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A PLANNER'S NOTEBOOK
MANITOBA REGION

A report prepared for the
Community Affairs Branch,
Department of Indian Affairs
and Northern Development.

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June 1973

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Consultant.

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FORWARD

The purpose of this report is to provide a detailed briefing package for a community planner, (herein referred to as "the planner"), who will be appointed as soon as possible to the position of Regional Planner in the Manitoba Regional Office of the Department of Indian Affairs and Northern Development (DIAND).

It is hoped that by providing the planner with information regarding the Manitoba situation, he or she, (herein called "he" for the sake of convenience, as opposed to value judgement), will be able to function more efficiently, effectively and quickly, and thus not lag behind those other regions which already have functioning planners.

Within these terms of reference, the services of a professional community planner were engaged in May, 1973, to gather and analyze relevant planning information in the Manitoba Region and in Ottawa. The results of this effort are contained in this report.

The report begins with a summary of recommendations about the role of the planner in the Manitoba Regional Office. Then the following section discusses the structure, organization, programs, processes and relationships in the regional office.

Next, general information concerning Manitoba Indian bands is outlined, including population, land holdings and political organization. Following this is a discussion of the role and involvement in planning and development of the Manitoba Indian Brotherhood (MIB).

After this comes several sections describing the provincial and federal agencies and programs which are applicable to Indian bands and treaty Indians, with suggested coordination points for the planner.

The next area of discussion describes the existing methods of decision making in the regional office that affect the planning process, and suggestions for change. Then the pros and cons on the use of consultants are outlined.

The following section is devoted to case studies of band development in the Interlake area, The Pas and Little Black River, in order to demonstrate to the planner the very different situations that are found on each reserve, and the boggling number of programs that the bands and their government contacts must understand and attempt to coordinate for the sake of physical and socio-economic development.

Finally, sources of information are listed for the planner. These sources include data, surveys, contacts, etc.; plus a listing of collected statistics, plans and assorted paper which accompanies the planner's copy of this report.

The opinions stated in this report are those of the author, and do not necessarily reflect the views of DIAND. In addition, due to the perishable nature of information surrounding the rapidly changing situation of Indian band development, some of the facts may have changed during the two month production of this report. If any facts have changed, the author regrets this - but these are circumstances beyond her control.

The young man in the title page photograph is the son of Chief Lawrence Sinclair of the Jackhead reserve, Manitoba. Photography and design by Diana Cooper; layout and production by Teled Photo Co-op, Halifax, Nova Scotia.

I RECOMMENDATIONS ON THE
ROLE OF THE PLANNER

The planner will find in this report a tale of program intricacies, and agency and personal relationships and non-relationships that reflect the milieu within which he must operate in Manitoba. Since the administration and delivery of government programs are, at this point in time, the life blood of physical, social and economic development on Indian reserves, the planner should fill the role of:

1. An up-to-date information centre for all government program operations that are and can be applied to reserve development;
2. An advisor to the bands in formulating alternatives and deciding on a comprehensive plan for each community's development. Assisting bands in staging their development priorities within a rational time frame, so that their goals can be accomplished on a project by project basis as program funds become available;
3. A coordinator of information and implementation of projects that are generated within each division of the regional office, so that divisional program funds can support each other in an integrated, non-crisis manner, and be implemented in accordance with the bands' community development plans and priorities;
4. A liaison with provincial agencies and other federal regional offices in Manitoba that have program contributions to make toward reserve development. Maintenance of communication with DIAND headquarters for planning progress in other regions, and for policy and program developments.

II MANITOBA REGIONAL OFFICE

A. GENERAL ORGANIZATION AND RESPONSIBILITY

The Manitoba Regional Office of the Department of Indian Affairs and Northern Development (DIAND), situated in Winnipeg at 267 Edmonton St., is headed by William Thomas, who is at present the only Indian regional director in the department. The planner will report directly to the regional director, and should be sensitive to the special pressures that may be applied to Mr. Thomas by the Manitoba Indian Brotherhood (MIB), by some Indian bands seeking priority treatment, and by a few fossilized civil servants.

The primary responsibility of the regional office is to treaty (registered) Indians living on reserves, but it does provide some services such as relocation, housing and education to off-reserve treaty Indians.

The regional office is internally organized into the three main program divisions of Community Affairs, Economic Development, and Education; plus three support service divisions of Finance, Engineering, and Personnel. Following a recent reorganization that eliminated several district offices, the official field structure of responsibility centres consist of: a district office with a district supervisor in The Pas, (which will soon be moved to Thompson); an agency office at Island Lake, which is a small information and service centre; and the regional office in Winnipeg. However, the field staff in each division are assigned to various geographic areas which may or may not conform to the old five district structure which was in effect before the reorganization. For clarification, the planner should refer to his copies of the divisional organization charts which will accompany this report.

The rest of this section will be devoted to a description of the programs of the divisions within the regional office. A copy of a report on the 1973-74 Goals and Objectives of the Manitoba Region, included in the information files for the planner, gives a detailed breakdown of proposed activities, so what is outlined below are the broader program responsibilities, operations, and relationships of Community Affairs, Economic Development, Education, Engineering and Finance in the Manitoba Regional Office.

B. COMMUNITY AFFAIRS DIVISION

This division, headed by E. Daggitt, is responsible for supporting the evolution of local government at the band level; assisting in the improvement of Indian housing and community services (infrastructure), and arranging for the provision of equitable social services for the Indian people.

1. Local Government

One of the goals of the Indian people and DIAND is to foster the skills of local government within and among bands so that they can become autonomous governing units - administering their program funds and handling their own community affairs.

The process of local government autonomy involves band management training, plus band application to the department for Contributions-to-Bands grants for specific programs, such as housing, welfare, band administration, policing, etc.. The level of band autonomy is measured by the number and type of grants they are receiving and administering themselves. Some bands are on total grants to bands, which means they are receiving and administering the funds that are required to operate all programs required on the reserve. Other bands are receiving and administering only partial funds, while the regional office administers the rest of the required funds for them.

The degree of fund administration and management by a band depends on the ability of the band to handle the money and be accountable for it. The band management training provided by Community Affairs aids this process. In addition, every band has access to a Local Government Advisor (IGA), who is hired by Community Affairs to work out of band offices in advising bands on how to get the maximum use from available dollars. The MIB also make Community Development (CD) workers available to bands to assist in the articulation and implementation of band priorities. The CD workers will be discussed in more detail in the Brotherhood section. The planner could gain a great deal of insight into specific reserve situations by conferring with the IGA's and CD workers.

Grants for band management training come from a combination of sources: Community Affairs; Education; and the Department of Manpower and Immigration, (Canada Manpower Training Program). There are three main types of training: 1) for the elected officials, (chief and council); 2) for band staff, (managers, clerks and secretaries, administrators, constables, etc.); and 3) for the band members, to enable them to become effectively involved citizens of the community.

Most bands begin the local government process by applying for a band administration grant which trains and pays the salary of a band manager to coordinate the program activities and the paper work in the band office. Then the band may move on to taking over the administration of the welfare program by applying for a grant to train and pay a welfare administrator - and so on.

The Manitoba bands are all in different stages of taking over the administration of programs, however, 46 bands out of a total of 55 have either a band manager, band secretary, or band administrator. The

band office and the competence of the band staff is an extremely important link in the community planning process. It provides a stable base for the chief and council and the community to wade through the unfortunate swamp of bureaucratism with Indian Affairs staff. A list of bands and their band staff is provided in the Appendix.

2. Housing and Infrastructure

Under the general title of Community Improvement, the Community Affairs division extends assistance to bands for the provision of housing, electrification, roads, and water and waste disposal systems.

In the past, community planning, at the regional office, was included under Community Improvement activities. This essentially meant that private consultants, upon requests from bands, were given contracts to produce a bevy of "master planning" reports, consisting mainly of physical development on reserves. This flurry of activity took place in Manitoba during the late sixties. The majority of these plans were never used or implemented - however, one has recently been resurrected for consideration by the Garden Hill band. Community planning is now liaised directly to the regional director, and is on a par with the other divisions, for the sake of coordination and comprehensiveness.

The subsidy housing program of the Community Affairs division, that produces the so-called "welfare house", is one of the biggest capital activities for the regional office, and one of the most important, due to the crucial housing problems found on the reserves. In the opinion of the regional director, fifty percent of the existing dwellings that the Indian people have now should be condemned.

The subsidy housing program provides a grant of \$10,000 per house to be build on the reserve. The Community Affairs division also provides funds in the form of forgivable loans for off-reserve housing for treaty Indians. The size of the forgivable loan is geared to income with a maximum of \$10,000. In both cases the band member, if he can afford it, can supplement the Indian Affairs housing money with CMHC mortgage funds to build a more expensive house. The differences in CMHC funding for on and off reserve housing will be discussed in the CMHC section. Since few Indians can afford to use CMHC mortgage money because of lack of jobs, and since the \$10,000 Indian Affairs grant or forgivable loan does not allow for any extravagance in house construction, one finds the same small box-like construction of the welfare house on every reserve. Only The Pas Band and the Fort Alexander Band have people that can afford to use CMHC mortgage money.

The Engineering division has attempted to provide a variation in design for subsidy housing and a booklet containing these variations is included with this report for the planner. However, the constraints of available heating and plumbing techniques have restricted the use of the variations to one or two designs.

Many bands administer their housing programs either in whole or in part. Thirty-six bands were involved in administration in 1972. Band members who need new houses or housing repairs apply to the Band housing committee and/or to chief and council, who allocate according to need the housing grants from Indian Affairs. Since the bands do not always receive the total amount of housing grants, applied for through the Band Capital Planning submissions to regional office, a very difficult decision making process occurs. This situation results in the band decision makers trying to spread the available money over more houses of poorer quality, or deciding which of their friends and neighbours have the most need for the number of houses that can be built with the full subsidy per house.

Many bands attempt to overcome the shortage of housing funds by coordinating the use of other program money for house construction. Such programs, which will be discussed throughout the report are the Local Initiatives Program (LIP), Federal Labour Intensive Program (FLIP or winter works), the Work Opportunities Program (WOP), and training funds from various sources.

The Community Affairs division, in cooperation with headquarters, is also responsible for conducting reserve housing condition studies known as Biennial Housing Surveys. A copy of the 1970-71 survey for the planner accompanies this report. The 1972-73 survey is not yet completed for Manitoba, but when it is finished the planner should use the information with caution because much of the data have severe accuracy limitations. For the first time, band members conducted the survey on their own reserves. One of the main criterion for measuring a house in good condition is that it be up to CMHC standards. However, headquarter's survey designers and Community Affairs staff neglected to spell out to the band surveyors exactly what the CMHC standards consist of.

The Community Affairs funding for infrastructure includes assistance for road construction, electrification, waste disposal and water supply. There has been a push toward townsite development on reserves, utilizing traditional subdivision design, in an effort to efficiently provide the infrastructure services - including piped water and sewer systems. However, the townsite concept in this form has not proved very popular with the Indian people, due to design insensitivity to their desired criteria of privacy and space. There are a few townsite developments on the reserves. These are at Sandy Bay, The Pas, Fort Alexander and Peguis. However, the

majority of Indian residential development is located in a scattered fashion throughout the reserves with the accompanying infrastructure depending on soil and water conditions, e.g. wells, dugouts, trucked water, septic tanks, chemical toilets, lagoons, etc..

The lack of sanitary water sources, coupled with poor waste disposal management, poses major problems for many bands, and results in a high incidence of water borne disease such as gastroenteritis. The alleviation of this problem depends on increased resources for infrastructure; some form of community service clustering - but not necessarily with on the spot housing; and preventative health training in sanitation and waste disposal techniques.

The planner should also be aware of the electrification progress on the reserves. Many of the northern bands are not yet on line power and rely on generators for electricity. This situation occasionally poses constraints on the number and type of machines and tools that can be employed for construction purposes; as well as being a factor in functional housing design.

The coordination, in terms of timing and location of infrastructure funds is quite good because the bands only have to deal with a few people in Community Affairs who know which bands have applied for specific infrastructure projects. The coordination problems begin to magnify for bands and regional office when several divisions are involved in different projects that require supporting infrastructure. For instance, if Economic Development supports the development of a community store, Community Affairs may not learn about the need for road access, water, and electricity for this store until it is too late to either supply the services when needed and/or to prevent a mess in budgeting priorities that may compromise the band's development plans. Meanwhile, the Education division has probably not been made aware, until the last minute, of the need for training for construction workers and store managers. This vicious circle of ad hococracy and crisis solving is created by and engulfs every division in the regional office. It tends to create hyperactive staff and frustrated bands, neither of whom have the energy or the inclination to take a longer range approach to community planning.

The planner's main task here will be to develop communication and coordination mechanisms among divisions so that a team approach can be taken in assessing, integrating and implementing band development priorities in the most rational, timely and responsive way possible.

3. Social Services

The Community Affairs division is responsible for providing social assistance (welfare), equal to provincial rates, to dependent treaty Indians on the reserves. Off-reserve Indians apply to the nearest provincial or municipal social welfare office. Many bands administer the

social assistance program themselves. In this case, a band employee known as the welfare administrator, is responsible for the screening of applicants, home visits and interviews, and payment of assistance from the Contributions-to-Bands fund, which has been disbursed to the band for purposes of social assistance.

There is a program within the social assistance responsibility which has implications for community development and planning. It is known as the Work Opportunity Program (WOP). It is a welfare supplement program whereby social assistance funds are used to pay welfare clients a wage scale for labour, if the band can come up with capital money from other sources for construction materials to build something (e.g. housing, stores, community garages, arenas, etc.). In addition, the Education division will supply training for the workers if needed, by engaging an instructor foreman and paying his salary.

Another program with planning implications that is not necessarily a social assistance responsibility, but is coordinated through the Community Affairs division, is the Federal Labour Intensive Program (FLIP), commonly known as winter works. Since traditional government winter works projects involve federal-provincial cost sharing, and since the provinces disclaim much responsibility for treaty Indians, DIAND allocates extra money under various programs, (e.g. housing, roads, etc.), to enable an expansion of projects in winter to provide more employment opportunities for bands. In addition to supplementing DIAND programs, FLIP money, (with a 50-50% breakdown on capital and labour) is used to inject capital funds into other employment producing programs used by the bands, such as the Provincial Employment Program, (PEP with a 40-60% breakdown on capital and labour); and the Local Initiatives Program, (LIP - with a 17-83% breakdown on capital and labour).

Other social services provided by the Community Affairs division are: care and maintenance of dependent adults, (a few bands are building elderly care facilities in conjunction with CMHC); child care to ensure protection and care of neglected and abandoned children; rehabilitation to assist physically and socially handicapped Indians; and other welfare services such as burial costs, transportation needs and other miscellaneous services not available through other welfare programs.

C. ECONOMIC DEVELOPMENT DIVISION

1. Organization, Funding and Relationship with Other Agencies

The Economic Development division is presently in a state of organizational flux. The head of the division, Ian Cunningham, is presently vacating his position, and in addition, staffing of the division is very incomplete but underway.

The objective of economic development, for and by Indians, is the number one priority of Manitoba Indian bands and the M.I.B. Lack of job opportunities and distaste for dependence on the white man have fueled

this thrust, and the planner should hone his expertise, evaluation and understanding of this area. The major sources of economic development funds for Indian enterprises are the Indian Economic Development Fund of DIAND, and the Special Arda grants from the federal Department of Regional Economic Expansion (DREE).

