
**INITIATIVES
FOR
1988-89**



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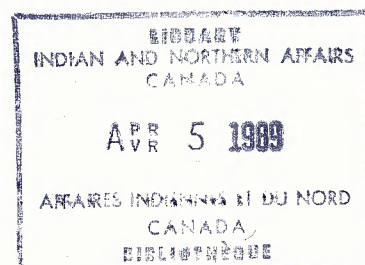
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Message from the Regional Director General



W.R. (Bill) Cooke

By tabling this report, we are pleased to have this opportunity to inform you of not only the service and programs delivered by *Indian and Northern Affairs Canada*, but also provide the main initiatives of the Saskatchewan Region for the next few years.

As Regional Director General, I look toward this year as a time of vitality, as a period of renewal, as a reaffirmed commitment to the future.

Resources are being focused to assist the delivery of education and social development services. Efforts are well underway to assist bands in directing departmental resources in a more effective and efficient manner, through the use of Alternative Funding Arrangements or Self-Government.

The region is responding to the government's initiatives towards the rationalization of service delivery through the revamping of its structure. Program transfers to bands have resulted in a realignment of human resources. We have implemented a progressive human resources strategy which minimizes adverse effects on staff during this period of significant organizational adjustment.

In closing, I would like to take this opportunity to commend Saskatchewan Indian leadership on their dedication and drive. Working together will lead to a productive and effective relationship.

Introduction — The Report

This report was designed to familiarize the reader with the services and funding levels that are being provided to Saskatchewan Indian Bands during the 1988-89 fiscal year. It is also intended to provide Indian governments with sufficient information to understand how the 1988-89 budget was allocated to the various services.

The Report is divided into three main sections:

The first part illustrates the population distribution of Saskatchewan Indians by age and sex, on and off reserve and by district. Maps are included to illustrate band, district, and treaty boundaries. An organization chart, overview of regional budgets and an explanation of devolution and downsizing are included.

The second part provides a description of the Saskatchewan Regional Support Services.

The third part provides the program initiatives for 1988-89, funding levels and program descriptions.

Demographic Trends

District, Band, Treaty Boundaries

Organizational Structure

Regional Expenditures/Person Year Utilization

Devolution and Downsizing

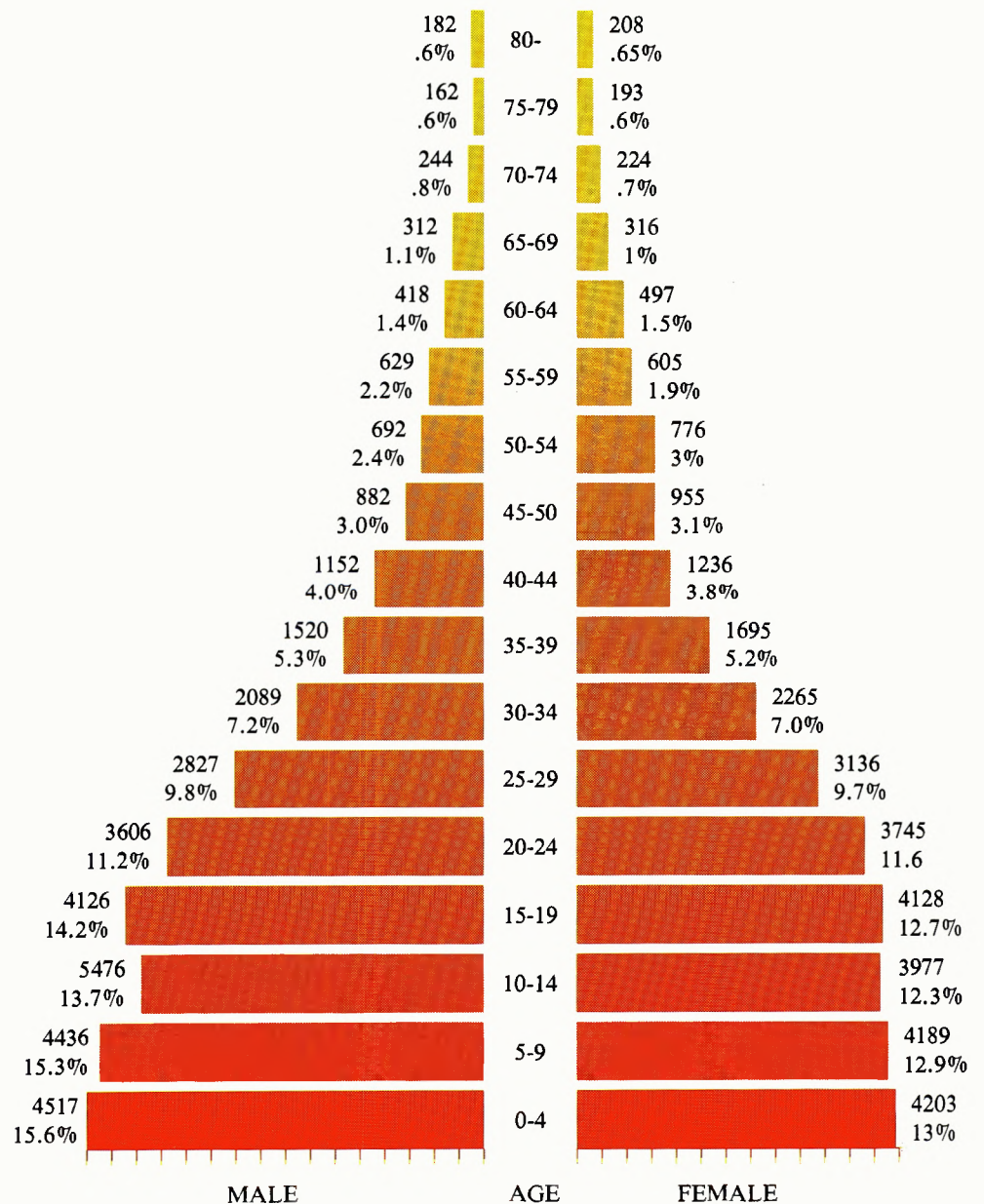
Regional Support Services

Regional Programs

Population

The following graph illustrates the Saskatchewan Indian population by age and sex:

**Population Pyramid by Age Group
Saskatchewan Region**

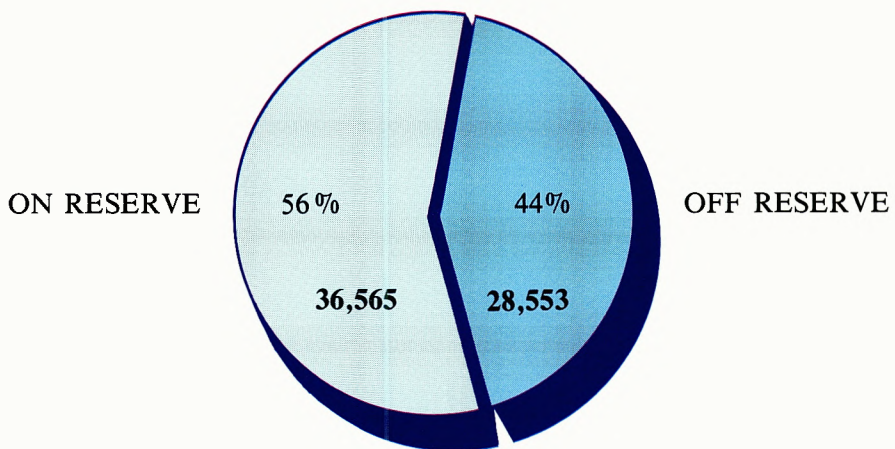


The registered Indian population in Saskatchewan has steadily increased in the past 20 years from 30,073 in 1966 to 64,118 in 1987.

