person Year Resources

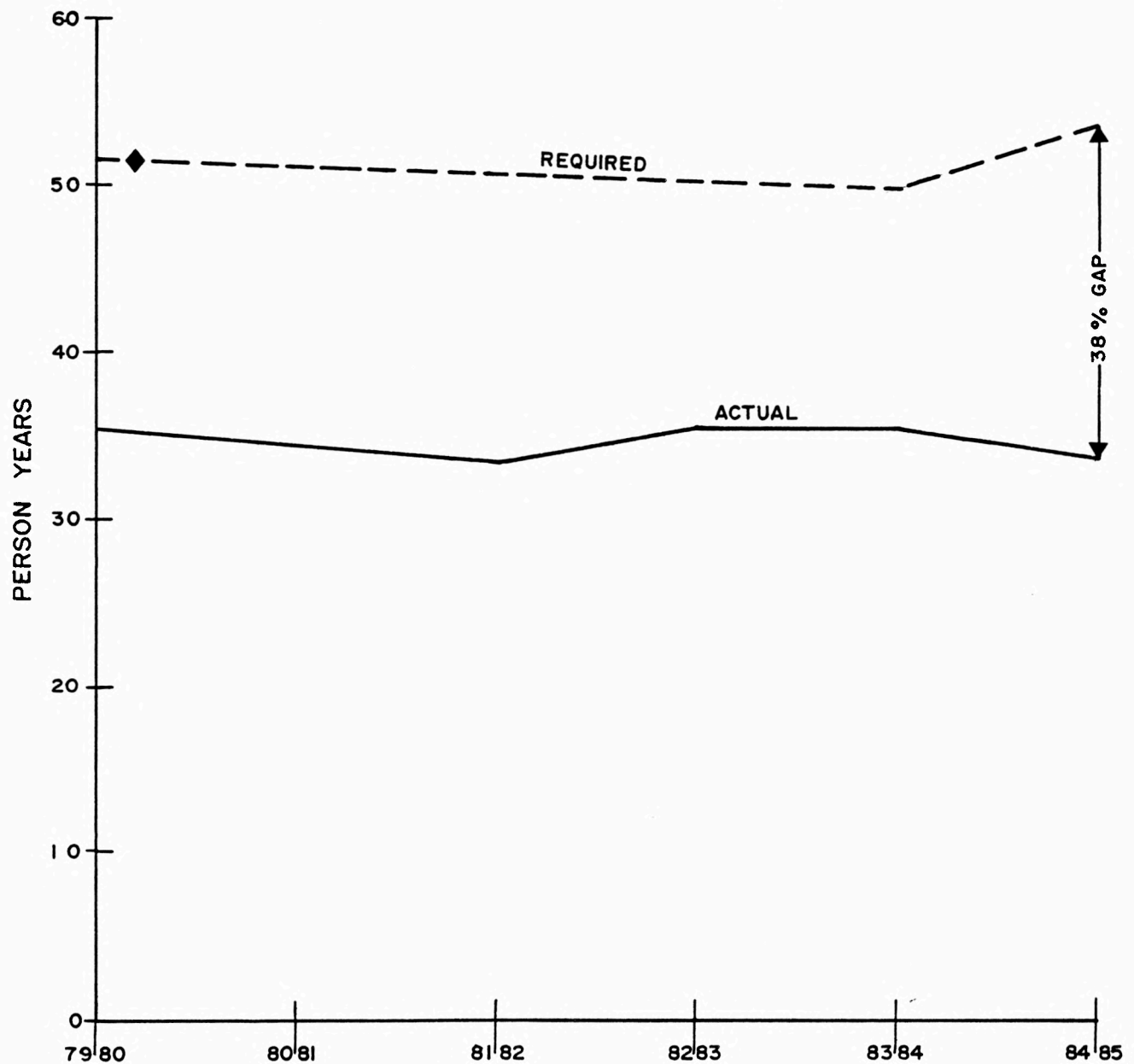
ACTUAL PERSON YEAR ALLOCATIONS