The DREE program will be discussed in detail in the DREE section, so it will suffice to say here that their funds are used in conjunction with DIAND funds, and that there is a growing potential for excellent co-ordination at the regional level. DREE economic development money has two characteristics that could place obstacles in front of treaty Indian applicants. First, there are many eligibility criteria involved in the application process; and second, due to the federal-provincial nature of the agreement, the province is included in the approval process even where all treaty Indians are involved in an application. This is not meant to say that the province should be placed in a "bad guy" role, but provincial people do have priorities other than treaty Indians.

The Economic Development division provides grants, loans, guarantees and advisory services for general economic development among treaty Indians, (individuals, groups and bands), both on and off reserve. Indian economic enterprises in Manitoba consist of tourist outfitting, commercial recreation (cottage development, hunting and fishing camps), stores, gas outlets, cattle farming, wild rice ventures, motels, and forestry and fishing activities.

The Indian Economic Development Fund (IEDF) has, at present, one major drawback in the eyes of the bands and the other divisions and agencies who try and integrate their activities with the Economic Development division. The problem is that only the loan part of the IEDF is decentralized to the regional level. The granting section of the Fund is centralized in Ottawa, which means that all projects applying for grants must be sent to headquarters for approval and funding. This process is time consuming and may cause months of delay -- resulting in loss of credibility with the bands and snags in co-ordination with other agencies. The rationale for this procedure is supposedly to establish sound priorities in the national context. Ottawa has stated that authority to approve economic development grants will be transferred to the regional directors in the "near future". The loan part of the IEDF was established because of the restrictions which the Indian Act places on the use of Indian reserve property as security for the procurement of loans.

The MIB would prefer to take over the whole funding and administration of the economic development program. Negotiations are currently being conducted with the Manitoba Indian Economic Development Inc. of the MIB relating to the turnover of the Manitoba segment of the IEDF to the Corporation.

The basic criterion used by the Economic Development division for the funding of an Indian enterprise is financial viability. This

sometimes conflicts with the priorities of bands and other divisions who may initiate a project and apply for economic development funds for purposes of immediate, but short-lived employment, in an enterprise that may go "belly-up" without constant subsidy.

Financial viability is determined by locational analysis, marketing surveys, management ability, etc. These studies are carried out by the division staff and private consulting firms.

Due to the incompleteness of staffing in the division much of the initial proposal work, as well as the viability studies, have been done by outside consultants. Some of their work is of good quality, but others have put forth less than satisfactory efforts, and hopefully the increasing staff of the division can assume a major portion of the consulting work.

Divisional staff have, and will have business backgrounds, such as business administration and public accounting. Their role is to advise and assist bands and individuals in proposal development and viability studies; give grant and loan application assistance, (for IEDF funds as well as funds from other divisions, agencies and commercial lending institutions); and to give on-going business management counselling, if it is needed, once an enterprise is established.

Twelve Manitoba bands presently have Economic Development Planning Committees which initiate and co-ordinate economic development proposals, and provide a point of contact for divisional staff. Ten other bands are considering the establishment of these committees.

The planner should be constantly aware and involved with the activities of the Economic Development division -- both in an evaluation and co-ordination role. The present type of evaluation of proposals tends to be somewhat heavy on the "more bang for the buck" approach, with a light regard for the integrated and long term social, physical and cultural ramifications of community development.

2. Land Administration Section

Land administration is part of the Economic Development division's organization. It is discussed separately here because there are special factors in Indian land management that the planner should be aware of because they have an effect on reserve development.

One of these factors is known as land surrender. If a band wants to sell or lease reserve land to non-Indians or non-treaty Indians, the band must surrender their right to the land to the federal government, and the surrender must be agreed to by the majority of the electors of the band. Surrenders to sell are very rare in Manitoba, and objections to surrenders for leasing purposes are growing in intensity from the MIB, who feel that the Indian people are giving up long term control over what little land they have.

Land surrender for lease takes place for example in cases where a band wants to lease its land for non-Indian cottage development; or if there is an adjoining municipality, (such as The Pas), that leases band land for industrial, commercial, institutional or residential uses. If it must be incorporated in the community planning process, the surrender procedure is usually a lengthy undertaking due to the difficulties of getting 51 percent of the band's eligible electors in one spot at one time to approve the surrender.

Another land factor that may have to be considered in planning is the system of land tenure on the reserves known as certificates of possession. A certificate of possession is a legal title or land patent granted by the chief and council to a band member. These titles are passed from generation to generation, and the only restriction is that they can only be transferred to other band members. If a band wanted to assemble land for a community facility in a location covered by certificates of possession there would normally be no problem. The chief and council would handle this matter with the people holding the titles, and the Land Administration section would only assist in the paper work. An instance where the planner may be asked to become involved might be when a group of certificates are requested in a concentrated area and there would be a need for assistance in street placing and house location. The amount of tenure varies from reserve to reserve in Manitoba. Some bands have no certificates of possession and all the land is communal, while others, like the Peguis band, have granted many land titles.

Another area of land management in which the planner may be asked for advice is the process of land entitlement. There are presently six bands which have not received any or all of their reserve allocation and negotiations are under way in some cases. These bands are: Churchill, Shamattawa, Wasagamash, Red Sucker Lake, Fox Lake and York Factory. The amount of land entitlement may vary depending on treaty terms but it is usually 160 acres per family. These bands can locate their reserves on unoccupied crown land. Crown land is any unsurveyed land and it is held by the province. Manitoba is about sixty-five percent crown land.

In entitlement situations the planner could offer assistance in locational decisions depending on the future development plans of the band, (eg. farming, industrial or commercial development, tourism, etc.); and he could also be involved if a band resettlement accompanies the entitlement. It should also be kept in mind that the non-entitled bands are off-reserve treaty Indians and this status affects their eligibility for some DIAND programs.

The Land Administration section has also been advising bands in respect to land use and zoning by-laws. If a reserve is in or near an urban area, (such as The Pas), municipal by-laws do not apply to Crown or Indian use of reserve lands. The band council has the authority to make by-laws governing the zoning of a reserve. While a municipality cannot directly control activities on the reserve, if the town provides services it can exercise control indirectly by insisting on certain minimum standards.

To the author's knowledge The Pas band is the only group that has been exploring the establishment of reserve by-laws. They have already adopted a community development plan, which will be discussed in the case study section.

The Land Administration section is beginning to collect a great deal of material in its files which can be of use for physical planning. This information includes legal surveys of reserves; Canada Land Inventory for Manitoba, (soil and moisture conditions, use potential and maps); certificates of possession; and air photo mosaics. Land Administration also works closely with the Department of Veterans Affairs (DVA) in doing appraisals of land values on reserves. DVA has an excellent land appraisal outfit with a well established system of field people, so Indian Affairs uses their resources.

D. EDUCATION DIVISION

The Education division, headed by G.T. Ross, is divided into two sections: the In School section which is responsible for the education of treaty Indians from nursery school to the end of grade 12; and the Post School section which is responsible for university, adult education and vocational training of treaty Indians.

1. In School

This section is concerned with the capital funding of new schools, inspection of schools, janitors, teacher staffing, transportation of students and counselling services.

There are three types of In School facilities. There are the federal schools, built and operated on-reserve with DIAND funds; there are provincial schools built off-reserve, but within Indian and non-Indian student commuting distance, and constructed and operated with DIAND and provincial cost sharing agreements; and there are the Indian residential schools, built and operated off-reserve by DIAND. The department is rapidly moving out of the residential school program because more federal schools are being built on-reserve, and those Indian students who do go away to a central provincial facility; such as a comprehensive high school, prefer to board in private homes.

There are approximately 11,000 Manitoba Indian students in the In School program, with 6,000 in federal schools and 5,000 in the provincial schools. There is a shift in the philosophy of education among Indians which is causing planning and budgeting problems for the In School section. A few years ago many bands complained that the federal school system was inferior to the provincial schools. In response, the federal government entered into cost sharing agreements with the province so that Indian children could attend provincial schools in proximity to the reserves. Now, a realization that in many cases the provincial system is not superior in quality, coupled with a rising awareness of Indian culture and community, is resulting in a rejection of integration and causing growing demands for

more federal schools on reserves so that Indian children can learn and coalesce among themselves. Meanwhile, three years of federal school planning and budgeting have been lost, resulting in a backlog of new federal school construction. Indian students are attending classes in old and often dangerous buildings on reserves; and the department is still paying their share for provincial schools under past agreements. In this situation, the budget juggling becomes frantic when a school crisis like Fort Alexander's comes to a head. (see newspaper clipping on page

The planner should work closely with In School, Engineering and the bands in locating school facilities. There is now a growing emphasis in integrating other community facilities within schools so their relationship and access to the community becomes very important. The planner should also co-ordinate the training needs of Indian construction workers for the school projects (through Post School), and integrate Community Affairs funds so that infrastructure can be built to service the schools.

The federal school capital construction program for 1973-74 is included with this report for the planner. Projected school needs are based on age group population projections, conditions of existing buildings, and the number of developing crisis.

Design of school facilities is done by either headquarter's architects; Department of Public Works; Prairie Provinces Engineering in Saskatoon (the technical services branch for the regional offices in the Prairies); or by private architects hired by the department. There is little direct consultation between the band and the architects regarding the type of facilities to go into the school. This type of discussion takes place via the In School officials.

2. Post School

The Post School section is responsible for the training of individuals who are beyond the regular school system. This training includes university, vocational and adult education. Post school activities and programs are extremely important to a planner because this is where many of the regional office divisional programs, plus programs of other agencies, come together for implementation via the training and employment of Indian people on the projects.

The emphasis in Post School operations is to act as a catalyst and to use their training funds as seed money, (such as hiring an instructor foreman), to tie into the larger program budgets, for capital and labour, of other divisions and agencies. The planner will find among the Post School staff a large body of knowledge on program operation and co-ordination, an excellent system of inter and intradepartmental contacts, and good credibility with the bands.

The Post School training activities that are learned and applied on the reserves include band management training, basic literacy, life skills, home economics, plumbing, carpentry, animal husbandry, business accounting, community development worker training, recreational leadership,

Parents cite renegeing on promise

Globe May 8, 1973

700 Indian children kept out of school again

Special to The Globe and Mail
PINE FALLS, Man. — Charging federal renegeing on a promise to replace a school that has been criticized as a health hazard, parents of the Fort Alexander Indian Reserve are keeping their 700 children out of school again.

The parents boycotted the North Shore School here for six weeks during March and part of April, sending their children back to classes after assurances that a new school would be built, said Chief Philip Fontaine.

However, he said he was later told by federal Indian Affairs Department officials in Manitoba that the proposal had been countermanded in Ottawa with lack of funds cited as the reason.

Parents resumed the boycott last Friday, Chief Fontaine said.

Criticism of the school by parents and an Indian advisory committee has been supported by Dr. Pitamber Geer of Pine Falls.

"It was first brought to my attention that the water supply of this school was contaminated and this was confirmed by tests. It was obvious that many children and members

of their families were becoming ill with diarrhea and hepatitis. This included at least one member of the teaching staff," Dr. Geer said in a letter to Chief Fontaine.

He said the school is obviously overcrowded; there is a fire hazard since only two classrooms have any possible fire escapes and the basement classrooms are damp.

"... there have been a number of children from Fort Alexander with symptoms of arthritis, joint pains, etc. I had always wondered why this was so. After seeing the condition in this basement where so many children attend school, I could understand the reason for this."

At a public meeting last month Dr. Geer said that there have been at least 23 cases of hepatitis and gastroenteritis with the infection being carried by children from the school into their homes.

Chief Fontaine said even after parents ended the boycott in April, one of the schools had to be closed for two weeks when the basement in one of the buildings was flooded with a sewage back-up on April 24.

The North Shore School is composed of three buildings, the chief said. One was built in 1936-37 as a temporary school. Another building was trucked in in the 1937-38 school year as a temporary measure and last year the reserve's old community hall was converted to a school as a temporary measure.

Chief Fontaine said that the Indian Affairs Department capital budget does not call for a new school in the community until 1976-77. The department has offered to bring in trailers as classrooms but the parents are fed up with temporary measures, he said.

Chief Fontaine said members of the Indian school committee were told by school officials that dead rats and mice have been found in the water.

The river bank adjacent to school reservoir for drinking the school is used as garbage dump, he said, and the school's well was drilled closer to the sewage tile field last Fall than what health regulations permit.

Chief Fontaine said he and the band council closed the school on March 6 when they found flooding had occurred in the basements and that raw sewage from the school was being pumped into the Winnipeg River because the sewage tile fields were frozen.

Parents refused to send their children back to school after a chlorinator was installed in the water system on March 23. The pumping of raw sewage into the river was discontinued.

Chief Fontaine said that the Indians avoided publicizing the situation in March and April because they wanted to give the newly-appointed regional director of Indian Affairs, William Thomas, a Manitoba Cree Indian, a

chance to solve the problem. However, officials in Ottawa have overruled his recommendations, the chief said.

The eight teachers in the school have signed a statement supporting the complaints of the Indians about the school facilities, Chief Fontaine said.

~~Winnipeg~~

A NEW SCHOOL HAS BEEN APPROVED.

coaching, guide training, automotive mechanics, driver training, nutrition and child care, native handicrafts, logging operations and fire prevention. For more detailed information the planner should refer to his copy of the 1971-72 Post School Annual Report that is included in the accompanying information files. The 1972-73 Annual Report will be available in August.

It was emphatically driven home to the author, while observing an especially dynamic member of the Post School staff at work with the bands, that there is a crucial need for the planner to formulate with the bands "middle-range, (ie 2-3 year period), community development program planning frameworks". Many of the physical, social and economic developments on the reserves are initiated in unrelated and haphazard brainstorming sessions by chief and council with DIAND division staff, LGA's, and CD workers, in efforts to make use of available programs and band funds to provide employment generate income for the bands, or to get some needed facility, housing or infrastructure built. To describe this process one could say that there are many good cooks stirring the broth, but they're all using different spoonfuls of ingredients without regard for the quality of the final product.

The planner should assist the bands in formulating comprehensive plans of community development, based on band priorities, so that as program funds become available, the brainstorming ideas can be integrated smoothly into projects the can incrementally contribute to the overall plan of development.

E. ENGINEERING

The Engineering section of the regional office is responsible for preliminary engineering studies, cost estimates, design, supervision of construction, and maintenance of band buildings and infrastructure on the reserves. The Engineering section contracts work out to consulting and construction firms, uses the additional services of Prairie Provinces Engineering (PPE) in Saskatoon, and assists bands with technical advice when they are doing their own construction.

Engineering also has a stock of designs for housing, band offices and halls for the use of bands who are administering these programs by themselves. A copy of the housing designs are included with this report for the planner.

Engineering will give almost any kind of engineering and design services to bands upon request except when a band corporation is involved. A corporation is a separate entity under the provincial companies act and there is a question of whether DIAND can legally spend public funds on advising what are essentially private businesses.

Engineering, PPE and consultants hired by Engineering have been responsible for much of the townsite planning and development on the reserves. As explained before most of the plans fell by the wayside. Many of the documents can be found in the Engineering section files.

The planner and Engineering should work closely together at appropriate points in the planning process so that development ideas and alternatives can be placed within the realm of physical possibility (eg. water supplies, soil conditions for sanitation, etc). The planner can also get drafting services in Engineering.