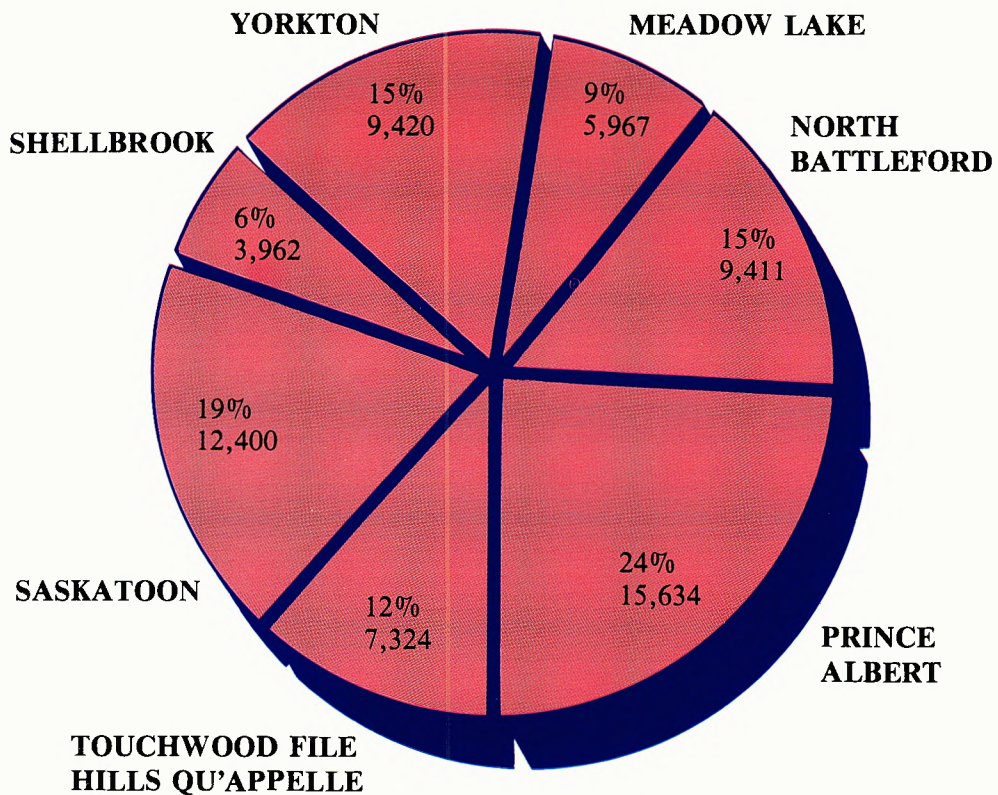
The age structure of the Indian population is characterized by a very youthful population. In 1987, 52% of the population was 19 years of age or less. In comparison, at the opposite end of the age scale, the proportion of the population 65 years and over is 4%.

On-Off Reserve Population

(as at December 31, 1987)