Overview: Person Year Resources

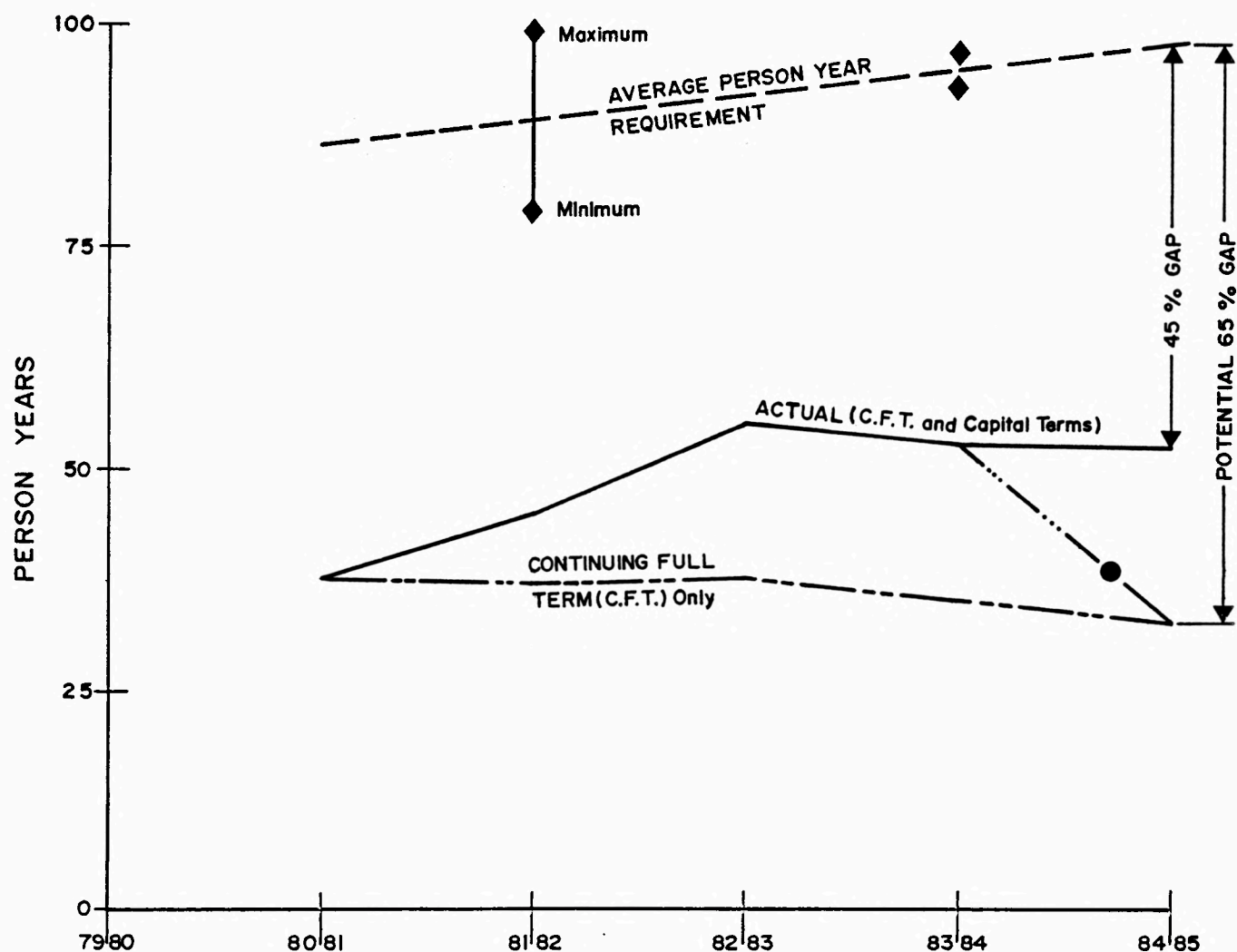
TEACHER PERSON YEARS
ACTUAL and REQUIRED