F. FINANCE - THE BUDGET PROCESS

An understanding of the regional budget process is very important to the planner because this is one of the areas where rudimentary co-ordination between divisions is in effect and shows great potential for improvement. The stages in the capital budgeting procedure are outlined below. The operating and maintenance (O & M) budget follows the same steps. The fiscal year runs from April 1 to March 31 and the regional office is always functioning one fiscal year in advance in its budget planning, (ie. they are in the planning stages now for 1974-75). The planner should work at least two fiscal years in advance so he has some lead time to make a co-ordinated impact on the budget process. The budget process begins with band capital planning (BCP) submissions. In 1972 all bands made initial submissions of all their capital requirements for the next five years, with indications of their priority assigned to each project. This information was computerized and the resulting printout, (a copy is included for the planner), is called Capital Planning Project -- sometimes referred to as the Program Forecast. Each year the bands have an opportunity to revise their BCP submissions and change their priorities for the following fiscal year. Bands receive assistance, if needed, in setting priorities from the MIB and their CD workers. The BCP submissions are not very useful as a practical indicator of band development priorities because many bands request everything they can think of in the hopes of getting something. The regional office also assigns their priorities and make annual changes in them.

The capital planning submissions with the annual changes are sent to Ottawa. Headquarters then sends back target figures to the regional office, outlining the tentative or proposed capital allotments that the region will receive under each program. Headquarter's finding decisions about the submitted capital projects are based on surveys, (such as the Biennial Housing Survey), and on the size of previous budgets.

After the target figures are received the regional office has an opportunity to accommodate changes that may have occurred from the time that the bands made their original annual capital submissions. Once changes are incorporated the region sends its main estimates to Ottawa. It is in the main estimate stage that the regional office tries to incorporate all the matching priority "1" projects.

Ottawa then sends final approved targets of program allocations to the region, which then draws up a budget input for headquarters, showing in detail how and when the money is to be spent within each project. There is also a last chance to make changes in between the final approved targets and the budget inputs.

Headquarters then organizes the budget input into computer printouts showing the amounts of money that the region plans to spend under each program and project. Then the regional office gets the money and allocates it to bands (if they are administering their own programs) and to suppliers.

A summary of the steps and timing of the capital budget planning is outlined below:

- (i) February: BCP submissions sent to Ottawa.
- (ii) June-July: Region receives target figures from Ottawa
- (iii) August-Sept.: Region sends main estimates to Ottawa
- (iv) December: Ottawa sends final approved targets to region
- (v) January: Regional budget input sent to Ottawa
- (vi) April: Ottawa sends monthly computer printout and money to region

Various budget documents for the planner accompany this report, illustrating funded and proposed capital and operating expenditures by division in Manitoba. In addition, there is a copy of the DIAND coding manual which gives a detailed program and activity breakdown (especially Table 4). There is also a document outlining financial signing authorities and responsibilities of DIAND officials.

III BANDS AND RESERVES

A. POPULATION AND LAND HOLDINGS

As of December 1972 the Statistics Division of DIAND reports that there are 55 bands in Manitoba with a total registered Indian membership of 38,062. Of this total, 26,666 are on-reserve, 9,366 are off-reserve (other than crown land) and 2,030 live on crown land. The bands have a total of 97 reserves which cover approximately 523,000 acres (as of June 1972). A detailed schedule of reserve acreages and code numbers can be found in the Appendix. The table below outlines the Manitoba bands, their population and their DIAND responsibility centres. This table is followed by a rough map showing band location, population and tribal origins (Cree, Ojibway, Sioux and Chipewyan).

INDIAN POPULATION IN MANITOBA BY BANDS (DEC. 1972)

<u>Responsibility Centre</u>	<u>Bands</u>	<u>Population</u>
REGIONAL OFFICE	Little Black River	224
	Brokenhead	462
	Fort Alexander	2,236
	Hollow Water	394
	Fisher River	1,158
	Buffalo Point	30
	Berens River	792
	Bloodvein	387
	Jackhead	310
	Peguis	2,291
	Little Grand Rapids	788
	Lake Manitoba	539
	Fairford	789
	Roseau River	814
	Little Saskatchewan	339
	Lake St. Martin	691
	Birdtail Sioux	210
	Crane River	156
	Ebb and Flow	538
	Gamblers	28
	Keeseekocwenin	325
	Long Plain	875
	Dakota Plains	110
	Dakota Tipi	121
	Oak Lake	286
	Pine Creek	596
Rolling River	331	
Sandy Bay	1,569	
Sioux Valley	983	

<u>Responsibility Centre</u>	<u>Bands</u>	<u>Population</u>
REGIONAL OFFICE (continued)	Swan Lake	469
	Valley River	421
	Waterhen	345
	Waywayseecappo	780
	Norway House	2,123
	Cross Lake	1,770
	Poplar River	426
ISLAND LAKE AGENCY	Garden Hill.....	1,364
	St. Theresa Point	1,945
	Wasagamach	451
	God's Lake	1,149
	Oxford House	898
Red Sucker Lake	271	
THE PAS DISTRICT	Churchill	355
	York Factory	353
	Chemahawin	382
	Fox Lake	249
	Moose Lake	307
	The Pas	1,140
	Split Lake	981
	Shamattawa	457
	Shoal River	571
	Nelson House	1,615
	Mathias Colomb	1,018
Barren Lands	554	
Grand Rapids	291	

Additional data for the planner accompanies this report in a population file. This information includes registered Indian population by age, sex and residence, broken down by region, province, responsibility centre and band.

B. BAND POLITICAL ORGANIZATION

The political organization of bands is made up of the chief and councillors, who are elected every two years by the band electors. The chief and council are the policy and decision making body of the band and all regional office activities must be carried out in consultation with this political structure. When a band has a request for regional office services or for program funding, their official communication is in the form of a Band Council Resolution (BCR) to regional office. The BCR files are a good source of background information for the planner on the various types of decisions and requests from different bands. A list of chiefs and councillors (as of April 73) is included in the Appendix. A few of the names may have changed if some elections have been held since.

As mentioned previously, in the discussion of band management under the Community Affairs division, there are Local Government Advisors

working with the chiefs and councils. A complete list of the LGA's and their bands is included in accompanying information files for the planner.

C. DIFFERENCES BETWEEN NORTHERN AND SOUTHERN BANDS

Northern bands, (north of 53rd parallel), have many demographic, economic and infrastructure contrasts to the southern bands that create a need for different services and program timing, content and responsibility.

There is a large percentage of Metis and non-treaty Indians living on northern reserves. This often creates program co-ordination problems for the government agencies responsible for the different groups, but it also gives the northern reserves easier access to provincial programs because the province has a responsibility to the Metis population, as well as having an emphasis on northern development (provincial Department of Northern Affairs).

The isolation of northern reserves, and difficulty of access, creates high costs for all supplies, services and construction. In the summer everything and everybody has to be flown in and out. In the winter, access is easier and therefore less costly due to the construction and use of winter roads. These roads are plowed through the snow across frozen muskeg, frozen lakes and through the bush.

The remoteness also creates a need for more on-reserve facilities such as federal schools and health services (nursing stations). Communications and power services are different too -- most northern reserves have radio telephones and diesel generators.

For some northern bands the season of highest employment is usually in the winter -- with such activities as ice fishing and log cutting. Therefore, programs such as LIP and FLIP which are geared to winter unemployment do not reach people who would be normally unemployed. Instead people who would have employment anyway in the winter take the government supported jobs on the reserves and leave the work in the bush and on the lake undone. The Provincial Employment Program (PEP) is much more useful to northern bands because it is not geared to any season and therefore does not compete with regular employment periods.

Tourism, in the form of tourist outfitting and hunting and fishing camps, has the biggest potential for economic development in the north. The bands, the Economic Development division, and the province are pushing forward in developing tourism in the north, but care should be taken so that the fragile wilderness environment, (which is protected by isolation), is not made so accessible, (eg. by fly-in camps), that it is over used and depleted in popular areas.

For the north, the regional office has a district office in The Pas and an agency office at Island Lake. The district office is soon to be moved to Thompson so it will be more centrally located in relation to northern Indian communities. The planner should have an

assistant stationed in Thompson in order to deal with the special northern situation. The problems of northern bands are similar to the south, (eg. unemployment, poor housing and lack of sanitation), but the treatment must be different due to isolation, climate and life style.

IV MANITOBA INDIAN BROTHERHOOD (MIB)

The MIB is the Indian organization that represents, by election, all treaty Indians in Manitoba. The incumbent president of the MIB is Dave Courchene. The Metis people of the province have a similar but separate organization called the Manitoba Metis Federation (MMF).

The MIB was founded in 1967 as a lobbying organization, to determine the needs and wants of the Indians in the province, and to speak for them with a united voice to provincial and federal governments. The federal Secretary of State department provides core funding (for operating and organizing expenses) for native organizations, so that viable organizations can be developed through which native people can identify their problems and priorities, and undertake programs to meet their own needs. The MIB grant is approximately \$290,000 per year.

The MIB, which originally began as a political pressure group, is now actively moving in the direction of a program agency. It took over responsibility for administering the Community Development Services program from DIAND in 1969. Through this program the MIB trains, pays and places Indian Community Development (CD) Workers on the band staffs of those bands which request this service. The function of the CD worker is to be a "jack-of-all-trades" in: assisting the band in generating ideas and projects to tackle community problems; tapping program funds for various activities; guiding the chief and council through red tape; and generally acting as a catalyst to motivate the bands to equip themselves with the means of participating in the solution of their own problems.

DIAND's Community Development Agreement with the MIB also established an Advisory Committee when the administrative authority was transferred to the MIB. This body is made up of representatives from DIAND (Community Affairs), the MIB, and either or both the provincial government and the public at large. The Advisory Committee's function is to review community development project submissions from the bands, and recommend appropriate action to the Regional Director and to Ottawa.

The MIB is also heavily involved in economic development. They have their own economic development corporation called Bi-Neh-Se, which has the objective to generally promote, encourage and assist in the economic development of Indian people. At the present time Bi-Neh-Se has to dig up capital from mainly government sources, but the corporation plans to use any profits from the Indian economic enterprises, presently being established by them, as capital for future economic activities on other reserves. Bi-Neh-Se also has a subsidiary construction company called Me-Ke-Si, which last year received a government contract to build winter roads.

The MIB has articulated several points which are of importance to the planner: They want:

- (i) to be involved and to participate in planning and administration

- at every level (regional, district, agency, local);
- (ii) planning from the grass-roots up, not from the top down;
 - (iii) Indian Affairs to be a support, not a bureaucracy;
 - (iv) and to have a partnership relationship with the government where planning and decisions are made together.

The planner should establish a sound working relationship with the MIB -- by committee and by personal contact. They have a great many good ideas and an accurate grasp of band priorities. Recommended reading for the planner, for purpose of understanding the MIB's position and philosophy is: Wahbung - Our Tomorrows, a position paper written by and available from the MIB; and a series of recent newspaper articles, and excerpts from the MIB's 1973 Annual Report, both contained in accompanying information files for the planner.

V THE PROVINCE OF MANITOBA

A. INVOLVEMENT WITH TREATY INDIANS

The province, for the most part, does not assume any direct responsibility for treaty Indians through its programs. There are a few areas of direct involvement, but the main interaction between treaty Indians and the province is of an indirect nature that occurs as a result of: provincial programs, such as housing, for Metis and non treaty Indians who may be living on a reserve; provincial development policies, such as water diversion for hydro; provincial programs for the north, such as air strip construction; cost sharing with the federal government for education and health facilities in areas of mixed population; federal-provincial negotiations for crown land for entitlement purposes; and provincial representation on committees as a result of federal-provincial agreements, such as DREE Special Arda and the MIB Community Development. A discussion of these different areas of interaction and some of the associated problems are outlined below.

The province has a Remote Housing program for the north that is used by Metis, non-treaty Indians and non-Indians. So far none of this housing has been built on reserves with mixed populations, but it could be if a band surrendered land for lease for the housing development. Sometimes the different housing programs from provincial and federal departments, with their varying amount of subsidy, cause frictions in mixed non-reserve communities such as Leaf Rapids (a northern new town) and South Indian Lake. These frictions develop because treaty Indians using the Off Reserve Housing program of DIAND can procure sizeable for-giveable loans depending on income, while other people do not have this opportunity through the housing programs of other agencies.

The province has a program of building airstrips in all northern communities of over 500 population. Mostly these airstrips are constructed on provincial crown land but instances may crop up where the only suitable land in the vicinity is owned by an Indian band - for example, at Norway House. Problems over the question of payments to bands have arisen, whereby the band feels that the province should pay them for the use of the land, while the province does not agree since the province is paying the total cost of the airstrip, and band members will be among those using it.

The system of local government in northern non-reserve communities is slightly different than that usually found in municipalities. The provincial Department of Northern Affairs has been designated as the municipality for the north, with all the communities acting as community councils and receiving their delegated powers from the Minister of Northern Affairs. The degree of financial autonomy of the community councils is higher than the degree of financial autonomy of Indian bands. Thus when a joint venture is desired by both groups the band must go through the process of getting agreement from DIAND, which lengthens decision making and implementation.

Treaty Indians can be directly involved with the Provincial Employment Program (PEP). This program is operated on a per capita grant system and it is not tied to any specific time period. The program has funds allocated for Indian bands and many are using it. The provincial Northern Manpower Corps is assisting industry to develop in the north and this creates other provincially generated employment opportunities for northern treaty Indians.

Federal-provincial cost sharing on health and educational facilities and services for mixed communities - both on and off reserve-- is the greatest area of involvement between treaty Indians and the province. On the Berens River reserve there is a community health centre being developed that the province feels will become a model of cost sharing in health services. Since cost sharing is the most important interaction area, the best time for the planner to be involved with provincial departments is during the budget planning process.

Treaty Indians also relate to the province during the entitlement process. When a band decides on a reserve location on unoccupied provincial crown land for their land entitlement, the federal government must work out an agreement with the provincial Lands Branch of the Department of Mines, Resources and Environmental Management in order to transfer the title from the provincial crown to the federal crown.

B. PROVINCIAL HYDRO DEVELOPMENT AND INDIAN RESETTLEMENT

A major and contentious area of involvement between the province and treaty Indians occurs as a result of Manitoba Hydro's development policies. The province is carrying out the diversion of the Churchill River, which will cause a great deal of flooding around the lakes and rivers that constitute the diversion channel. There are no reserve lands involved in the flooding but there are settlements that will have to be moved and people compensated - many of them off-reserve treaty Indians. The Indian people are also concerned about the adverse environmental aspects of the flooding which will affect their means of livelihood.

South Indian Lake is one of the settlements that will be affected by the flooding -- and the community is presently engaged in court action to stop Manitoba Hydro from proceeding with the diversion.

Approximately 75 percent of the 600 people in South Indian Lake are treaty Indian. The provincial Department of Northern Affairs has proposed a town plan for the resettled community which includes a town centre complex of school, playgrounds, public washrooms and laundromat, Bay store, nursing station and town hall. At the time of writing, the South Indian Lake Community Council has not yet accepted the plan. If the plan is accepted the Manitoba Regional Office of DIAND will be asked by the province to share in the costs of infrastructure and school facilities due to the large percentage of treaty Indians who make up the community. However, the regional office is reluctant to get involved in South Indian Lake until the Indian people decide that they are prepared to live

with the flooding. The regional office is not going to support any plan until they get approval from the Indian people, in order to avoid the appearance of being in favour of the flooding.

The province has also been involved in the compensation and resettlement of the Moose Lake and Chemahawin bands during the flooding of Cedar Lake. The administration of the resettlement is being handled by a body known as the Four Bay Committee. The time period for the resettlement is almost over. Moose Lake appears to have received just compensation and experienced a smooth adjustment. However, the Chemahawin move to Easterville has been very rough -- there are still problems over land compensation, and the band's economic base of fishing has been undermined by the pollution caused by the flooding.