Population by Region and District

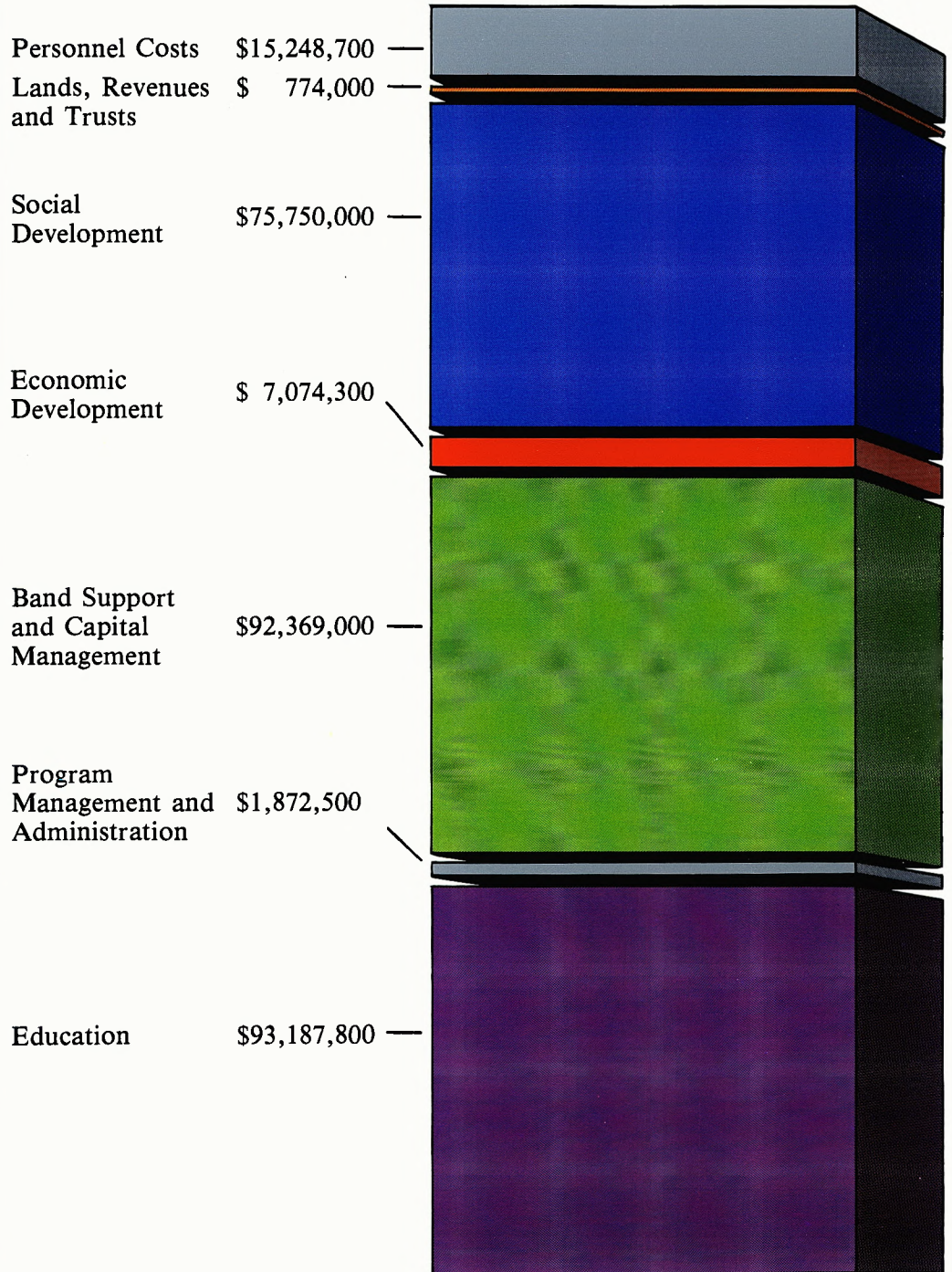


Indian and Northern Affairs Canada Saskatchewan Region

**Total Budget
\$286,276,300**

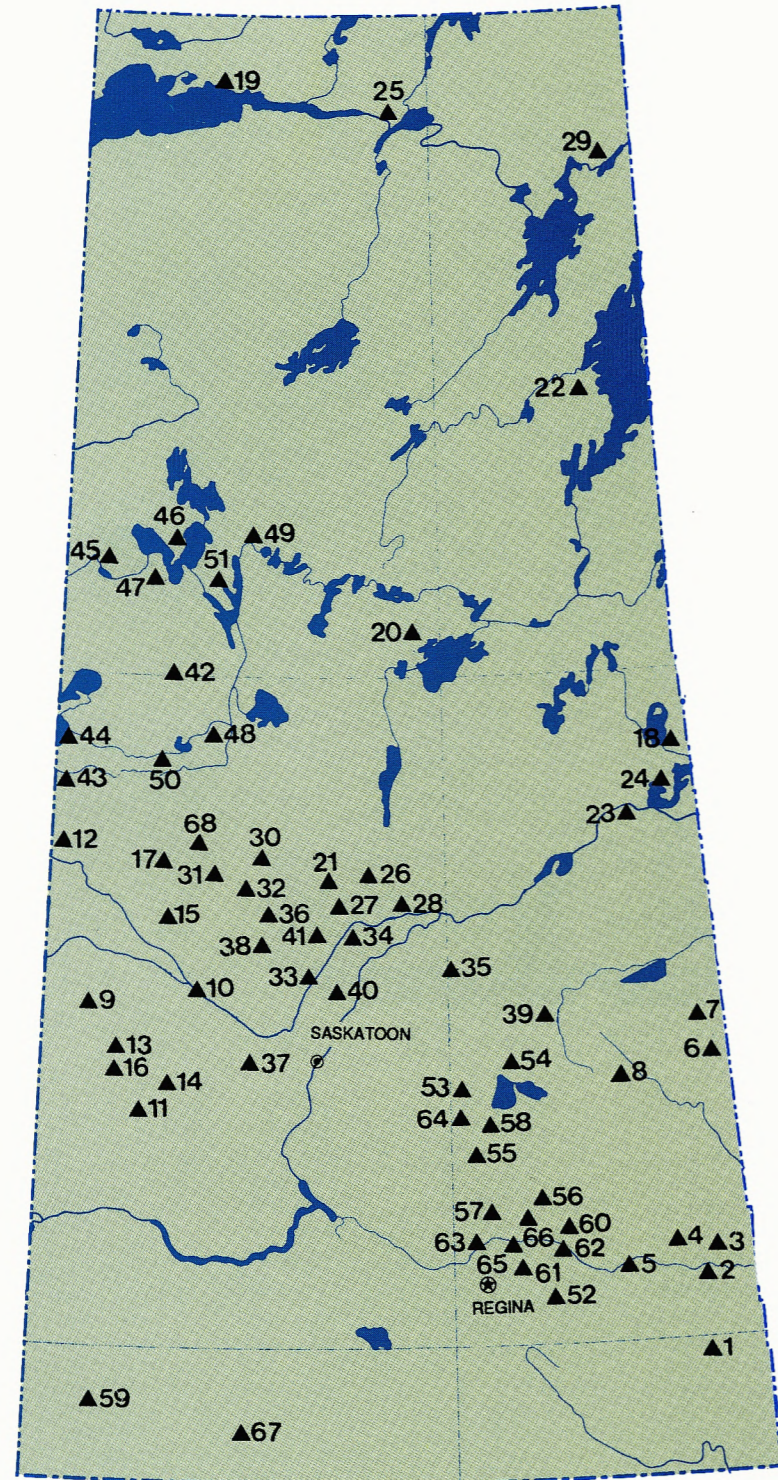
These figures reflect current budget as at September 1988. Additional funding may be allocated to the region throughout the 1988/89 fiscal year.

1988 Budget



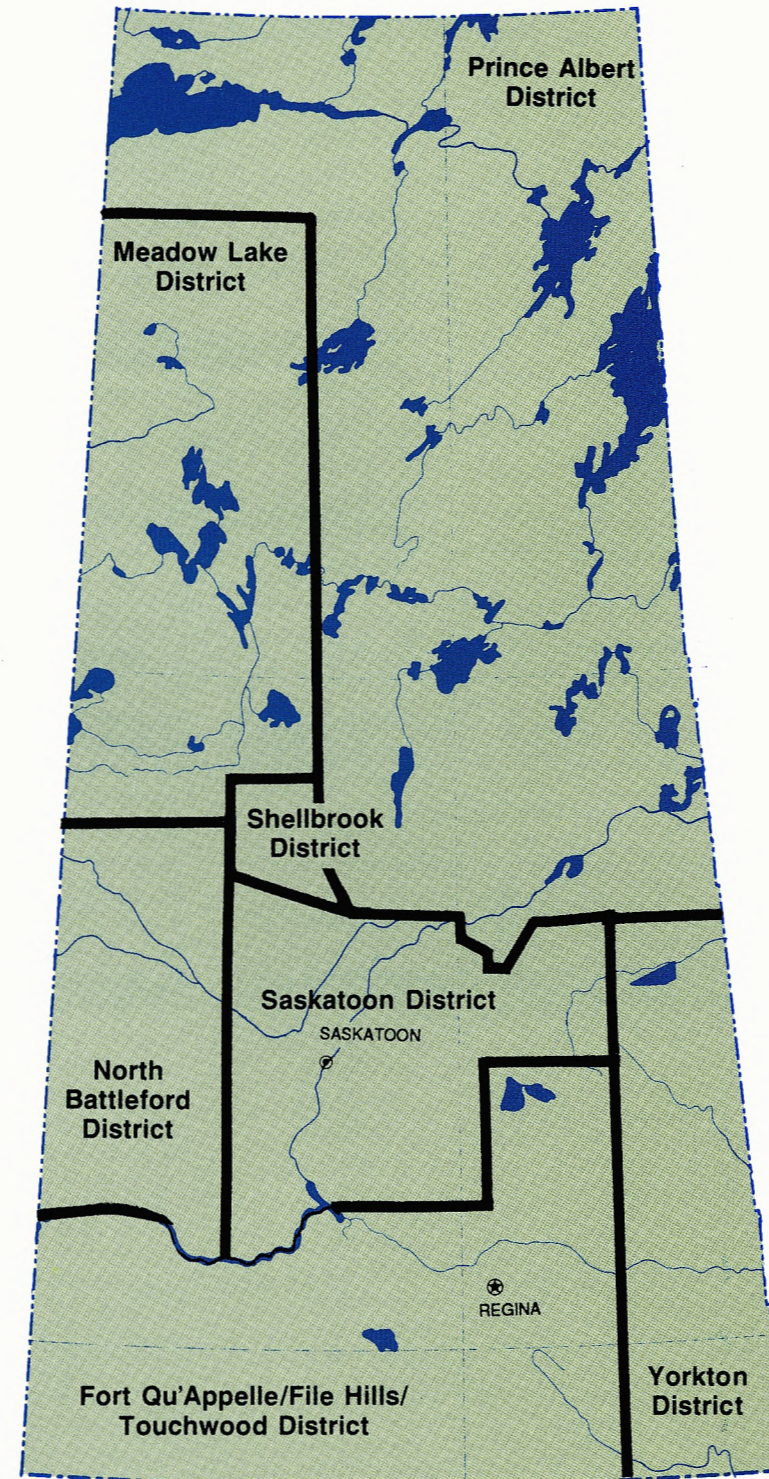
Saskatchewan Bands

The Saskatchewan Region is responsible for delivering services under the Indian Act to approximately 65,000 status Indians living in 68 bands on 147 reserves and various off-reserve locations. The bands are concentrated around Yorkton/Fort Qu'Appelle in the South and East of the province; Prince Albert/Saskatoon in the central area; and North Battleford/Meadow Lake in the Northwest. Those Indian people who live off-reserve, live for the most part, in the cities of Regina, Saskatoon and Prince Albert.