Overview: Person Year Resources

RESERVES and TRUSTS: PERSON YEARS
ACTUAL and REQUIRED

Overview: Person Year Resources

TECHNICAL SERVICES: PERSON YEARS ACTUAL and REQUIRED

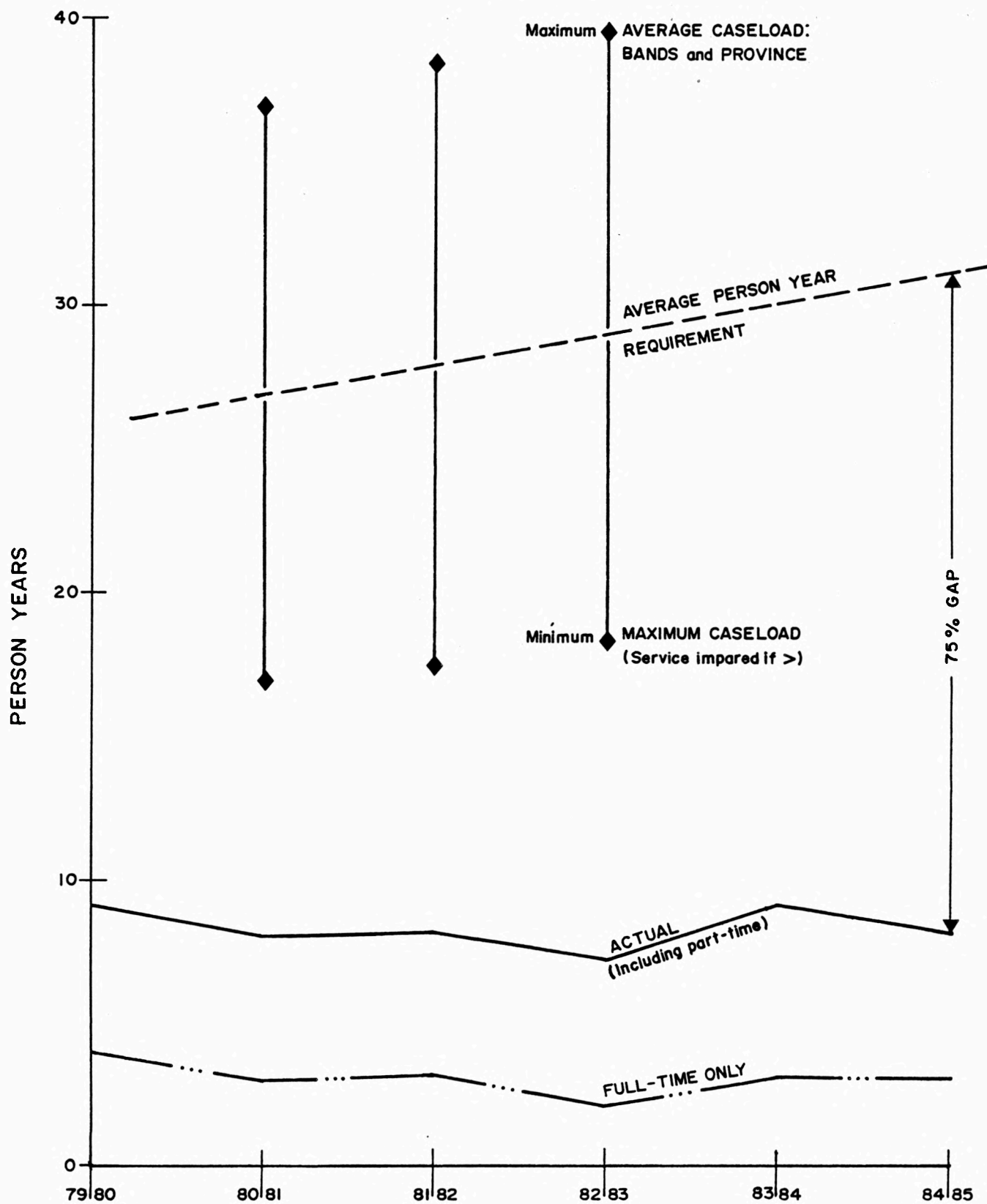


◆ BASED ON TWO H.Q. STUDIES AND DRM.10-7 CALCULATIONS

● IF CAPITAL SALARY DOLLARS ARE CUT BY H.Q.

Overview: Person Year Resources

SOCIAL DEVELOPMENT: PERSON YEARS ACTUAL and REQUIRED



Overview: OntarioISSUE:

The 'First Priority' functions cannot be person-year resourced to the identified requirements given the 761 allotment.

	<u>NON - CAPITAL P-Y's</u>		
	<u>ALLOTTED</u>		<u>FIRST at 100%</u>
<u>'FIRST PRIORITY'</u>			
Teachers	355	95%	373
Reserves & Trusts	33	62%	53
Technical Services	33	35% *	95
Social Development	8	25%	32
	<u>429</u>		<u>553</u>
 <u>'SECOND PRIORITY'</u>			
Other Education	80 ●		80 ●
Finance & Admin.	103		103
Personnel	15		15
Director General	3		3
Director Operations	26		7
Other	105		0
	<u>761</u>		<u>761</u>

* - If Capital PY's are included, then T.S. is 55% resourced.

● - Includes 20 janitors.

Overview: Ontario

STRATEGIES

1. TREASURY BOARD SUBMISSION
2. REALLOCATION BETWEEN REGIONS
3. HANG ON UNTIL 1985/86 (new programs)
4. RETHINK MANAGEMENT SERVICES & SYSTEMS
5. REDUCE THE SPAN OF SERVICES

Overview: Ontario

MANAGEMENT SERVICES
& SYSTEMS
CONCEPT

SPLIT F&A into FS and MS

VIEW ALL SUPPORT AS MS

RUN T.O.P. IN 1984

(ONTARIO on behalf of
the Department)

INVOLVE MIP AND MPC

T.B. SUBMISSION RE: 85/86

(DEPARTMENT on behalf
of Gov't of Canada)

OVERVIEW

ADMINISTRATION
(INDIAN SECTOR)
PROGRAM

Overview: Administration Program

CORPORATE POLICY

GOAL

To define our role in resolving multi-government issues through Tripartite and Bilateral Processes.