VI CENTRAL MORTGAGE AND HOUSING CORPORATION (CMHC)

A. HOUSING PROGRAMS AND INVOLVEMENT WITH TREATY INDIANS

CMHC's regional and local offices relate to treaty Indians through three types of housing programs.

The first program is DIAND's On-Reserve housing program. DIAND subsidizes the home with a maximum \$10,000 grant, and if the owner wishes to have a higher value house he can borrow CMHC mortgage money. However, Indian land cannot be mortgaged, therefore the mortgage money is treated as a guaranteed loan with the security given by DIAND. The administration of the guaranteed loan is handled by DIAND.

DIAND's Off-Reserve housing program involves CMHC in a similar fashion with the exception of the guaranteed loan. Since the house is not on Indian land the owner can use a direct CMHC mortgage. The Department of Veteran's Affairs is also involved with the Off-Reserve housing program where a CMHC mortgage is used: CMHC employs DVA's appraisal and assessment resources because they have an excellent field system.

The third program is one of non-profit group housing for rental. In this case a band incorporates as a non-profit organization, builds housing with their own funds, gets a mortgage from CMHC, and rents the housing to band members at low rates. Thus, by subsidizing the cost of the housing themselves and using CMHC mortgages, bands can bring rents down to a level that their own people can afford. This program is used by bands with sources of income because band funds must be employed to get the housing started. Alberta and British Columbia bands are the most involved in non-profit housing, but the Fort Alexander band in Manitoba has recently submitted an application under this program. The Pas Band is also taking advantage of CMHC's non-profit mortgage funds for an elderly care home, rather than for low rental housing. In this case CMHC is giving a mortgage for the balance of the capital building costs after the input of band funds, DIAND, and the province. The operating costs are paid for by a provincial per diem subsidy for the users.

B. HOUSING STANDARDS AND MAINTENANCE

Indian houses have to be up to CMHC standards before mortgages or guaranteed DIAND - CMHC loans are approved. However, CMHC is not as rigid in enforcement on reserves or in isolated communities as they are in the cities. They are also more flexible in the north. CMHC does not expect piped sewage or water systems, or even a septic tank. Health and safety standards are given the main emphasis, rather than spatial factors that may be impossible to achieve due to the nature of community infrastructure, type of heating systems, and of construction materials.

CMHC asks that housing be maintained while under mortgage, however the maintenance problems that do occur are a result of people not knowing how to look after their homes. CMHC has no educational program

or follow up service to counsel people on home maintenance. All they have are their own inspectors who inspect newly built homes. It would be beneficial to have native people trained in house maintenance, counselling, house inspection and handy work so that this service could be available in Indian communities for all housing (CMHC, DIAND and privately built). CMHC would welcome a proposal of this type from DIAND.

VII NATIONAL HEALTH AND WELFARE

A. MEDICAL SERVICES AND FACILITIES

The Medical Services Branch of the Manitoba regional office of National Health and Welfare is responsible for all capital and operating costs of all medical services and facilities for treaty Indians.

There are only two federal hospitals in Manitoba - one in Hodgson on the Peguis reserve, and one at Norway House. Bands in proximity to provincial hospitals use these facilities on a cost shared basis, and there are federal nursing stations on most of the northern reserves. The nursing stations are visited by doctors on a rotating schedule.

The trend now for health facilities on reserves is toward community health centres to replace nursing stations. The Berens River reserve health centre is the first of these facilities. The cost is shared with the province because it is serving a community of mixed population. The health centre will include community facilities such as meeting rooms, showers, public toilets and laundry facilities. The planner should work closely with the Medical Services Branch and the communities concerned for future health centres of this type, so that community needs are incorporated into the facilities, and so that the centres are placed in an optimum location for community access.

B. ENVIRONMENTAL HEALTH

A great many of the health problems on the reserves are caused by the unsanitary and unsafe living conditions plus a lack of health education. Gastroenteritis, respiratory ailments and accidents are common.

The Medical Services Branch has three Environmental Health Officers on staff who inspect and advise on health conditions on reserves about three times a year. This includes school inspections, stores, housing (on request), garbage disposal, water supply, hospitals and nursing stations. They also inspect other federal installations such as airports, railway facilities, federal buildings, parks, etc.

The Environmental Health officers also do surveys called Indian Communities Reports, which outline in detail all environmental health problems and causes on every reserve, and specific recommendations and methods to alleviate the problems. Copies of these reports are sent to the bands and to the DIAND regional office. Each reserve report is reviewed every five years by Medical Services by redoing the surveys and recording changes that have taken place.

The reports are a gold mine of information for the planner, and an opportunity to co-ordinate the infrastructure, and other physical development and educational programs of DIAND with the expert advice of Medical Services in an attack on the environmental problems of Indian

reserves. The reports and advice have not been utilized by DIAND to any great extent -- except for incorporating a few recommendations in some housing developments.

Medical Services is anxious to have closer co-operation with DIAND's regional office and welcomes the planner and his co-ordinating role. The Indian Communities Reports are a good place to start this relationship. All of the reserves in southern Manitoba have been surveyed, and work in the north is underway. If the planner cannot find copies of these southern reserve reports in the DIAND regional office, they are available from Medical Services' zone office in Rivers.

VIII DEPARTMENT OF REGIONAL ECONOMIC EXPANSION (DREE)

A. SPECIAL AREA AGREEMENT

A Special Area Agreement is a federal-provincial agreement whereby the federal and the provincial government concerned concentrate funding in an area chosen by the province as one that is underdeveloped but with potential for job creation and growth. In such a designated area DREE provides loan funds to the province for infrastructure, (roads, sewer, water systems, etc), and for facilities to accommodate social adjustment to growth, (school, hospitals, libraries, etc). In a special area the province also places priority on its own program funding.

In Manitoba the municipality of The Pas and its hinterland is the only designated special area under the agreement. Originally the province wanted the whole of northern Manitoba designated as a special area but this was too rich for DREE's blood and The Pas was the only designation. Other northern areas are still being thought of as future special areas but none have been agreed on as yet. The Pas was picked due to its physical, social and economic underdevelopment and its potential for growth as a result of the large Churchill Forest Industries (CFI) complex near the town. CFI has a long, stormy and confusing history of development - complete with Swiss bank accounts, embezzlement of provincial funds and control by foreign interests. The province eventually put the development under receivership because its loans were not paid back by the private developers. The province has taken control of the industry and has it built and functioning smoothly. The Pas Special Area Agreement is of interest to Indian Affairs because The Pas band and its reserve lands are situated in and around the town of The Pas. The Pas band has used DREE Special Area funds for water and sewer system development and some street paving. These funds for the reserve were in the form of a federal grant, including some DIAND money, instead of in the form of federal-provincial loans which the municipality uses under the agreement. The Pas band is the most urban and developed Indian group in Manitoba and a more detailed outline of its development is given in the case study section of this report.

There are other Indian bands located within The Pas Special Area, such as the Chemahawin and Moose Lake bands, but they are not near the municipality so it is doubtful that they could take advantage of DREE funds, since DREE's policy is to support development within the growth centre itself.

The DREE Special Area Agreement has a joint planning committee as part of its organization. DREE and provincial planners make up this body, and they map out in what directions their programs should take and which additional programs should be plugged into the development process. The Indian Affairs regional planner for Manitoba should incorporate himself on this committee in order to learn and contribute to the planning and program operations of a Special Area Agreement. It is unlikely that

The Pas band itself will receive anymore funding, since the agreement for The Pas ends in 1975. However, there could be further developments in the municipality which could affect the interests of the band. In addition, there may be future Special Area Agreements elsewhere in the province that include Indian bands, thus experince gained by the planner in The Pas would be invaluable. Copies of The Pas Special Area Agreement and amendments to it are available for the planner in accompanying information files.

B. SPECIAL ARDA AGREEMENT

The Special Arda Agreement is a federal-provincial cost shared program for economic development among native people (treaty, non-treaty and Metis). The program is administered jointly by DREE and the province, and the amount of each government's participation varies according to the location and status of the native people participating. For instance, if all treaty Indians are involved in a project, or if an on-reserve project is involved, the funding is strictly federal. However, if participation is partly or totally non-treaty or Metis, and off reserve, then the funding is shared between DREE and the province. *grants + comm.*

The program can be applies anywhere in the province except within a radius of ten miles of urban centres with 25,000 and population.

Almost any kind of economic enterprise is eligible for funding under the Special Arda Agreement as long as it is financially viable and creates a minimum of three jobs for disadvantaged people, two-thirds of whom must be of native ancestry, (treaty, non-treaty or Metis). The ownership of the enterprise can be native or non-native, but there is a greater amount of assistance for native ownership.

All of the finding under the agreement is in the form of grants, with the stipulation that no more than \$30,000 be spent per job created. Another criterion is that no other department or agency should already be assisting the same parts of the enterprise. In addition, the governments concerned have access to the books of an enterprise for a control period -- usually 42 months, but this varies. The applicant(s) do not receive the total amount of the grant until the control period is up. There are different equity criteria for different types of enterprises. For commercial undertakings such as a store or a manufacturing plant the applicant must provide 20 percent equity in the undertaking. There is no equity stipulation for enterprises such as primary production, (fishing, hunting, logging, etc.), area employment training, or recreational developments.

DREE and the province jointly administer the funds and approval of the projects regardless of the native status of the applicants -- except when all treaty Indians on reserve are involved. But when all treaty Indians are involved in an enterprise off reserve, the province still has a voice in approval. The workload is divided in such a fashion that DREE handles the commercial undertakings and the province takes care of primary production enterprises.

DREE and the Economic Development division of DIAND's regional office are developing a close working relationship in facilitating the establishment of economic enterprises by treaty Indians. However, the communication between the two operations, as well as with the rest of the DIAND regional office, could benefit from increased interaction at the early stages of project idea formulation, so that program differences and eligibility criteria could be better integrated. For instance — why not exchange and circulate copies of applications for economic development fund? Evidently there is a confidentiality clause on DREE applications but this could easily be accommodated by a release statement for purposes of other government use.

Copies of the Canada-Manitoba Special Arda Agreement and operating guidelines are included in the information files for the planner. Some examples of treaty Indian Special Arda enterprises are:

- (i) Crane River band - have a successful feedlot enterprise underway.
- (ii) Swan Lake band - have an application in for a farming enterprise.
- (iii) Bloodvein band - have an application in for a store.
- (iv) Mathias Colomb - on the Pukatawagan reserve have an application in for a forestry industry development, but may have viability problems.
- (v) Buffalo Point band - has a recreational development underway on Lake-of-the-Woods.
- (vi) Norway House band - has applied for a fish packing station.
- (vii) South Indian Lake - a grant has been approved for a fishing co-operative.
- (viii) Fort Alexander band - have a wild rice paddy enterprise.
- (ix) The Pas band - have applied for funding for a hostel.
- (x) Molson Lake - three Indian people are operating a successful hunting lodge.

IX MANPOWER AND IMMIGRATION (M & I)

A. CANADA MANPOWER TRAINING PROGRAM

This program is utilized quite extensively by treaty Indians for educational, income, and labour supply purposes. The program is divided into several sections and divisions, but all of the elements are oriented toward some degree of skill shortage. M & I employs regional economists who survey the labour market to predict the types, amounts and locations of skill shortages that can be expected in a given year in the region. On the basis of this information, funds are allocated to purchase training spaces from provincial institutions, private institutions, (business colleges and trade schools), and private industries and businesses.

The Canada Manpower Training Program is divided into the following sections:

1. Institutional purchase of training in conventional settings from the province - eg. community colleges.
2. An apprentice delivery system.
3. Training and Industry Program:
 - (i) vestibule training which can be related to classroom situation;
 - (ii) Training on the Job (TOJ) for skill shortages;
 - (iii) Training on the Job (TOJ) for the disadvantaged;
 - (iv) Training on the Job (TOJ) for job creation.
4. Private purchase delivery system which purchases training from institutions.

The three types of TOJ's of the Training and Industry Program section are used the most by Indian bands. During the training period on the job - usually about six months, but may range from 12 weeks minimum to 52 weeks maximum in certain cases - the trainees wages are paid by Canada Manpower. The employer must be willing to provide continuing employment once the training period is over. The employer can be public or private which includes a band or an individual band member as employer. This means that a band can implement many capital and operating projects for purposes of economic development, and provision of band services and facilities, that would normally be more difficult or impossible to undertake without the TOJ funds to use for salary purposes, in conjunction with capital funds from other sources. In addition to providing salaries for band projects, more importantly the TOJ program builds up a trained pool of human resources that is of long term benefit to the bands in administering their own affairs and becoming economically independent.

If the band or band member as employer need training themselves, in order to offer training on the job for the employees, the Post School section of DIAND's regional office Education division will hire an

instructor-foreman, (for instance a carpenter, welder, plumber etc.), who will train everybody concerned and get the TOJ ball rolling. TOJ's can be used in many different band projects and examples are given in the case study section of this report.

The co-ordination in the field between DIAND's Post School staff and the local Canada Manpower Centre (CMC) managers, is very good when it comes to applying the TOJ program to different band projects. However, the co-operation and communication on training programs between the main regional office of Canada Manpower in Winnipeg, and the Manitoba regional office of DIAND, is not in very good shape. The regional office of Canada Manpower is responsible for predicting skill shortages and purchasing training. The local CMC's are allocated varying types and amounts of training to deliver, including TOJ's, depending on the labour market situation in their areas. The officials in the regional office of Canada Manpower seem quite reverent about their long term planning process for determining and purchasing of training needs. The process is very rigid, it takes almost two years before the local CMC's are allocated more or different types of training to respond to changing situations, and it allows for only minimal and ineffective input from DIAND's regional office at the very preliminary stages. Also the regional office of Canada Manpower does not seem too keen on the way Indian bands are using the TOJ program as a means to an end, rather than an end in itself. In addition, Canada Manpower does not take too kindly to having its planning process violated by crises -- which is the stock in trade of DIAND. All things considered, the planner is advised to steer clear of the regional office of Canada Manpower where their planning for training needs are concerned. Possibly the only useful contact here is their regional economist, who can give the planner a reading on predicted skill shortages in the vicinity of Indian reserves.

B. LOCAL INITIATIVES PROGRAM (LIP)

LIP has been used a great deal by Indian bands in Manitoba. It is a M & I program to generate employment during the winter months for projects that provide social and educational activities and services. LIP funds have a very low capital money percentage (17%), therefore many bands co-ordinate LIP with more capital intensive sources -- usually from DIAND.

Indian bands go through the same application process as other groups - that is, through the local CMC's. The CMC counsellors provide assistance in completing the forms. The regional office of Canada Manpower then makes project funding recommendations to the Minister.

There is a certain degree of co-ordination between DIAND and Canada Manpower at the regional office level, when it comes to exchange of information and integration of LIP projects with DIAND programs. However, this co-ordination is of an informal nature, through personal contacts. Liaison by the planner or another DIAND regional representative on a formally constituted basis would be more beneficial for consistent information flows. There is a formal co-ordination process in Ottawa, with a senior DIAND official on the LIP Advisory Board.

X EXISTING PLANNING DECISION MAKING
IN THE REGIONAL OFFICE

As the planner will have hopefully discovered by this point, there is no community planning process per se in the Manitoba Regional Office -- which is why a planner is to be employed here - but there are a few entrenched methods of decision making that affect the planning for physical, social and economic reserve development. Some of these methods are useful while others are detrimental, but they all should be modified and taken account of in the planner's "modus operandi" in the regional office.