District offices are located in Meadow Lake, North Battleford, Prince Albert, Shellbrook, Saskatoon, Fort Qu'Appelle and Yorkton. The Regional Office is located in Regina.

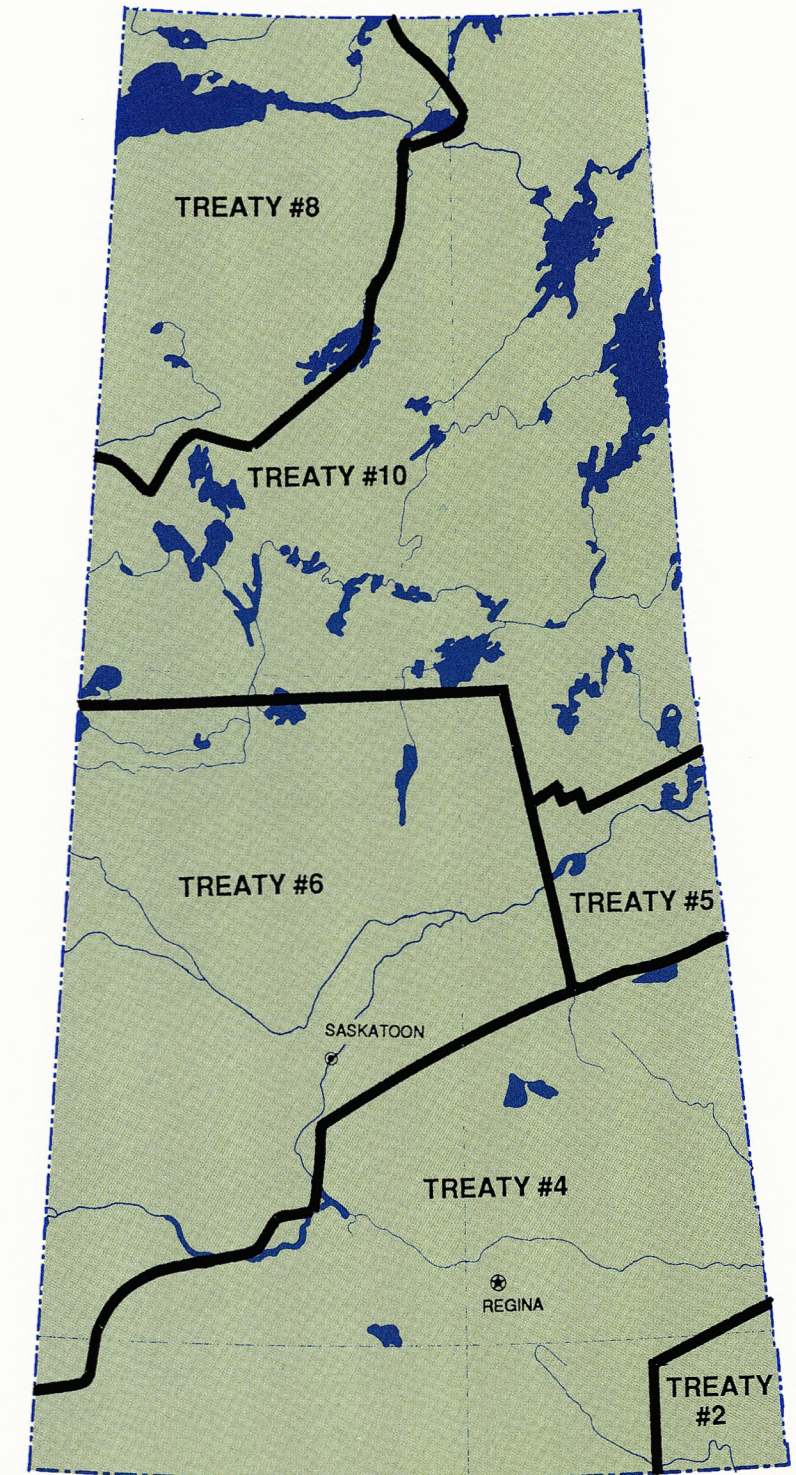
Saskatchewan Districts



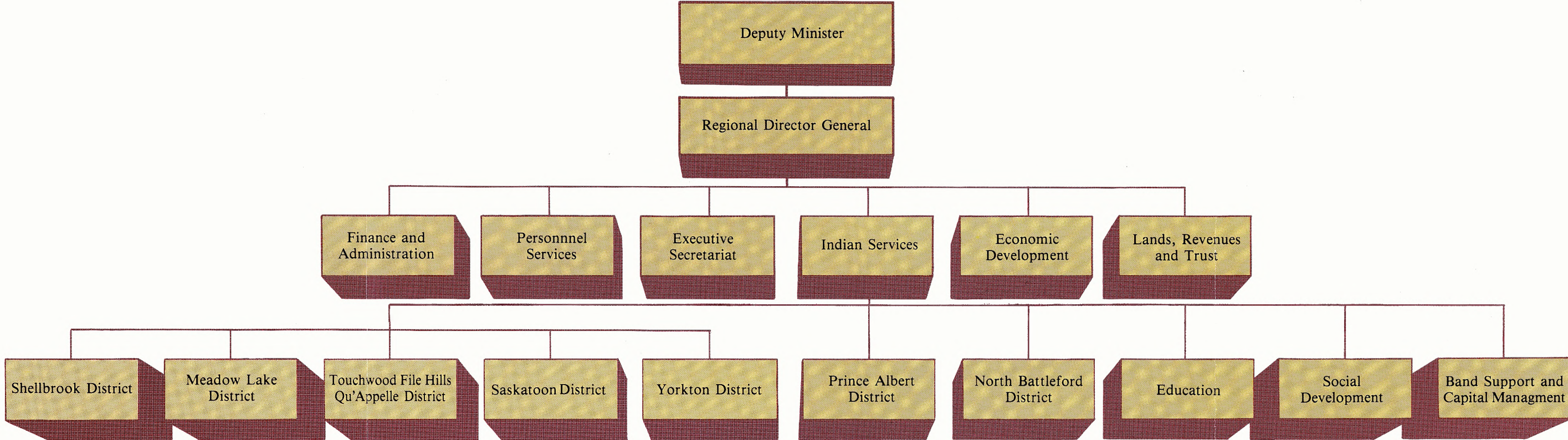
Treaties are a significant element of Saskatchewan Indian heritage. In the 19th century there was an urgency to expand settlement in Western Canada. However, these lands were the traditional home of many Indian people. Subsequently, the federal government, in name of the Queen, made treaties with the Indian people.