STRATEGY

To continue to negotiate using the Tripartite (albeit revised) Mechanism and the I.C.O.

IMPLICATION

Maintains a unique (To Ontario) process which results in signed agreements.

Overview: Administration Program

GENERAL

GOAL

To manage the Human & Financial resources with a high degree of professionalism in order to maximize our capacity to deliver services to Indians.

STRATEGY

To implement the augmented program planning process and to rethink 'Management Services'. (T.O.P. Project)

ISSUE

Severely constrained person-year resources do not allow identified PY requirements to be met.

OVERVIEW

INDIAN
RESERVES & TRUSTS
PROGRAM

Overview: Reserves and Trusts

RESERVES AND TRUSTS

GOAL

To encourage the maximum participation of Band Councils and to train Band staff.

STRATEGY

To decentralize functions to Districts and to negotiate with Band Re: Land Management (sections 53 & 60) while implementing T.A.S. and the Computerized Land Registry System.

IMPLICATIONS

Maximum participation of 50 Band Councils in their Lands, Estates and Membership Functions.

OVERVIEW

INDIAN
EDUCATION & SOCIAL
DEVELOPMENT
PROGRAM

Overview: Education and Social

ELEMENTARY/SECONDARY

GOAL

To raise the quality of Indian Education to the 'Full Range' level with emphasis on Special Ed., Native Language, Curriculum and Micro-Computers.

STRATEGY

Promote local control of Education while continuing present service mix.

IMPLICATIONS

Tuition fees up 30%; expanding enrollment; changed staff mix.

ISSUES

Inadequate resource base.

Overview: Education and SocialPOST-SECONDARY

GOAL

18% participation rate with effective counselling and timely funds.

STRATEGY

Emphasize Student Support Services & sell merits of 'Native Education' to colleges and universities.

IMPLICATIONS

Specialized courses are high cost on top of expanding enrollment.

ISSUES

Inadequate resource base and inappropriate allocation process.

Overview: Education & Social

SOCIAL ASSISTANCE

GOAL

To ensure that eligible Indians receive 'up-to-standard' assistance/services and that Indians can participate in the planning/development of services.

STRATEGY

Continue delivery under the 1965 Agreement and discussions under the Tripartite mechanism.

IMPLICATION

Increased costs as participation grows.

ISSUES

- Inadequate PYs for S.A.P.
- No Planning Element for G.W.A.

Overview: Education & Social

WELFARE SERVICES

GOAL

To negotiate and sign Child Welfare Agreements which focus support on families and involve Bands.

STRATEGY

Continue discussions under the Tripartite mechanism.

ISSUE

Lack of information (from Province) to justify resources for Support Services yet NH&W going to transfer responsibility to DIAND on April 1, 1984.

Overview: Education and Social

DAY CARE CENTRES

GOAL

To increase the Indian participation in the planning for and management of the Day Care Program

STRATEGY

Develop a Position Paper to include the Day Care Program in mandatory-uncontrollable category.

ISSUE

Although the 1965 Agreement renders day care costs as 'Mandatory-Uncontrollable' the absence of a proper Planning Element forces these costs to wrongly show as "All Other Services".

OVERVIEW

INDIAN
ECONOMIC & COMMUNITY
DEVELOPMENT
PROGRAM

Overview: Economic & Community

BUSINESS DEVELOPMENT

GOAL

To assist 80 new and 60 existing Indian Businesses to create 200 and maintain 200 permanent jobs.

STRATEGY

Continued implementation of the Loan Improvement Process and the Transformation to a 'Development' organization.

ISSUE

Recent cutbacks in allotment of contribution funds decreases both loans and the volume of business development (equity).

Overview: Economic & Community

EMPLOYMENT DEVELOPMENT

GOAL

To provide services whereby Indians obtain the equivalent of 300 PYs of employment.

STRATEGY

Continue to use DIAND funds to lever other funds and to focus efforts on youth entering the work force.

ISSUES

- Long-term self-sustaining jobs need economic opportunities.
- Number of youth in work force continues to grow.

Overview: Economic & Community

COMMUNITY DEVELOPMENT

GOAL

To ensure that all Bands acquire the capacity to plan and manage the development of their communities.