The first of these situations is the method of responding to band priorities. Often the bands that make the loudest noises are the ones that get first treatment. This situation is the result of so many desperate needs having to be met at the same time with a limited amount of money, plus an unwillingness on the part of many bands to stage their priorities realistic-ally over a period of time. Perhaps one of the greatest challenges facing the planner is that of assisting the bands in orienting their priorities within a practical time frame of reality.

The second situation is concerned with the use of private consultants by the regional office. Consultants are hired to do many reports, surveys, feasibility studies and plans for Indian bands. Some of the consulting names that the planner will run into are Moody, Moore and Associates; Damas and Smith, Reid Crowther; and Underwood, McLellan and Associates. It is difficult to recommend one firm over another since they tend to have a fast staff turnover, and they have varying strengths and weaknesses for different types of work. Review of their past work, plus personal contact would be the best method of determining their capabilities.

Hopefully the planner will reduce the use of consultants for planning purposes, since he will be taking on much of the work that they have been doing. However it will be necessary to utilize consultants' services for some planning jobs. This being the case the pro's and con's of consulting work are outlined below:

- (i) Some of the bands will prefer to use consultants for planning purposes because they feel, (and maybe rightly so), that the job will be done faster than if regional office does it.
- (ii) Bands can usually state their preference as to which consulting firm is hired for the job.
- (iii) Consultants are expensive, and usually produce only one solution to a situation - rather than a series of alternatives.
- (iv) The degree of consultation with the band, and sensitivity to the band's priorities may not be as intense when private consultants do the job.

(v) There is a lack of "follow through" when a consultant is used.

When a consultant firm is employed by the planner and band to do a job, the planner should give the consultants terms of reference and guidelines for direction.

The third established decision making mechanism for planning purposes in the regional office is concerned with the involvement of Prairie Provinces Engineering (PPE) and the Engineering division of the regional office. Due to the present planner position vacuum in the regional office, the engineers have often been called upon to provide planning advice, and to evaluate planning consultants' work. They have filled the breach competently but usually with a physical and technical emphasis due to their training and background. The planner must provide a more comprehensive approach to reserve development, and should incorporate the expertise of the engineers when necessary.

Fourthly, the field staff of the various divisions also play a role in generating ideas and decisions with the bands for reserve development. This is quite a suitable but generally an ad hoc situation that may grow out of brainstorming sessions on how to take advantage of available programs. If each band and government field contact had a plan of proposed reserve development, based on band priorities and accompanied by a mutually generated stock of ideas on how to pursue the development as program funds become available, these brainstorming sessions could be more co-ordinated in their impact.

Finally, the lack of internal program co-ordination among the divisions of the regional office has been in effect for so long that it has become an operating norm in itself. Each division is so immersed in day to day crises that they rarely make time to take a longer term look at the impact that their programs have on reserve development, much less consider the related effects of the programs of other divisions. It will be the planner's job to bring all the pieces together -- be it by some form of program planning committee consisting of the planner, other division heads and the regional director; and/or by paper and people flows for information exchange; and/or by regional director supported approval or review power on the part of the planner for project proposals of the various divisions.

XI CASE STUDIES

The purpose of this section is to give the planner some examples of development activities on various reserves in the Interlake district and The Pas, and to illustrate the intricate web of program co-ordination that bands must go through to undertake and complete anykind of project on the reserves. The case studies will also serve to show that every band situation is unique in terms of their planning and development needs, due to variations in their human and physical resource bases. Finally, the Little Black River band's economic development progress is included to show some of the political relationships that the planner will face in his work with the bands.

A. THE INTERLAKE

The Interlake district is situated between Lake Winnipeg and Lake Manitoba and has seven Indian bands within its boundaries.

1. Peguis Band

The Peguis band is large - over 2,000 people - and relatively prosperous. They have a large reserve with a good agricultural base of cattle farming, plus a garment factory employing 24 people, which manufactures clothes for a company called Monarch Wear. The Chief is Eddie Thompson, who has recently written and had a book published on the history of the band, titled Chief Peguis.

The band has a townsite under construction but work on it has been delayed because the sewer lines laid by a private contractor, (hired by Indian Affairs), have collapsed and must be rebuilt. However, the contractor has since gone out of business. The Post School division arranged for the training of three band members as plumbers in the anticipation that they would do all the plumbing work in the townsite houses once the sewers were in. During the training sequence the band provided funds for materials, and the trainees did all the plumbing in the band buildings which are next to the townsite - in the band office, the home economics building and the community hall.

The band has recently completed a large arena adjacent to the townsite. They saved up their contributions to bands funds for three years and accumulated \$60,000, then borrowed another \$60,000 to make a total of \$120,000 for capital costs. Then they used Canada Manpower and LIP funds to pay for the training and labour costs of band members who constructed the building.

A new hospital is nearing completion on the reserve near the adjoining town of Hodgson. It was built by National Health and Welfare and the operatin costs will be shared with the province since it is serving the town as well as the band. There are over forty band members employed in the hospital, some of whom are working under the TOJ program. The old

hospital is located near the townsite development, and is to be handed over to the band this summer. The band is considering using this building as either an expansion to the garment factory or as a home for the elderly.

The Peguis band also had a LIP grant this winter to pay the labour costs for house construction. The capital came from Community Affairs. The houses were all built in one location and will be moved onto the townsite once the sewer situation is rectified.

2. Fisher River Band

This band has a poor economic base of fishing. In addition to welfare, they rely on employment through government programs such as LIP, FLIP, WOP and Canada Manpower, which are used in conjunction with the new school, and housing construction projects which are underway on the reserve. The Chief, Charles Sinclair, expressed concern that his people were becoming so accustomed to getting everything for free from the government that they will not pay for anything themselves.

3. Jackhead Band

The Jackhead reserve is very isolated, and the band relies on a radio telephone for communication. There is no line power so a diesel generator is used. The economic base consists of fishing, which is limited due to provincial quota regulations on Lake Winnipeg, some pulpwood cutting, and government employment and training programs.

The band is quite small, with approximately 175 people on the reserve. Many of the young people have left, and the band was dying until the band office was established to administer some of the government programs. The band has recently employed a young and dynamic band manager, Herb Hudson, who is working hard with Chief Lawrence Sinclair to initiate and co-ordinate projects on the reserve. A new store is being built, utilizing LIP funds to pay the construction workers from the band, and the band is negotiating for WOP funds to build a dam.

4. Lake Manitoba Band

The Lake Manitoba band on the Dog Creek reserve relies on seasonal work as its main economic activity and there are a few good cattle farms on the reserve. The population is fairly transient because of the seasonal work.

There have been some instances of grant abuse with this band but there is housing construction underway using Community Affairs and LIP funds. There is no townsite development on this reserve but all the band buildings are clustered in a central location. The Chief is George Swan.

5. Fairford Band

The Fairford band, which also relies on seasonal work, is not overly large - approximately 800 people - but they are very sophisticated in the use and co-ordination of government programs. Their most recent project is a large band store which utilized at least seven different sources of funds in its development. The band saved and put up its own funds for cement and used the WOP program to pay band members to pour the foundation. Using LIP for salaries and band funds for material the exterior was constructed. A TOJ sequence was employed to finish the interior. Then Economic Development contributed a \$50,000 guaranteed bank loan for stock, and a \$46,000 grant which included funds for management and reimbursement for materials. A white store manager has been hired by the band for two years, using the Economic Development management grant, and two Indian managers and two Indian assistant managers are training with him, using Post School and TOJ funds.

The band office, a child care centre, a warehouse and the store are all clustered in a central location, and the band plans to add a community garage to this grouping of facilities. Chief Joe Anderson has caused some controversy in connection with the child care centre, because he has stepped beyond his legal bounds several times by picking up lightly clothed and shoeless children, who have been put out in the freezing cold, and placing them in the centre for a few days, without their parents' consent.

The Chief is also concerned about the housing problems of the non-treaty Indians who live near the reserve. He would like the band to lease off-reserve land, use government loans and training grants to employ band members to build housing, and rent the houses to the non-treaty Indians. Perhaps the CMHC non-profit housing program could be used in this case.

There are two other bands in close proximity to the Fairford band. These are the Lake St. Martin and Little Saskatchewan bands. The three bands often co-operate on programs and staff sharing.

6. Lake St. Martin Band

This band has a very well kept up and compactly developed reserve, and like Fairford is very active in its use of government programs. Their latest economic development thrust is in the form of a boat building industry. They are building dory type fishing boats and have already sold several and have received orders for more. The band also has a fish buying plant and a store in operation.

Chief Mark Traverse has many development ideas for the reserve over the next two or three years, and stated that he would find the service of a planner useful - but warned that any plans must be based on the financial realities of program availability.

7. Little Saskatchewan Band

This band has been the poorest in the Interlake district in terms of utilizing government programs to facilitate reserve development. However, they have recently elected a new Chief, Daniel Shorting, who is eager to begin applying for program funds to help his people on the road to economic independence. He was receptive to the use of a regional planner, and the planner could be of initial service here in assisting in the generation of planned development ideas. This is in contrast to the needs of bands like Fairford and Lake St. Martin, who have many project ideas but need assistance in staging them over time and space in relation to program availability.

B. THE PAS BAND

As mentioned previously, The Pas Band is the most urban Indian reserve in Manitoba. They are a large and relatively prosperous band with over 1,000 people, and have large land holdings of more than 14,000 acres. The majority of the population lives on the main reserve which is coded as 21E, and is approximately 5,000 acres, located across the river from the municipality of The Pas. Reserve 21E also contains the Big Eddy Settlement which has a large Metis population. Many band people work at the CFI plant near The Pas.

Chief Gordon Lathlin and the band council have been extremely active in initiating projects for reserve development. The band has been pushing for a major commercial development on the reserve for many years, and a description of the history of this project and its relationship to the total reserve development is outlined below. The planner is also referred to a report, in the information files, done by N. Mitchell, for additional details on the band's development situation.

The Pas band had been considering the establishment of a commercial complex on the reserve for many years. In 1967, the MIB recommended to DIAND that the private consulting firm of Moody, Moore and Associates be employed to draw up a plan for the commercial undertaking. The result was a fancy shopping centre concept that was beyond the bounds of practicality.

The idea of commercial development went into limbo for a few years and nothing happened except a lot of talk. In April 1972, a DIAND consultant named W.M. Thompson recommended to the band that they needed a total plan for community development, including the commercial aspects, and he suggested the firm of Damas and Smith be used by the band. The band agreed and requested funds from DIAND to hire Damas and Smith. The firm completed the plan in January 1973, after working closely with the chief, council and band members in its development.

The plan, a copy of which is included in the files for the planner, is quite comprehensive and includes land use proposals for residential, industrial and commercial development. During the planning process, the consultants contracted the commercial part of the plan to Canadian

Urban Economics Ltd., who did a marketing study of the commercial relationships between the band and the town of The Pas. The conclusions were that it would be feasible for the band to have a commercial development along the provincial highway edge of the reserve to serve the reserve population, the town of The Pas, and the growing tourist trade. The complex should be started on a small scale, but with flexibility for expansion, and initially should include such things as a co-operative grocery store, a hardware store, a service station, and a motel. The band council adopted the total Damas and Smith plan with a few minor changes. These changes were caused by the location of infrastructure (water, sewer and roads) that had been put in the existing reserve townsite by DREE Special Area and DIAND before and during the planning process.

The band then began the long and arduous process of attempting to implement their proposed plan of commercial development. A surrender to lease was required by band referendum since band corporations would be involved as developers and operators of the complex. The corporations would lease some space to non-Indian tenants. The surrender was approved in March 1973. Then the band enlisted students from the Keewatin Community College in The Pas to practice their heavy equipment classes on the commercial site. DIAND paid for the fuel and the property is now cleared.

The band then used the services of Prychitko and Co., an Indian Affairs consultant, to draw up a funding proposal for submission to the Indian Economic Development Fund (IEDF) of DIAND in Ottawa. This submission was sent to the Economic Development division in the regional office in early May, 1973. A copy is included in the files for the planner. The submission expanded the commercial development to include a larger shopping and office complex in addition to the motel complex. It outlines specific costs and other sources of funding including DREE, other DIAND sources, provincial loans, and private lending institutions. The band's hands are tied in approaching these other funding sources until they hear from the Economic Development Branch in Ottawa, about the amount of the grant, if any, to be received from the IEDF. Upon inquiry in Ottawa, in early July, the author has been told by Economic Development officers that the proposal has not yet been received in Ottawa. Whatever is blocking the progress of this proposal, it must be resolved soon or the band will lose their potential market to proposed commercial developments in the town of The Pas.

If the proposal is finally approved, the planner should be aware of the list of work that Damas and Smith have submitted to the band for technical and professional services to be performed before and during the actual construction. Their charge for these services will be approximately \$200,000. The planner and a DIAND staff team could perform some of this work for a lot less money. The proposed list is outlined below:

PROPOSALS SUBMITTED TO THE PAS BAND BY DAMAS AND SMITH FOR PROFESSIONAL AND TECHNICAL SERVICES PRIOR TO AND DURING COMMERCIAL DEVELOPMENT CONSTRUCTION

Establish ultimate site development scheme	\$2095
Survey boundaries and topography	5128

Confirm existing site services and utilities	\$1838
Establish planning and design controls	2230
Obtain soils and foundation data	4848
Determine local construction capacity	1700
Prepare preliminary site development design	3175
Prepare preliminary design of retail facilities	4580
Prepare preliminary design of hotel/motel facilities	4580
Prepare preliminary design of offices	4420
Review preliminary design of ultimate development	2615
Prepare preliminary design report	4605
Adapt preliminary design report for final design	1935
Prepare site development contract documents	10320
Prepare retail facilities contract documents	13950
Prepare hotel/motel contract documents	13950
Prepare office contract documents	7175
Prepare construction program	2450
Call and award contracts for construction	1675
Contract management	82000
Market site development	5665
Finance site development	7765
Lease site development	7870
Train managers of site development	2510

TOTAL \$201,929

The Pas band has several other projects underway that the planner will become involved in. The first is a community recreation centre with an arena. The town's arena is overloaded and the band wants to build their own facility as part of the commercial development complex. The band has been searching for funding since November 1971. They applied to DREE Special Arda but the band did not fit the remoteness criterion involved in this funding. It took DREE one and a half years to send a letter to the band saying "no". This holdup prevented them from getting decisions from other sources of funding, such as the provincial Department of Tourism. At the present time the band and the town have formed a committee for the purpose of raising resources from both sides to build an arena on the reserve that both communities can use. The band can contribute land, construction materials such as gravel from their quarries, and some of their unconditional grant money. The planner should refer to the Mitchell report for more detail. The second project is one of cottage development. Next year the band wants to develop some of its land at Stony Point for cottages. They will need funding for a road and assistance in the layout of the development.

Thirdly the band could also use some planning assistance in drawing up reserve zoning by-laws to support their adopted community land use plan. Since they have not yet spelled out permissible or restricted uses, especially in the residential areas, they have already experienced problems -- such as in the case of a resident who wants to build a laundromat and poolroom next to his house.

The Pas band has a highly organized and effective administrative structure, which includes many committees that recommend courses of action in their fields of responsibility. Some of these committees are: the Health and Social committee, which includes housing; Economic Development; Recreation; and Utilities. Chief Iathlin delegates a great deal of authority to these committees for purposes of setting priorities and making decisions. The Pas band is much farther advanced than other bands in the region, and they dislike being held back and treated in the same category as underdeveloped reserves. The Pas band would like to become a model for other bands to follow, and would like to generate their own Indian consultants to assist other bands in their development progress.