Six treaties were made and signed between 1871 and 1906 which affected the Saskatchewan land base.

Saskatchewan Treaties



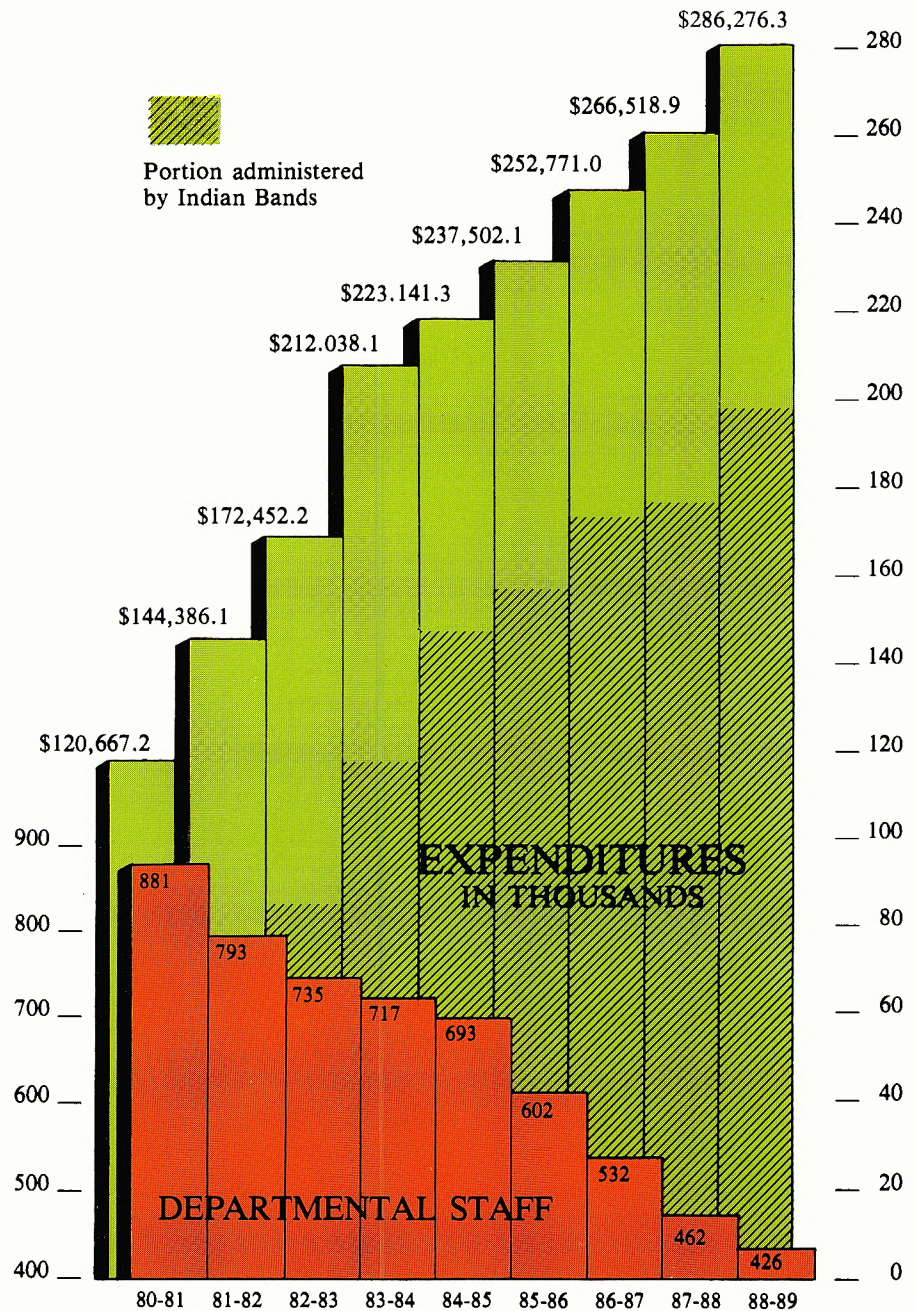
Saskatchewan Region Organizational Chart



Saskatchewan Region Expenditures and Person Year Utilization

Spending on Indian programs has increased significantly over the past decade, while the number of departmental staff has decreased as a result of programs being transferred to Indian governments.

Also, the dollar resources administered by bands managing departmental programs (eg. Education, or Social Development) has increased each year.



Devolution and Downsizing

Devolution refers to the transfer of services and programs to Indian Bands, Tribal Councils and other Indian authorities. As early as 1956, bands have been assuming increasing control of departmental programs, especially in program areas of Lands, Revenues and Trusts, Education, Social Development and Band Support and Capital Management.

Downsizing, which refers to planned efficiency reductions of employees within the federal government, has been in place since 1985. Each Federal Government, including the Department of Indian and Northern Affairs Canada, has been given reduction targets for each fiscal year from 1986/87 to 1990/91.

Devolution —

In 1986, the Treasury Board instructed the department to prepare a plan for the devolution of services to bands. On November 27, 1986, the Treasury Board approved the department's devolution plan, and agreed to provide extra funds for the transfer of services.

The framework for the transfer of services to Indian bands, tribal councils and other Indian organizations includes the following:

The nature, timing, and conditions of transfer of departmental programs to Indians shall be developed with the Indian authorities involved.

Consultation with all Indian authorities affected (and with provincial/territorial governments as necessary) shall occur to resolve concerns with respect to transfers.

Negotiations between the department and Indian authorities for program transfers will establish the terms and conditions of the transfer and the associated costs to ensure the delivery of services at current levels or at levels based upon current standards.

In certain circumstances one-time start-up monies or front-end funds may be negotiated.

Downsizing —

The downsizing of the Department of Indian Affairs and Northern Development, over a five year period, is proceeding on schedule with few difficulties. This is part of a government-wide initiative to reduce the size of the federal civil service.

The government's Workforce Adjustment Policy provides a number of rights for employees affected by downsizing, including such things as advance notice, priority consideration for redeployment and counselling support. To date, most employees have been able to find alternate employment either with the government or in other areas. The number of involuntary lay-offs in Saskatchewan has been minimal.

The actual minimum reductions for the Saskatchewan Region are identified by fiscal year as follows:

1986/87 — 45
1987/88 — 33
1988/89 — 26
1989/90 — 25
1990/91 — 29

During this period, Saskatchewan Region will be reduced by a minimum of 158 persons.

Other related planned changes within the Saskatchewan Region includes the establishment of tribal councils and the scaling down of district offices to service centres.

The minimum number of regional program positions which will be reduced during the 1988/89 fiscal year by program are:

Program Management	0
Finance and Administration	12
Personnel	0
Band Support and Capital Management	2
Social Development	0
Education	7
Lands, Revenues and Trusts	0
Resource, Economic and Employment Development	5

Tribal Councils

Bands may request to have tribal councils formed to deliver services to member bands.