STRATEGY

Combine the "77/78 Three-Phase Strategy" with an integrated team approach.

1. OCP opportunity identification
2. Re-design Departmental Programs
3. Indian-Controlled Institutions

ISSUES

- Insufficient RDI Funding (e.g. Hemlo)
- Few PYs for District Planners
- Band request will go 'Unfunded'

Overview: Economic & Community

EMPLOYABILITY DEVELOPMENT

GOAL

To assist 700 Indians to be 'Job-Ready' and expect 600 to find employment.

STRATEGY

Continue the affirmative action philosophy with Indians and CEIC.

ISSUES

- Employability is not a top priority
- Unreliable statistics in the past
- Job creation programs are too short-term in focus.

Overview: Economic & Community

COMMUNITY INFRASTRUCTURE

GOAL (84/85)

To implement MMS with 9 Bands and develop Infrastructure inventories and O & M costs for 10 Bands.

STRATEGY

Local Government to implement MMS while Technical Services contracts the rest.

ISSUES

- Band expect the current level of capital activity to continue.
- PYs constrain MMS activity
- Bands reluctant (Taxation Overtones)
- PYs constrain the acquisition of inventories and cost data.

Overview: Economic & Community

BAND GOVERNMENT

GOAL

To improve our support to Bands by:

- Promoting Comprehensive C.A.s
- Identifying 10 "Block-Funding" Bands
- Providing Receiver-Managers

STRATEGY

Streamline/simplify procedures while improving the quality of our advice in concert with growing Indian Government.

ISSUES

- Lack of National Policies (deficits, Tribal Councils)
- Ponderous Funding Procedures
- Inadequate Resources (PYs & \$)

Overview: Economic & Community

CONSULTATION

GOAL

To ensure that Indians in Ontario have a consultation and policy development capacity.

STRATEGY

Provide contributions to Associations, ORLC and ICO & invite Indians to participate in various processes.

ISSUE

Reduced funding means a decreased capacity of Indians to participate.

Overview: Economic & Community

INDIAN MANAGEMENT DEVELOPMENT

GOAL

To complete, with Bands, 50 NEEDS Assessments and 50 Management Development Plans and to provide resources to Bands, where possible.

STRATEGY

To develop management & organizational skills at the Band level so that Indian individuals and communities are able to respond to opportunities.

IMPLICATIONS

- Indian institutions providing services to Indians.
- Better utilization of resources.

Overview: Economic & Community

HOUSING

GOAL

To provide funds and advice to Bands in the planning for and construction of quality housing.

STRATEGY

Active participation with Bands to develop plans and skills which will achieve national housing goals.

ISSUE

Bands reluctant to use CMHC.

Overview: Economic & Community

POLICING

GOAL

To continue the delivery of services with an increase in constables and communities; and to establish an operating Indian Police Commission.

STRATEGY

Continue to provide funding under the Tripartite Agreement via the Province.

ISSUES

- Restraint Programs (Federal and Provincial)
- Cost per constable accelerating
- Negotiations with Ontario are time-consuming.

UNFUNDED
REQUIREMENTS

Unfunded Requirements:UNFUNDED

<u>YEAR</u>	<u>UNFUNDED ITEMS</u>				<u>TOTAL</u>
	<u>Policing</u>	<u>RDI</u>	<u>Tribal Councils</u>	<u>27 Other</u>	
84/85	\$ 284.6	\$ 700.0	\$ 806.0	\$ 6,983.6	\$ 8,774.2
85/86	529.2	700.0	1,296.0	6,244.0	8,769.2
86/87	1,233.0	700.0	1,296.0	6,141.6	9,370.6
87/88	294.6	700.0	1,296.0	6,262.0	8,552.6
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL	<u>\$2,341.4</u>	<u>\$2,800.0</u>	<u>\$4,694.0</u>	<u>\$25,631.2</u>	<u>\$35,466.6</u>

(Thousands Of Dollars)

REGIONAL
TRANSFER
PLANS

Transfer Plans:TRANSFERS

<u>PROGRAM</u>	<u>YEAR</u>		<u>TOTAL</u>
	<u>84/85</u>	<u>85/86</u>	
Reserves & Trusts	\$70.0	\$95.0	\$165.0
Education & Social	0	0	0
Economic and Communtiy	0	0	0
TOTAL	<u>70.0</u>	<u>95.0</u>	<u>165.0</u>

(Thousands of Dollars)

C O N C L U S I O N

CONCLUSION

(Internal)

FOCUSSED MANAGEMENT PRIORITIES

(External)

DEVELOPMENT SIDE IMPORTANT

(General)

NEED FOR INTEGRATION CONTINUES