C. LITTLE BLACK RIVER BAND

In 1972 the Little Black River band and the MIB submitted a proposal to DIAND for funding assistance in a cottage development enterprise on the Little Black River reserve. The plan of the proposal was done by Flower and Beattie and is known as the "Tentative Development Plan of part of Black River Indian Reserve No. 9". The prime purpose of the proposal is to generate some income to the band by leasing 250 water front cottage lots to off-reserve residents, and by providing space for mostly band-operated commercial development to serve the cottagers and the band. The second purpose is to provide residential lots for a band community adjacent to the commercial area.

The Flower and Beattie plan was reviewed by the Community Affairs Branch in Ottawa and by Prairie Provinces Engineering (PPE) in Saskatoon. Both evaluations disagreed with the plan due to unsuitable topography, (subject to flooding, marshy areas and rock outcrops); lack of vehicular access to some lots; no assurance that adequate conditions exist for sewage disposal and a potable water supply; restricted public access to the water front; and violation of provincial principles of shoreline recreational development. PPE drew up several alternative designs for the development and presented them to the band for their consideration.

The alternative designs did not meet the MIB's and the band's criterion of the largest and fastest possible return on the dollar. The alternative designs were rejected, the MIB objected through political channels to the interference caused by the review of the Flower and Beattie plan, the evaluation was halted, and the MIB and the band intend to go ahead with the original plan.

The progress of the development is somewhat hazy at this point in time, however MIB and band representatives were recently in Ottawa seeking funding. The planner might become involved in the Little Black River case in the future, so all the plans and evaluation documents on the cottage development are included in an accompanying information file.

XII SOURCES OF INFORMATION

Throughout this report the author has referred to information files for the planner which will accompany the report. A list of these files and the collected information contained in them is outlined below. Following this is a list of the useful government contacts that the author talked to during the compilation of this report. The planner will find these people to be highly informed in their specific areas of responsibility and of assistance in the co-ordination task that faces him.

A. PLANNER'S INFORMATION FILES

1. Legal documents - the Indian Act and Treaties that apply to Manitoba bands, (# 1, 2, 2, 4 and 5).
2. Map of Manitoba by the Canada Mines and Technical Surveys Branch.
3. DIAND program descriptions
 - (a) Indian Community Affairs Program
 - (b) Indian Economic Development Program
 - (c) Indian Education Program
4. Manitoba Regional Office
 - (a) Report on the regional office Objectives and Goals for 1973-74
 - (b) May 1973, Regional Office telephone directory
 - (c) Organization charts for each division in regional office
 - (d) List of Local Government Advisors and band assignments
 - (e) Miscellaneous memos - zoning by-laws, entitlement, townsites.
 - (f) Photographs of various reserve developments.
5. Indian population data
 - (a) Bands and registered Indian membership by region and province and type of residence. Dec. 1972
 - (b) Registered Indian membership by band and residence distributed by agency or district within regions. Dec. 1972
 - (c) Registered Indian population by age-sex-residence in Manitoba by region, responsibility centre, and band 1972
 - (d) Description of the statistical data available in the Survey of Indian Bands and Reserves. 1971 Three copies of each of the three volumes of the actual data are available in the regional office.
 - (e) List of the statistical tabulations that will be available in the Manitoba Human Resource Survey. This survey will be complete in computer printout form by Sept. 1973. It is being done by the Education Division. For information contact John Zyzneiowski in the Manitoba regional office, or Mrs. Cunningham in Ottawa.

- (f) Sample of proposed band population summary sheet.
6. Housing
 - (a) John Leaning's Interim Report to DIAND on Housing for Indians
 - (b) 1970-71 Manitoba Biennial Housing Survey
 - (c) Manitoba instructions and forms for 1973-74 Biennial Housing Survey
 - (d) Housing designs by Engineering Division for Manitoba's DIAND housing program
 - (e) Miscellaneous memos from regional office on housing design, funding and inspection.
 - (f) CMHC information on National Housing Act, amendments, and programs.
 7. Education - Manitoba Regional Office
 - (a) Federal school capital construction program 1973-74, and 1973-79.
 - (b) Annual Report 1971-72, Post School Division, Manitoba Region
 - (c) Manitoba Indian student population data in federal and provincial schools.
 8. Financial documents
 - (a) Assorted budget planning documents from regional office and headquarters
 - (b) Program coding manual
 - (c) Financial responsibilities and signing authorities
 9. The Pas Band
 - (a) Damas and Smith planning study
 - (b) Band submission to DIAND - by Prychitko
 - (c) Report by N. Mitchell re band community recreation centre
 10. Little Black River Band
 - (a) Flower and Beattie development plan
 - (b) Alternative designs by PPE
 - (c) Miscellaneous memos including evaluations of the Flower and Beattie plan
 - (d) Excerpts from provincial report "Shoreline Recreation"
 11. Department of Regional Economic Expansion - DREE
 - (a) Special Area Agreements for The Pas, and amendments
 - (b) Manitoba - Canada Special Area Agreement, operating and administrative guidelines, and application forms

12. Manitoba Hydro development
 - (a) Newspaper clippings, letters and memos on general Churchill River diversion
 - (b) South Indian Lake community - letters, memos and clippings.
13. Manitoba Indian Brotherhood - MIB
 - (a) Newspaper articles about MIB
 - (b) Excerpts from MIB's 1973 Annual Report
14. Province of Manitoba - "Guidelines for the Seventies"
 - (a) Volume 1 - Introduction and Economic Analysis
 - (b) Volume 2 - Social Goods and Services
 - (c) Volume 3 - Regional Perspectives
15. Register of Planning Reports - an index to planning studies done for DIAND for Indian reserves and settlements.

B. GOVERNMENT CONTACTS

The author spoke to many people during the collection of information for this report. Outlined below is a list of the people that were found to be most useful as sources of knowledge on the Manitoba scene. The planner will be working with many of these people.

1. DIAND - Ottawa

- (a) Peter Korwin - Associate Director, Community Improvement, Community Affairs Branch
- (b) Nancy Mitchell - Liaison Planner, Community Improvement, Community Affairs Branch
- (c) Vic Vokes - formerly with Economic Development in the Manitoba regional office. Now with Economic Development in Ottawa
- (d) Gordon Bowdridge - Financial Planning - Finance
- (e) Linda Pearson - Management Reporting-Finance

2. DIAND - Manitoba Region

- (a) Bill Thomas - Regional Director - regional office
- (b) Eddie Daggitt - Community Affairs - regional office
- (c) John Yaccucha - Community Affairs - regional office
- (d) Norman Demeray - Economic Development - regional office

- (e) F.J. Foss - Education - regional office
- (f) John Zyzneiowski - Education - regional office and Interlake district
- (g) C.N. Freeman - Land Administration - regional office
- (h) D.J. Murphy - Engineering - regional office
- (i) Gordon Brown - District Supervisor, The Pas District - moving to Thompson Service Centre in August 1973
- (j) John Snowden - Education - The Pas District - moving to Dauphin Manitoba

3. Other Agencies - Manitoba

- (a) A. McCallum - Social Development - CMHC regional office - Winnipeg
- (b) Dr. B. Wheatley - Medical Services - NH & W regional office - Winnipeg
- (c) Mike O'Flaherty - Environmental Health - NH & W regional office - Winnipeg
- (d) D.A. Lennie - Special Area - DREE regional office - Winnipeg
- (e) Doug Collins - Special Area - The Pas - DREE regional office - Winnipeg
- (f) Nick Carter - formerly with DREE in Manitoba, and with Urban Affairs as regional co-ordinator for Prairie region - now Deputy Minister of Manitoba Northern Affairs - is an excellent source of further contacts.
- (g) Ken Craigie - Planner - Manitoba Ministry of Northern Affairs
- (h) Monty Samson - Architect - Manitoba Ministry of Northern Affairs - involved with South Indian Lake
- (i) Margit Carder - Economic Development Co-ordinator of The Pas Band.

XIII APPENDIX

- A. LIST OF BAND ADMINISTRATIVE FUNCTIONS AND BAND STAFF - MANITOBA
- B. SCHEDULE OF RESERVE ACREAGES AND RESERVE AND BAND CODE NUMBER - MANITOBA
- C. CHIEFS AND COUNCILLORS - MANITOBA - APRIL 1973

A. LIST OF BAND ADMINISTRATIVE FUNCTIONS AND BAND STAFF - MANITOBA

BAND ADMINISTRATIVE STAFF - MANITOBA

<u>NAME & ADDRESS OF BAND</u>	<u>POSITION HELD</u>	<u>NAMES</u>	<u>PHONE</u>
<u>REGIONAL OFFICE</u>			
Ebb and Flow Band Ebb and Flow, Man. ROL ORO	Band Manager	Louie Malcolm	
Waterhen Band Skownan, Man. ROL IYO	Band Manager	Delbert Nepinak	Skownan 3022
Pine Creek Band Camperville, Man. ROL OJO	Band Manager	Charles McKay	
Sandy Bay Band Marius P.O., Man. ROH OTO	Band Manager	Joe P. Roulette	32462 Amaranth
Waywayseecappo Band Box 340 Rossburn, Man. ROJ IVO	Band Secretary	Mrs. Hilda Cloud	859-2293 Rossburn
Keeseekowenin Band Elphinstone, Man. ROJ ONO	Band Secretary	Mrs. Myrtle Bone	625-2409
Long Plain Band Rossendale, Man. ROH OGO	Band Secretary	Bev Myran	252-2735
Oak Lake Band Box 146 Pipestone, Man. ROM ITO	Band Secretary	Mrs. Rosie Chaske	2959 Pipestone
Sioux Valley Band Griswold, Man. ROM OSO	Band Manager	Mrs. Rose Esie	339 Ring 3 Oak Lake Ex.
Rolling River Band Erickson, Man. ROJ OPO	Band Secretary	Mrs. Lillian McKay	636-2211
Valley River Band Shortdale, Man. ROL IWO	Band Manager	Paul Lynxleg	543-2287

NAME & ADDRESS OF BAND

POSITION HELD

NAMES

PHONE

REGIONAL OFFICE

Swan Lake Band
Box 42
Swan Lake, Man.
Indian Springs P.O.
ROK 1B0

Band ~~Manager~~ ADMINISTRATOR

Jack Gilroy
~~Walter Housseau~~

836-2198

Crane River Band
Crane River, Man.
ROL OMO

Band Manager

Earl Harvey Moar

Birdtail Sioux Band
Beulah, Man.
ROJ OHO

Band Secretary

Mrs. Rita Benn

568-4611

THE PAS DISTRICT

Barren Lands Band
Brochet, Man.
ROB OBO

Band Manager

Joseph Denedchezke

Welfare Admin.

Joe Tessessaze

Shoal River Band
Pelican Rapids, Man.
Via Mafeking ROL 1B0

Band Admin.

Wm. John Audy

Welfare Admin.

Roderick Cook

Shamattawa Band
Shamattawa, Man.
ROB 1KO

Band Manager

Joshua Redhead

Welfare Admin.

Walter Naposkeesik

Split Lake Band
Split Lake, Man.
ROB 1PO

Band Manager

Christina Garson

Welfare Admin.

Saul Kirkness

York Factory Band
York Landing, Man.
Via Ilford, ROB OSO

Band Manager

Nelson Beardy

Welfare Admin.

Frederick Beardy

Nelson House Band
Nelson House, Man.
ROB 1AO

Band Manager

Joyce Hood
~~Bonnie Linclater~~

5021

Welfare Admin.

Geo. Spence

South Indian Lake

Welfare Admin.

Noah Soulier

The Pas Band
Box 297
The Pas, Man.
R9A 1K2

Band Manager

Phillip Dorion

623-5483

Welfare Admin.

Charles G. Constant

Lease & Gravel
Manager

John Constant

Moose Lake Band
Moose Lake, Man.
ROB OYO

Band Manager

Victor John Martin

Secretary (P.T.)

Margaret Martin

Welfare Admin.

Victor John Martin

<u>NAME & ADDRESS OF BAND</u>	<u>POSITION HELD</u>	<u>NAMES</u>	<u>PHONE</u>
<u>THE PAS DISTRICT</u>			
Mathias Colomb Band Pukatawagan, Man. ROB 1GO	Band Manager Welfare Admin.	Pascal Bigetty Solomon Linklater	
Fox Lake Band Gillam, Man.	Secretary Treasurer Welfare Admin.	Jessie Anderson James Neckoway Tommy Nepitabo	
Grand Rapids	Welfare Admin.	Reuben Ballantyne	
Churchill	Welfare Admin.	Chief Peter Throassie	
Chemahawin	Welfare Admin.	Wm. John Thomas	
<u>REGIONAL OFFICE</u>			
Norway House Band Norway House, Man. ROB 1BO	Band Manager Band Office Mgr. Welfare Director Band Clerk Recreation Dir.	Mr. A.T. Crate Ken Albert Jean Folster Mr. Robert Apetigon Gordon Crate	6547 MTS Radio
Cross Lake Band Cross Lake, Man. ROB OJO	Band Manager Band Clerk Welfare Admin. Recreation Dir.	Etienne Robinson Marvin Garriok Ralph Robinson Jonah McKay	MTS RADIO
Poplar River Band Poplar River, Man. Negginah P.O. ROB OZO	Band Manager Welfare Admin.	Barney Franklin Fred Lambert	MTS RADIO
<u>ISLAND LAKE AGENCY</u>			
Oxford House Band Oxford House, Man. ROB 1CO	Band Manager Welfare Admin. Secretary	Alpheus Hart Thomas Chubb, Jr. Annanias Crane	MTS RADIO
St. Theresa Point Band St. Theresa Point, Man. ROB 1JO	Band Manager Welfare Admin. Secretary	John Mark Wood Cameron Wood Joe L. Flett	MTS RADIO
Garden Hill Band Island Lake, Man. ROB OTO	Band Manager Welfare Admin. Secretary	Mrs. Kelly Sararas Murdo McDougall Kelly Monias	MTS RADIO
Wasagamach Band St. Theresa Point, Man. ROB 1JO	Band Manager	Ambrose Wood	MTS RADIO
Red Sucker Lake Band Red Sucker Lake, Man. ROB 1HO	Band Manager	Fred Harper	MTS RADIO

<u>NAME & ADDRESS OF BAND</u>	<u>POSITION HELD</u>	<u>NAMES</u>	<u>PHONE</u>
<u>ISLAND LAKE AGENCY</u>			
God's Lake Band	Band Manager	Roy Ross	MTS RADIO
God's Lake Narrows, Man.	Welfare Admin.	Lawrence Chubb	
ROB OMO			

REGIONAL OFFICE

Lake Manitoba Band	Band Admin.	George Missyabit	768-2546
Vogar, Man. ROC 3CO	Welfare Admin.	Rita Paul	
Lake St. Martin Gypsumville			659-4545
Brokenhead Band	Band Admin.	Mr. James Bear	766-2494 Libau
Scanterbury, Man. ROE 1WO	Welfare Admin.	Mrs. Rose Bear	
Fort Alexander Band	A/Band Admin.	Mrs. K. Courchene	367-8524
Box 280 Pine Falls, Man. ROE 1MO			
Roseau River	Band Admin.	Mrs. Mildred Palmer	737-2605
Box 144	Welfare Admin.	John Alexander	Letellier
Dominion City, Man. ROA OHO	Committee Head	Mrs. M. Seenie	
Peguis Band	Band Admin.	Judy Cochrane	645-2359
Box 219	Welfare Admin.	"	"
Hodgson, Man. ROC 1NO			
Berens River Band	Band Admin.	Wesley Flett	
Berens River P.O., Man. ROB OAO	Welfare Admin.	Willie Berens	
Fisher River Band	Band Admin.	Vina Kirkness	645-2171
Koostatack, Man. ROC 1SO	Welfare Admin.	(Mrs. K.) Jean Mason	
Bloodvein Band	Band Admin.	Pat Hamilton	
Bloodvein P.O., Man. ROC OJO	Welfare Admin.	Harry Hamilton	
	Committee Head	Vernon Cook	
Little Grand Rapids Band	Band Admin.	Winston C. Keeper	659-4545
Little Grand Rapids P.O. ROB OVO	Welfare Admin.	John B. Leveque	
	Committee Head	John J. Keeper	
Hollow Water Band	Band Admin.	Garry Raven	
Wanipigow, Man. ROE 2EO	Welfare Admin.	"	

NAME & ADDRESS OF BAND

POSITION HELD

NAMES

PHONE

REGIONAL OFFICE

Little Black River Band
O'Hanley P.O.
ROE LKO

Band Admin.
Welfare Admin.