Tribal Councils may be funded to provide advisory services which include:

- Financial management
- Band government
- Economic development
- Community and capital planning
- Technical services

Service Centres

With reduced responsibility and decreasing resources, District Offices will in the future be scaled down to service centres. The rationale for the reorganization is to recognize bands' abilities to manage their own affairs. The region is taking whatever steps are necessary to prepare bands for increased responsibility and to shift decision making from the department to Indian communities.

The Executive Secretariat

Program Planning

Program Planning consists of operational planning. Each year regional goals are for all programs set for a four year period and strategies are devised for achieving departmental goals.

Communications

The Communications Section responds to inquiries from the public and news media, publishes a regional newsletter, provides briefing notes for regional and headquarter personnel, and provides information about the department to the general public and specific audiences.

Policy Analysis

The department is guided in the way it does business by *The Indian Act*; its regulations, other specific legislation, and National Policy Statements which are approved by the Minister.

However, the Saskatchewan Region is required to develop policy in order to operationally incorporate unique regional issues which are not addressed in national departmental policies.

The Executive Secretariat reviews all policies developed by the Saskatchewan Region for consistency and conformity to national policies.

Special Assignments

The Executive Secretariat participates in a series of program related projects. These special projects require that the Secretariat take a lead role in co-ordinating and consolidating information from more than one program area.

Indian Self-Government

Indian self-government aims to alter, fundamentally, the relationship between Indian people and the Government of Canada. The objective of this new relationship is to place Indian people in charge of changes affecting their lives.

Self-government can be achieved in a number of ways. Whatever the form chosen, the pace will be determined by the Indian communities affected. One approach is to explore options for developing more autonomy and self-sufficiency under the *Indian Act*. The Saskatchewan Region is responding to such initiatives by focussing efforts toward the enhancement of by-law making capacity, the implementation of Alternative Funding Arrangements, the transfer of program administration and promotion of the economic development program.

The Executive Secretariat provides support to the Regional Director General in areas of program planning, communications, policy analysis, special assignments and Indian self-government.

Another approach is to enter into a process of negotiations which will ultimately result in new self-government arrangements requiring legislated authorities beyond the *Indian Act*.

The Regional Office works with Indian Communities by responding to proposals that describe community objectives and needs. The Director of the Executive Secretariat can provide a comprehensive explanation of various approaches and policies.

Intergovernmental Relations

The liaison with the provincial government and other federal departments is co-ordinated through the Executive Secretariat.

Finance and Administration

Resource Planning and Analysis

Develops the regional procedures and processes for the allocation of Main Estimates targets approved by Parliament.

Analyzes submissions for the inclusion in the Supplementary Estimates process: Education and Social Development Data Bases, Band Financial Management Plans.

Analyzes Treasury Board submissions for authorization, adherence to policies and resourcing impacts.

Analyzes the regions budgetary requirements and communicates them to headquarters.

Develops new financial information systems and improvements to existing systems.

Provides training in budget planning and analysis to operational units.

Accounting Operations

Maintains financial records involving assets, liabilities, revenues and expenditures in accordance with approved policies and current financial regulations and authorities. This area is responsible for assembling the financial documents required to issue cheques for contribution arrangements, etc.

Designs and reviews systems and procedures to ensure proper control and accountability to Executive Management and Central Agencies.

Provides an accounting service in the following areas:

Trust and Loan Accounting – maintenance of trust and loan accounting systems to facilitate the carrying out of the Department's trust responsibility and the financial management of the Indian Economic Development Loan fund.

Pay Accounting – administration of systems for the control of salary commitments and expenditures and person year utilization.

General Accounting – processing of the vast majority of financial transactions involving revenues, expenditures, accounts payable and accounts receivable. This involves the application of appropriate monitoring and control techniques to ensure proper accountability and adherence to regulations.

Computer Services

Develops and supports all microcomputer systems approved by the Regional Systems Steering Committee in conjunction with Headquarters Electronic Data Processing Directorate.

The Finance and Administration Directorate provides both a service and control function for the department. This directorate ensures that government accountability and control requirements are met. Finance and Administration also assists other directorates in carrying out their mandates by providing advice and services.

Operates the region's minicomputer system which includes word processing, financial data processing and telecommunications.

Administration

Provides administrative services as follows:

Contract Administration – advisory services on the proposal/tender process, preparation of contract documents and training of departmental and band staff.

Security – application of regulations to ensure the protection of information, personnel, material and communications.

Material Management – provision of goods and services to support departmental activities in accordance with policies and regulations.

Records Management – implementation and maintenance of records management system.

General Administration – provision of general office services (for example, telecommunications, relocation and office accommodation) and the control of departmental property such as teacherages.

Human Resources Management

This area provides the following services within the region:

Classification and Organization evaluates jobs for the organization according to the classification structure and relates duties and responsibilities of a job against pre-established standards.

Human Resource Officers assist managers in staffing positions in their organizations. As the department emphasizes Indian participation in the decisions to hire employees who will be working with Indian people, the staffing specialists invite band representatives to participate in the selection forum.

Pay and Benefits administers the pay system, which involves many different rates of pay set out in more than two dozen union-management agreements, and provides guidance and advice on employee benefits such as pensions and insurance coverage.

Staff Relations assists managers in their relationships with employees and advises managers on occupational health and safety in the workplace, grievances, interpretation of collective agreements and union-management consultation.

Native Employment provides a liaison between the clientele served by the department and the Public Service Commission. The aim of the Native Employment service is to encourage native people to enter the Public Service and to foster their progress in moving to positions of increased responsibility.

The Human Resources Management Directorate provides an internal service to managers in areas such as job classification, hiring of staff, pay and benefits, union-management relations, and native employment.

Human Resources plans and organizes the training of staff, and provides advice to employees on career development. Another important aspect of this service is administering the government's Workforce Adjustment Policy which provides for certain rights for employees who might be faced with job loss as a result of downsizing the Public Service. The Human Resource Officers also provide counselling liaison services to employees who require assistance through the Employee Assistance Program.

Workforce Adjustment

Saskatchewan Region has been very successful in the deployment of surplus employees in the initial years of the downsizing plan. As we head into the next two years of downsizing, management is increasing its efforts to redeploy affected employees to those areas and vacancies where their skills will be required. In 1988-89 the department's management team will increase its redeployment efforts. Additional resources are being identified to retrain the affected surplus employees to new and different types of positions.

Employment Equity/Native Employment

In light of the downsizing activities, the region will undertake initiatives through the Indian Inuit Recruitment Development and Native Development Program to retain and to attract qualified natives to the department. Management is also utilizing rotational assignments for developmental purposes to assist employees in times of stress, and enhance the skills of the employees. Management has also set aside funds in its training budget to provide opportunities for attendance at courses which will round out the knowledge and skills of the employees and so prepare them for promotion in the public service.