Victor Abraham
Jacqueline McPherson
(Counsellor)

Fairford Band
Fairford, Man.
ROC OXO

Manager
Welfare Admin.

Robert McLean
Edward Anderson

659-5705

B. SCHEDULE OF RESERVE ACREAGES AND RESERVE AND BAND CODE NUMBERS -
MANITOBA

Preface

1. This schedule contains lists of Indian Reserves and Settlements in Canada by Provinces and lists of Indian Bands by Regions taken from information filed with the Indian Land Registry as of June 1, 1972.
2. Indian Settlements are shown in the "Reserve" columns of Parts 1 and 2. These are not Indian Reserves within the meaning of the Indian Act and occupation of settlements is not restricted to a particular Band.
3. Part 1 of the schedule lists Indian Reserves and Settlements alphabetically by Provinces. Settlements follow after the alphabetical list of Reserves for each Province. This section also states the names of the Indian Bands for whose use and benefit the Reserves have been set apart, the approximate geographical location and the approximate acreage of each Reserve.
4. Map designations are given in the location description. The N.T.S. abbreviation means the "National Topographical Systems" of maps covering the Reserves and adjacent land. Maps can be obtained by writing to the Map Distribution Office, Department of Energy, Mines and Resources, Ottawa, Ontario. When ordering maps the complete N.T.S. designations must be quoted. To assist in locating Reserve location, approximate degrees and minutes latitude and longitude have been given.
5. Acreage includes all lands in which the Band has a recorded interest. Acreages are shown as APPROXIMATE because in most cases they are based on old data which have not yet been verified. Research and surveys to establish accurate acreage are being carried out and the acreage shown may be changed in the future.
6. Land surrendered for sale but not sold as at June 1, 1972 and land surrendered for lease are included in the acreage figures.
7. Part II lists Indian Bands by Region. This section includes all the Reserves set apart for each Band along with the approximate acreage. Land held in common by two or more Bands in which the interests of each Band is undivided is shown as a joint total. Since settlements are not set apart for specific Bands, they are not included in this section.
8. Part III is a National summary by Province, of the number of Indian Bands, Reserves, Settlements and appropriate Reserve acreages. For Reserves which are on both sides of a Provincial boundary the acreage has been broken down and totaled by Province.

June 1, 1972.

MANITOBA REGION - All reserves administered by the Manitoba Region are in the Province of Manitoba except Carrot River 27A which is in Saskatchewan.

Band	Reserve	No.	Acreage (Approx.)	Remarks
Barren Lands	Brochet	197	10,711	Not yet confirmed.
			10,711	Band Total
Berens River	Berens River Pigeon River	13 13A	6,313	
			852	
			7,165	Band Total
Birdtail Sioux	Birdtail Creek Birdtail Hay Lands	57 57A	6,760	
			296	
			7,056	Band Total
Bloodvein	Bloodvein River	12	3,885	
			3,885	Band Total
Brokenhead	Brokenhead	4	13,375	
			13,375	Band Total
Buffalo Point	Buffalo Point Reed River	36 36A	5,763	
			1,679	
			7,442	Band Total
Chemahawin	Chemahawin		738	Not yet confirmed. Compensation for 5,813 acres flooded on Chemahawin No. 32A,B,C,D, & G. They have a further entitlement of 10,888 acres.
			738	Band Total
Crane River	Crane River	51	8,760	
			8,760	Band Total
Cross Lake	Cross Lake Cross Lake Cross Lake Cross Lake	19 19A 19B 19C	5,030	
			1,475	
			1,832	
			200	
			8,537	Band Total
Ebb and Flow	Ebb and Flow	52	11,534	
			11,534	Band Total
Fairford	Fairford	50	11,472	
			11,472	Band Total
Fisher River	Fisher River Fisher River	44 44A	13,694	
			1,920	
			15,614	Band Total
Fort Alexander	Fort Alexander	3	21,674	
			21,674	Band Total

Band	Reserve	No.	Acreage (Approx.)	Remarks
Gambler	Fishing Station	62A	(74)	Owned jointly by Gambler and Waywayseecappo Bands. Owned jointly by Gambler and Waywayseecappo Bands. Owned jointly by Gambler and Waywayseecappo Bands. Joint Total
	Gambler	63	(8,820)	
	Lizzard Point	62	(24,855)	
			(33,749)	
Garden Hill	Island Lake	22	(14,806)	Held jointly by Garden Hill, Red Sucker Lake, St. Theresa Point and Wasagamack Bands. Held jointly by Garden Hill, Red Sucker, St. Therese and Wasagamack Bands. Joint Total
	Island Lake	22A	(3,023)	
			(17,829)	
God's Lake	God's Lake	23	9,832	Band Total
			9,832	
Grand Rapids	Grand Rapids	33	4,577	Band Total
			4,577	
Hollow Water	Hole or Hollow Water	10	4,009	Band Total
			4,009	
Jackhead	Jackhead	43	2,976	Band Total
	Jackhead	43A	351	
			3,327	
Keeseekoowenin	Bottle Lake	61B	100	Band Total
	Keeseekoowenin	61	5,243	
			5,343	
Lake Manitoba	Dog Creek	46	9,427	Band Total
			9,427	
Lake St. Martin	The Narrows	49	4,722	Band Total
	The Narrows	49A	1,787	
			6,509	
Little Black River	Black River	9	2,000	Band Total
			2,000	
Little Grand Rapids	Little Grand Rapids	14	5,600	Band Total
			5,600	
Little Saskatchewan	Dauphin River	48A	801	Band Total
	Little Saskatchewan	48	3,239	
	Little Saskatchewan	48B	211	
			4,281	
Long Plain	Long Plain	6	8,626	Band Total
			8,626	
Long Plain Sioux	Long Plain Sioux	6A	1,310	Band Total
			1,310	

Band	Reserve	No.	Acreage (Approx.)	Remarks
Mathias Colomb	Highrock Pukatawagan	199	19,468	Not yet confirmed.
		198	3,790	
			23,258	Band Total
Moose Lake	Moose Lake Moose Lake Moose Lake	31A	236	This area is given for 2,828 acres flooded on Moose Lake 31A,B,C,D,E & F. There is a further entitlement of 2,953 acres.
		31C	1,267	
		31G	2,703	
			4,206	Band Total
Nelson House	Nelson House Nelson House Nelson House Nelson House	170	4,588	
		170A	2,870	
		170B	6,985	
		170C	8	
			14,451	Band Total
Norway House	Norway House	17	18,653	
			18,653	
			18,653	Band Total
Oak Lake	Oak Lake Oak Lake	59	2,530	
		59A	160	
			2,690	Band Total
Oxford House	Oxford House	24	12,049	
			12,049	
			12,049	Band Total
Peguis	Peguis Peguis St. Peters Fishing Station	1B	74,089	
		1C	976	
		1A	131	
			75,196	
			75,196	Band Total
Pine Creek	Pine Creek	66A	23,848	
			23,848	
			23,848	Band Total
Poplar River	Poplar River	16	3,800	
			3,800	
			3,800	Band Total
Red Sucker Lake	Island Lake Island Lake	22		See Garden Hill Band.
		22A		
				See Garden Hill Band.
Rolling River	Rolling River	67	13,863	
			13,863	
			13,863	Band Total
Roseau River	Roseau Rapids Roseau River	2A	1,280	
		2	5,496	
			6,776	
			6,776	Band Total
Saint Theresa Point	Island Lake Island Lake	22		See Garden Hill Band.
		22A		
				See Garden Hill Band.
Sandy Bay	Sandy Bay	5	16,456	
			16,456	
			16,456	Band Total
Shoal River	Dawson Bay	65A	926	

Band	Reserve	No.	Acreage (Approx.)	Remarks
Shoal River (Continued)	Dawson Bay	65B	2,360	
	Dawson Bay	65C	3	
	Dawson Bay	65F	109	
	Swan Lake	65C	1,940	
			5,338	Band Total
Sioux Valley	Sioux Valley	58	9,619	
			9,619	Band Total
Split Lake	Split Lake	171	3,608	
	Split Lake	171A	7,390	
	Split Lake	171B	335	
			11,333	Band Total
Swan Lake	Indian Gardens	8	640	
	Swan Lake	7	6,417	
			7,057	Band Total
The Pas	Carrot River	27A	3,194	In Sask. but administered by Manitoba Region.
	Rocky Lake	21L	324	
	Root Lake	231	60	
	Salt Channel	21D	572	
	Stony Point	21	47	
	The Pas	21A	1,118	Of which 89 acres were surrendered for sale and accepted by O.C. 1969-1273.
	The Pas	21B	150	
	The Pas	21C	41	
	The Pas	21D	168	
	The Pas	21E	5,151	649 acres of which is not yet confirmed but is to compensate for the 320 acres flooded on Bignell 21M.
	The Pas	21F	369	
	The Pas	21G	10	
	The Pas	21I	515	
The Pas	21J	125		
The Pas	21K	330		
The Pas	21N	276		
The Pas	21P	1,583		
			14,033	Band Total
Valley River	Valley River	63A	11,535	
			11,535	Band Total
Wasagamack	Island Lake	22		See Garden Hill Band.
	Island Lake	22A		See Garden Hill Band.
Waterhen	Waterhen	45	4,588	
			4,588	Band Total
Waywayseecappo	Fishing Station	62A		See Gambler Band.
	Gambler	63		See Gambler Band.
	Lizzard Point	62		See Gambler Band.
			TOTAL 523,131 acres	

Band	Reserve	No.	Acreage (Approx.)	Remarks
Bands with no Reserves Chuchill Fox Lake Shamattawa York Factory				

MANITOBA REGION

Agency or District

Headquarters

Manitoba Regional District
Island Lake
The Pas District

Winnipeg
Island Lake
The Pas

Bands and Reserves

Manitoba Regional District (501) - Winnipeg, Manitoba

Indian Bands

Band Code Nos.

Indian Reserves

Little Black River

2

Black River No. 9

Brokenhead

3

Brokenhead No. 4

Fort Alexander

4

Fort Alexander No. 3

Hollow Water

5

Hole or Hollow Water No. 10

Fisher River

6

Fisher River No. 44
Fisher River No. 44A

Buffalo Point

7

Buffalo Point No. 36
Reed River No. 36A

Berens River

8

Berens River No. 13
Pigeon River No. 13A

Bloodvein

9

Bloodvein River No. 12

Jackhead

10

Jackhead No. 43
Jackhead No. 43A

Peguis

11

Peguis No. 1B
Peguis No. 1C
St. Peters Fishing
Station No. 1A

Little Grand Rapids

12

Little Grand Rapids No. 14

Lake Manitoba

13

Dog Creek No. 46

Fairford

14

Fairford No. 50
(Fisher Island Res. No. 50A
combined with Fairford Res. No. 50A)

Roseau River

15

Roseau River No. 2A
Roseau River No. 2

Little Saskatchewan

16

Dauphin River No. 48A
Little Saskatchewan No. 48
Little Saskatchewan No. 48B

Lake St. Martin

17

The Narrows No. 49
The Narrows No. 49A

Manitoba Regional District (Con't)

<u>Indian Bands</u>	<u>Band Code Nos.</u>	<u>Indian Reserves</u>
Cross Lake	24	Cross Lake No. 19 Cross Lake No. 19A Cross Lake No. 19B Cross Lake No. 19C
Poplar River	25	Poplar River No. 16
Norway House	26	Norway House No. 17
Crane River	27	Crane River No. 51
Ebb and Flow	28	Ebb and Flow No. 52
Waterhen	29	Waterhen No. 45
Pine Creek	30	Pine Creek No. 66A
Sandy Bay	31	Sandy Bay No. 5
Birdtail Sioux	32	Birdtail Creek No. 57 Birdtail Hay Lands No. 57A
Waywayseecappo	33	* Fishing Station No. 62A * Gambler No. 63 * Lizard Point No. 62
Keeseekoowenin	34	Bottle Lake No. 61B Keeseekoowenin No. 61 Riding Mountain Res. No. 61A
Long Plain	35	Long Plain No. 6
Dakota Plains	36	Dakota Plains No. 6A
Oak Lake	37	Oak Lake No. 59 Oak Lake No. 59A
Sioux Valley	38	Oak River No. 58
Rolling River	39	Rolling River No. 67
Valley River	40	Valley River No. 63A
Swan Lake	41	Indian Gardens No. 8 Swan Lake No. 7
Gamblers	42	* Fishing Station No. 62A * Gambler No. 63 * Lizard Point No. 62
Dakota Tipi	56	No Reserves

* Owned jointly by the Gamblers and Waywayseecappo Bands

Island Lake Indian Agency (574) - Island Lake, Manitoba

<u>Indian Bands</u>	<u>Band Code Nos.</u>	<u>Indian Reserves</u>
God's Lake	18	God's Lake No. 23
Garden Hill	20	* (Island Lake No. 22)
St. Theresa Point	21	{
Wasagamack	22	{
Red Sucker Lake	23	{ (Island Lake No. 22A)
Oxford House	19	Oxford House No. 24

* Owned jointly by Garden Hill, St. Theresa Point, Wasagamack and Red Sucker Lake Bands.

The Pas District (578) - The Pas, Manitoba

<u>Indian Bands</u>	<u>Band Code Nos.</u>	<u>Indian Reserves</u>
Churchill	54	No Reserves
York Factory	51	No Reserves
Fox Lake	57	No Reserves
Split Lake	53	Split Lake Res.No. 171 Split Lake Res.No. 171A Split Lake Res.No. 171B
Shamattawa	52	No Reserves
Barren Lands	49	Brochet No. 197
Chemahawin	43	Chemahawin No. 32A
Grand Rapids	48	Grand Rapids No. 33
Mathias Colomb	46	Highrock No. 199 Pukatawagan No. 198
Moose Lake	44	Moose Lake No. 31A Moose Lake No. 31C Moose Lake No. 31G
Nelson House	45	Nelson House No. 170 Nelson House No. 170A Nelson House No. 170B Nelson House No. 170C
Shoal River	55	Dawson Bay No. 65A Dawson Bay No. 65B Dawson Bay No. 65F Swan Lake No. 65C

The Pas District (Con't)

<u>Indian Bands</u>	<u>Band Code Nos.</u>	<u>Indian Reserves</u>
The Pas	47	* Bignell No. 21M Carrot River No. 27A Rocky Lake No. 21L Salt Channel No. 21D Stony Point No. 21 The Pas No. 21A The Pas No. 21B The Pas No. 21C The Pas No. 21D The Pas No. 21E The Pas No. 21F The Pas No. 21G The Pas No. 21I The Pas No. 21J The Pas No. 21K The Pas No. 21N The Pas No. 21P Root Lake No. 231

* Land is located in the Province of Saskatchewan but is administered by The Pas District.