Regional Programs

Band Support and Capital Management

Indian Pension Plan Funding

Long Term Capital Planning

Maintenance Management Funding

Social Development

Child and Family Services

Income Maintenance

Adult Care

Economic and Employment Development

Contribution Funds Management

Entrepreneurial Capital

Indian Economic Development Fund Privatization

Indian Business Data Base Development

Education

Program Policy Development

Capital Utilization Information System

Post Secondary Guidelines Consultations

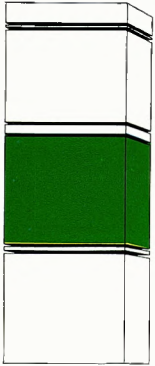
Lands Revenues and Trusts

Treaty Land Entitlement

Training

Band Support and Capital Management

1988/89 Budget



Recreation Programs	\$ 390,000
Regional Technical Services	\$ 221,000
Administration	\$ 212,000
Bill C-31	\$ 440,000
Housing Operation & Maintenance	\$ 565,000

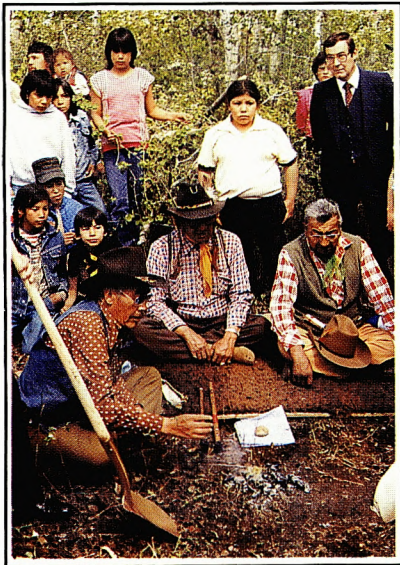
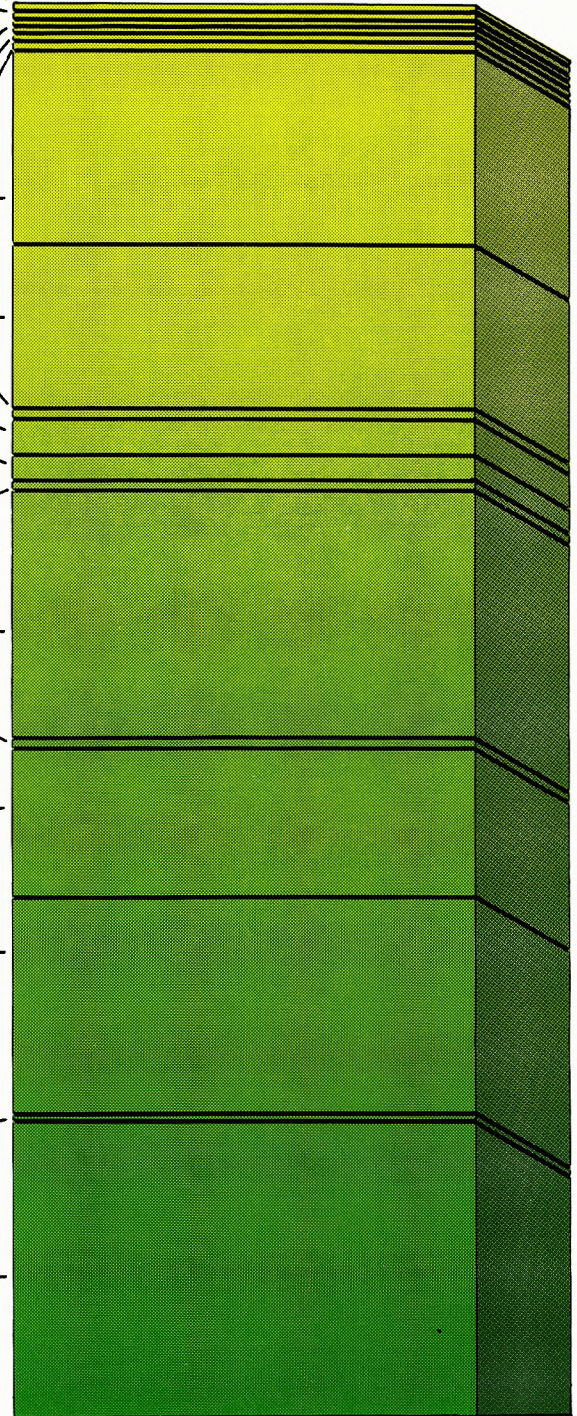
Facilities Operation and Maintenance	Community Infrastructure	\$12,239,700
	Education	\$10,495,700
	Indian Management Development	\$ 420,000
	Bill C-31	\$ 2,265,000
	Devolution	\$ 1,556,800
	Comprehensive Community-Based Planning	\$ 236,000

Housing	\$15,857,000
Administration	\$ 300,000

Community Capital Facilities Construction	Other Infrastructure	\$ 9,710,000
	Education	\$13,900,000

Policing	\$ 23,600
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Band Government	\$18,382,200
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The Region anticipates that these initiatives will result in the revision and streamlining of existing regional administrative policies and procedures; a reduction in the total number of amendments to contribution arrangements; a reduction in administrative and processing delays; and more timely recipient audits resulting in improved utilization of financial management plans.

The Band Support and Capital Management directorate provides regional services for all bands, tribal councils and Indian organizations. These services include coordination of contribution arrangements, audits and capital projects; and funding for band management, construction and maintenance of community assets.

Major Initiatives of Band Support and Capital Management for 1988-89

Indian Pension Plan Funding

The primary objective for 1988-89 is to increase the number of pension plans developed and implemented by Band and Tribal Councils, especially to those where teachers and other departmental staff have been devolved.

Long Term Capital Planning

In 1988-89, the new criteria based capital allocation process has been implemented by the department. Support has been received from the Saskatchewan Indian Housing Commission and all Tribal/District Councils.

Capital is allocated within each of the major sectors of housing, education, water and sewer, roads, bands offices, fire protection, community buildings, electrification and gasification plus other minor sectors.

All bands will have a tentative schedule of when projects are to be funded by the department.

Maintenance Management Funding

In 1988-89, maintenance management systems have been implemented to improve the maintenance and operations of assets and the delivery of services at the band and community level.

Band Support and Capital Management

Band Support

The Band Support division administers the following activities:

Band Support Funding is a formularized based conditional grant based upon funding contributions to the band, their population, remoteness and environmental factors and program staff.

Tribal Council Funding is a formula based contribution intended to defray costs relating to: management, administration and advisory services for legally constituted Tribal/District Councils.

Indian Pension Plan Funding is a contribution towards the employers' share of the cost of pension plans.

Recreation/Special Events Funding is a program intended to enable Indian organizations, Band Councils and special groups to carry out special cultural and recreational events.

Band Constable Funding is a program which provides for security services on reserves. The program provides funding which covers salaries, benefits, travel expenses, uniforms and miscellaneous equipment for band constables.

Consultation and Policy Development is a contribution program intended to assist specific incorporated associations of status Indians to undertake activities and projects in the interest of their membership.

Indian Management Development Program is designed to meet the management requirements of bands by focusing directly on specific management training and development requirements of Chiefs and Councils, band management, band staff and the bands electorate.

The Band Support and Capital Management directorate consists of three major divisions, each reporting to the Director. These divisions are Band Support, Capital Management, Transfer Payments Management and Alternative Funding Arrangements.