C. CHIEFS AND COUNCILLORS - MANITOBA - APRIL 1973

CHIEFS & COUNCILLORS - MANITOBA - APRIL 1973

Island Lake Agency

BAND OFFICE
PHONE NO.

Garden Hill Band
Island Lake P.O., Man.
ROB OTO
(effective Mar. 1/72)

CHIEF: CHARLIE KNOTT
COUNCILLORS: Roderick Flett
Nelson Flett
Joe Little
Abraham McPherson
Andrew Harper
Lloyd McDougall

MTS RADIO

God's Lake Band
God's Lake Narrows, Man.
ROB OMO
(effective Feb. 28/72)

CHIEF: FRED DUCK
COUNCILLORS: Adelaide Andrews
Kent Bee
William Perch
Elias Hill
George Ross
Andrew Okema
Ingrid Okema
Amos Okema
Joseph Okema
Louis Ross
Peter Watt

MTS RADIO

Oxford House Band
Oxford House, Manitoba
ROB ICO
(effective Nov. 19, 1971)

CHIEF: GEORGE COLON
COUNCILLORS: Ross Colon
George Hart
David Munroe
John Sinclair
Charlie Bradburn
Matthew Bradburn
Thomas Okemow

MTS RADIO

Red Sucker Lake Band
Red Sucker Lake P.O., Man.
ROB IHO
(effective Mar 6/72-Band Custom)

CHIEF: CORNELIUS LITTLE
COUNCILLORS: Billy Simpson Harper
Robinson Harper

MTS RADIO

St. Theresa Band
St. Therese Point, Man.
ROB IJO

CHIEF: JAMES MASON
COUNCILLORS: Noel Harper
Simon Flett
Jean Wood
Jonah Flett

MTS RADIO

Wesagamach Band
St. Therese Pt. P.O. Man.
(effective Feb 29/72)

A/CHIEF: ANNANNIAS HARPER
COUNCILLORS: Saul Harper
Peter Harper
.....

MTS RADIO
302 Garden Hill

MANITOBA REGIONAL OFFICE

Berens River Band
Berens River, Man.
ROB OAO
(effective Oct 26/71)

CHIEF: SANDY GEO. PATRICK
COUNCILLORS: Percy Berens
Moses Flett
Gordon Berens
Gestor Bushie
John James George
Harold McKay

Birdtail Sioux Band
Box 75
Birdtail, Manitoba
ROJ OH0

CHIEF: WILFRED WASTESTE
COUNCILLORS: Richard Angus Benn
Bruce Benn

568-4611

Bloodvein Band
Bloodvein, Manitoba
ROC OJO
(effective Aug 18/71)

CHIEF: HARRY COOK
COUNCILLORS: Joe Green
Albert Young, Sr.
Jim Cook

MTS RADIO

Brokenhead Band
Scanterbury, Manitoba
ROE 1W0
(effective Dec 6/72)

CHIEF: THOMAS EDWARD PRINCE
COUNCILLORS: Albert Richard Bunn
Gilbert Samuel (Chief) Desjarlais
Mrs. Helen Patricia Prince
Lawrence Smith

766-2494

Buffalo Point Band
Middleboro, Manitoba
ROA 1B0
(Band Custom)

CHIEF: JAMES THUNDER-Warroad, Minnesota
COUNCILLORS: Eddie Cobiness - 552 Rosedale Ave. Wpg.
Frank Thunder - Warroad, Minnesota

Crane River Band
Crane River, Manitoba
ROL OMO
(effective Jan 26/73)

CHIEF: ALBERT MOAR
COUNCILLORS: Mrs. Flora Moar
Mrs. Rosie Roulette

732-2490

Cross Lake Band
Cross Lake, Manitoba
ROB OJO
(effective Sep 30/71)

CHIEF: JONAH MCKAY
COUNCILLORS: Wilfred Ross
(South End) Donald McKay
Edward T. Ross

MTS RADIO

COUNCILLORS: Charlie Osborne
(Saggittawack) Billy Scott
Albert North

Dakota Plains (6A)
Edwin, Manitoba
ROH OGO
(effective Jan 11/73)

CHIEF: ERNEST SMOKE
COUNCILLORS: Harold Brian Chaske
Lawrence Smoke

BAND OFFICE
PHONE NO.

Dakota Tipi
Edwin, Manitoba
ROH OGO
(effective Jan 11/73)

CHIEF: ROY SMOKE - Box 832 Portage la Prairie, Man.
COUNCILLORS: Calvin Chaske - Box 132 " " " "
Michael Pashe - General Delivery " "

Ebb & Flow Band
Ebb & Flow, Manitoba
ROL ORO
(effective Nov 24/72)

CHIEF: JAMES R. MANCHEESE
COUNCILLORS: Howard Houle
Joseph Baptiste
Arnold Baptiste
John St. Paul

Fairford Band
Fairford, Manitoba
ROC OXO
(effective Jan 20/73)

CHIEF: WM JOHN (JOE) ANDERSON 659-5705
COUNCILLORS: Edward Anderson
Mrs. Mary Letandre
David Summer
Angus Woodford
Arthur Woodhouse
Louis Woodhouse

Fisher River Band
Koostatak P.O., Manitoba
ROC 150
(effective Aug 22/71)

CHIEF: CHARLES SINCLAIR - Dallas, Man. 645-2171
COUNCILLORS: Wesley Hart, Jr.
Norman V. Murdock
Reginald Murdock
Walter Sinclair

Fort Alexander Band
Box 280
Pine Falls P.O., Manitoba
ROE IMO
(effective Dec 14/72)

CHIEF: L. PHILIP FONTAINE - Box 384 367-8524
COUNCILLORS: Percy Alexander
Mrs. Angele Bruyere
Victor Courchene
Andrew Sinclair

Gamblers Band

NO CHIEF... ..send c/o Chief of Waywayseeccappo Band

Hollow Water Band
Wanipigow P.O., Manitoba
ROE 2EO
(effective Jan 29/72)

CHIEF: NORMAN MONEYAS
COUNCILLORS: Russell Williams
Peter Black
Adolph Bushie

Jackhead Band
Dallas P.O., Manitoba
(effective Mar 24/73)

CHIEF: LAWRENCE SINCLAIR
COUNCILLORS: Arthur Travers
Victor Ross

BAND OFFICE
PHONE NO.

Keeseekoowinin Band Elphinstone, Manitoba ROJ ONO (effective April 8/73)	CHIEF: COUNCILLORS:	REUBEN BLACKBIRD Douglas Blackbird Eddie A. Bone Maurice E. Bone	625-2409
Lake Manitoba Band Dog Creek Reserve Vogar P.O., Manitoba ROC 3C0 (effective Jan 20/72)	CHIEF: COUNCILLORS:	GEORGE SWAN Angus Swan Raymond Swan Barney Swan	786-2097
Lake St. Martin Band Gypsumville, Manitoba ROC IJO (effective Mar 8/73)	CHIEF: COUNCILLORS:	MARK TRAVERSE Alex Marsden George Ryle William Beardy Ernest Ryle Lawrence Traverse Mrs. Lorraine Sinclair	659-4545
Little Black River O'Hanley P.O., Manitoba ROE IKO (effective July 23/71)	CHIEF: COUNCILLORS:	ERNEST McPHERSON Jacqueline McPherson (Mrs.) William McPherson	
Little Grand Rapids Band Little Grand Rapids, Man. ROB OVO (effective July 9/71)	CHIEF: COUNCILLORS:	JOHN BONES LEVEQUE Sam Bushie David Duck Frank Dunsford Johnie Keeper Madeline Leveque Charlie Geo. Owen	659-4545
Little Saskatchewan Band St. Martin P.O., Manitoba ROC 2T0 (effective June 6/71)	CHIEF: COUNCILLORS:	WALTER ANDERSON Oliver Prudent Samuel Stagg Raymond Sumner	
Long Plain Band Edwin, Manitoba ROH OGO (effective April 29/71)	CHIEF: COUNCILLORS:	WILLIAM MYRAN Joe Peters Herbie Daniels Ben Meeches Raymond Meeches	252-2735

BAND OFFICE
PHONE NO.

Norway House Band
Box 218
Norway House, Man.
ROB IBO
(effective Oct 18/71)

CHIEF: JEAN FOLSTER
COUNCILLORS: Sandy Cromarty
(Rossville) Bella Evans
James Apetagon

MTS RADIO
6547

Oak Lake Sioux Band
Pipestone, Manitoba
ROM ITO
(effective Jan 13/72)

CHIEF: THOMAS SANDY
COUNCILLORS: Louis Chaske
Frank Eastman

2959
Pipestone

Peguis Band
Box 219
Hodgson, Manitoba
ROC INO
(effective Mar 25/71)

CHIEF: ALBERT E. THOMPSON-Dallas, Man. 645-2359
COUNCILLORS: Lawson Spence - Hodgson, Man.
Ronald Williams - Hodgson, Man.
Jack Sinclair
Mrs. Dorothy Stranger

Pine Creek Band
Camperville, Manitoba
ROL OJO
(effective Dec 9/72)

CHIEF: DANIEL NEPINAK
COUNCILLORS: Mrs. Martha Mekish
Norbert Abegosis
Joe Abegosis
George McKay
Felix Contois

62 Camperville

Poplar River Band
Poplar River
Negginan P.O., Manitoba
ROB OZO
(effective Nov 3/72)

CHIEF: GORDON BITTERN
COUNCILLORS: Mrs. Valerie Boyd
Bert Bruce
Colin Bruce
Lawrence Bruce

MTS RADIO

Rolling River Band
Box 251
Erickson, Manitoba
(effective April 22/72)

CHIEF: JAMES SHANNACAPPO
COUNCILLORS: Mervin Huntinghawk
Wilfred McKay

626-2251

Roseau River Band
Box 144
Dominion City, Manitoba
ROA OHO
(effective Mar 4/72)

CHIEF: OLIVER NELSON
COUNCILLORS: John Alexander
Felix Antoine
Mrs. Betty Martin
Alfred Smith)

737-2605

BAND OFFICE
PHONE NO.

Sandy Bay Band
Marius P.O., Manitoba
ROH OTO
(effective Dec 9/71)

CHIEF: HOWARD STARR
COUNCILLORS: William Cook
William Houle

32462
Amaranth

Sioux Valley Band
Box 99
Griswold, Manitoba
ROM OSO
(effective Mar 14/72)

CHIEF: MICHAEL HOTAIN (347 R 3)
COUNCILLORS: Phillip Chaske
Leslie Hotain
Clifford Mazawasicuna
Russell Merrick

339 R 3

SWAN LAKE BAND
Indian Springs, Manitoba
ROK IBO
(effective Mar 1/73)

CHIEF: RICHARD CAMERON
COUNCILLORS: Thomas Daniels
Harry Mousseau
Roy McKinney
Morris Cameron

836-2198

Valley River Band
Shortdale, Manitoba
ROL IWO
(effective Nov 7/72)

CHIEF: CLIFFORD LYNXLEG
COUNCILLORS: Kenneth Lynxleg
Lawrence Ironstand
Albert Severite

543-2287

Waterhen Band
Skownan, Manitoba
ROL IYO
(effective Dec 7, 1972)

CHIEF: MOISE CATCHEWAY
COUNCILLORS: Dolphus Catcheway
Ernest Gabriel
Elsie Catchewan

3022
Skownan

Waywayseecappo Band
Box 340
Lizard Point Reserve
Rossburn, Manitoba
ROJ IVO
(effective Feb 1/73)

CHIEF: GEORGE CLOUD
COUNCILLORS: Gerald Cloud
Harvey Cook
Kingsley Keewatincappo
Tom Rattlesnake
Frank Seaton
Norbert Tanner

859-2293

THE PAS DISTRICT

Barren Lands Band
Brochet, Manitoba
ROB OBO
(effective Oct 3/71)

CHIEF: PATRICE HYSLOP
COUNCILLORS: Gregory S. Highway
Philip Michel
Leon St. Pierre
Henry J. Tchilekvideliu
(known as Archie Enekwinnare)

Chemahawin Band
Easterville, Manitoba
ROC OVO
(effective Dec 8/72)

CHIEF: GORDON GEORGE
COUNCILLORS: William J. Thomas
Roderick George
McLeod George

Churchill Band
Churchill, Manitoba
ROB OEO
(Band Custom - Jan 31/72)

CHIEF: PETER THORASSIE
COUNCILLORS: Daniel Bighead
Horace Cheekie
Joseph Thorassie

Fox Lake Band
Gillam, Manitoba
ROB OLO
(Band Custom Aug 20/71)

CHIEF: STANLEY (TOMMY) NEPITABO
COUNCILLORS: Robert Wavey
Ahab Attley

Grand Rapids Band
Grand Rapids, Man.
ROC IEO
(effective June 16, 1972)

CHIEF: NORMAN CHIEF
COUNCILLORS: William Ballantyne
Boniface Packo

Mathias Colomb Band
Pukatawagan, Manitoba
ROB IGO
(effective Sept 5/72)

CHIEF: GABRIEL BIGHETTY
COUNCILLORS: Jeremy Caribou
Jonas Sinclair
Zacheus Daniels
Fred Bighetty
Angus Linklater
Joseph W. Colomb
Johnny Bighetty
Thomas Colomb
Arthur Daniels
Basil Bighetty

Moose Lake Band
Moose Lake, Manitoba
ROB OYO
(effective June 25, 1972)

CHIEF: JIMMY TOBACCO
COUNCILLORS: Nelson Menow
Ahab McNabb
John Edward Patchnose

Nelson House Band
c/o General Delivery
Nelson House, Manitoba
ROB IAO
(effective July 21/72)

CHIEF: RODNEY SPENCE
COUNCILLORS: Solomon Donkey
Charlie Hart, Jr.
Sam C. Linklater
David Moose
Martin Nicholas
Benjamin Wood

BAND OFFICE
PHONE NO.

Shamattawa Band
Shamattawa, Manitoba
ROB IKO
(effective March 14/70)

CHIEF: ZACHARIAS THOMAS
COUNCILLORS: Con Miles
John Anderson
Joseph Redhead

Shoal River Band
Via: Pelican Rapids Man.
ROL ILO
(effective Oct 22/72)

CHIEF: WILLIAM JOHN AUDY
COUNCILLORS: Roderick Cook
Ronald Cook
Seaford Kematch
Norman Audy - Birch River, Man.
Gordon A. Gott - Birch River, Man.

Split Lake Band
Split Lake, Manitoba
ROB IPO
(effective Dec 26/71)

CHIEF: BILL SPENCE
COUNCILLORS: Simeon Beardy
Geo. Thomas Cook
John Geo. Garson
Betsy Flett
Eli Harvey
Elijah Mayham
Isiah Kitchেকেসিক
Norman Spence
Philip Garson

The Pas Band
The Pas, Manitoba
R9A IK4
(effective Sep. 22/71)

CHIEF: GORDON LATHLIN
COUNCILLORS: William Matthew Lathlin
Robert Lathlin
Geo. Flett, Jr.
Irvin Constant
Charlie T. Constant
Joseph A. Young
John A. Head
Ernie Constant
Malcolm McGillivary
Gordon McGillivary

623-5483

York Factory
York Landing, Manitoba
Via: Ilford, Manitoba
ROB OSO
(Band Custom - July 9/70)

CHIEF: FREDERICK BEARDY
COUNCILLORS: Obediah Wastesicoot
Stanley Saunders