Capital Management

The Capital Management division administers funding for the following activities:

Capital Construction of community assets such as on-reserve housing, public facilities such as band offices, schools, water and sanitation systems, roads, bridges, other transportation facilities and utilities related to power and gasification.

Operations and Maintenance Funding is a formula based contribution to Bands, for operation and maintenance of community assets such as school, community buildings, roads, fire fighting vehicles and water and sanitation systems.

The funding formula is based on the asset quantity as taken from an asset inventory, multiplied by an appropriate unit price to operate and maintain the asset for each asset type. The formula then provides a final adjustment to the funding, to allow for variations in operation and maintenance costs depending on the geographic location of the asset.

Transfer Payments Management

The transfer payment management program administers and monitors the recipient funding process for the region. In particular, it ensures that grants and contributions provided to bands, other Indian organizations and individuals, by various departmental programs, are properly transferred. To ensure that recipients utilize the funds for the purposes intended, transfer payment management monitors audited financial statements of recipients and where necessary, ensures that financial management plans and debt recovery plans are developed and implemented.

Alternative Funding Arrangements (AFA)

AFA is structured to recognize the authority of Indian communities to manage and control their own affairs. It is a method for providing Indian councils with the expanded authority to manage the affairs of their people.

Band Support and Capital Management is also responsible for Alternative Funding Arrangements (AFA).

The objective of the AFA process is to transfer the responsibility for the design of programs and for the setting of priorities to Indian councils. At the same time, Indian leaders will become more responsible to their membership for the management of resources and the development of their communities.

Indian councils will be directly accountable to their membership for the development of programs and the management of resources. They will be responsible to the Minister of Indian and Northern Affairs Canada for the efficient and effective use of resources.

Minimum program requirements are included within the arrangements to meet the Minister's ongoing responsibilities identified in treaties, the *Indian Act*, and the Minister's accountability to Parliament.

Nonetheless, the bands operating under an AFA will have flexibility. If the Band's priorities change within the period of the funding arrangement, funds can be moved from program to program without obtaining permission from the department.

Capital funds must be used exclusively for the construction or purchase of capital assets. Transfers of capital funds between program activities are permitted. Operation and maintenance funds may be transferred to capital programs, but capital funds may not be transferred to operations and maintenance.

Alternative Funding Arrangements, in themselves, will not result in increased funding to recipients.

All bands and councils will be given an opportunity to apply for entry into an Alternative Funding Arrangement agreement. Nevertheless there are some basic criteria.

To be eligible for Alternative Funding Arrangements, bands must have previous experience with administering programs, and have in place a sound administrative organization. Reporting and financial controls are crucial, and the band must be in a sound financial position.

Band Support and Capital Management program provides funding for services delivered by Technical Services.

The Technical Services unit is comprised of engineers and technicians from Public Works Canada who are dedicated to the department to provide the following services to the Saskatchewan Region:

Technical Services

Advises Departmental management (both Region and District), bands and Tribal Councils on all technical matters including the operation and maintenance of assets, housing, energy management, etc.

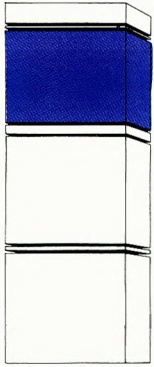
Manages the implementation of the capital program which includes building schools, band offices, fire halls, other community buildings as well as water and sanitation systems, and roads to support these facilities.

Manages the fire safety program including preparation of specifications for fire fighting equipment, providing training in fire safety awareness and advising on training required for volunteer fire brigades.

Coordinates training programs for band personnel in the operation and maintenance of buildings, water/sewer systems and roads.

Social Development

1988/89 Budget

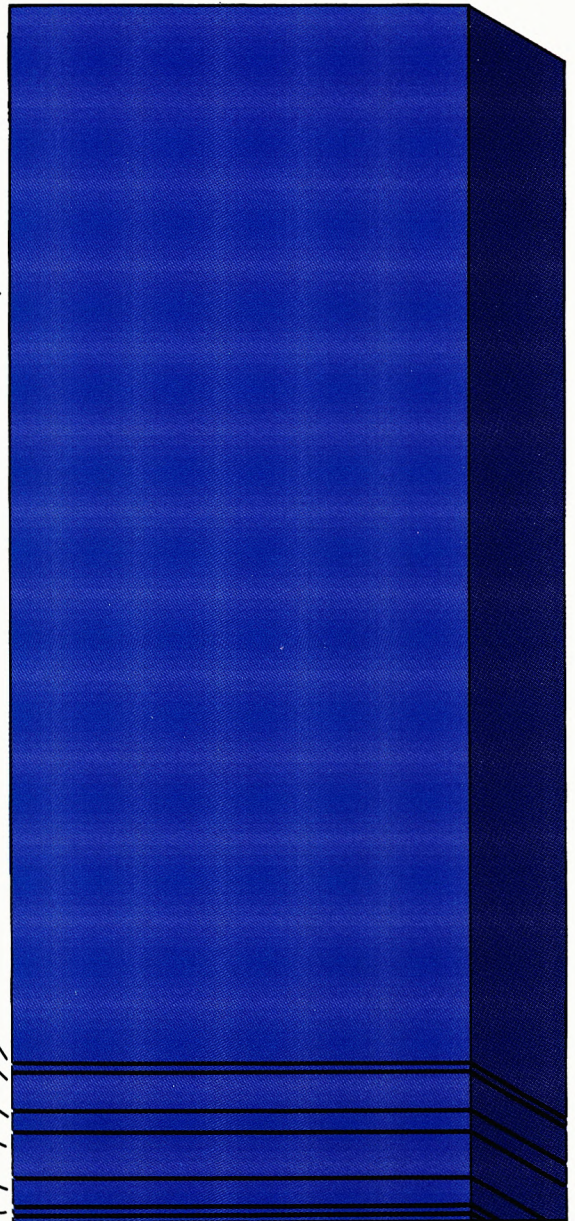


Welfare Services encompasses a broad range of services related to the care and well-being of children and adults.

Child Welfare provides necessary resources to meet mandatory (statutory) Child Welfare Program requirements such as those services deemed necessary under the provincial *Family Services Act*.

It is under this activity that the department will be entering into tripartite (Band-Saskatchewan Canada) Child Welfare agreements, which will transfer to bands the control of statutory Child Welfare services.

Basic Needs including Child out of Parental Home	\$66,531,500	—
Special Needs	\$ 2,787,100	
Service Delivery	437,300	
Child Welfare	\$ 1,511,200	
Welfare Individual & Services Family Care	\$ 2,117,800	
Adult Care	\$ 1,849,100	
Community & Social Services	\$ 277,000	
Social Development Activity Management	\$ 239,000	



Child Care provides for the placement of children for temporary periods under terms of agreement with parents. This occurs when statutory child care services are not available.

Major Initiatives of Social Development for 1988-89

Child and Family Services

Child Welfare and Family Services is under review. Indian Governments and the Provincial Governments have been consulted. The principle is to have Indian controlled Child Welfare and Family Services.

Income Maintenance

Social Assistance policies and procedures have been reviewed and adopted to more closely correspond to the provincial policies and procedures where applicable.

Adult Care

Social Development, through the Adult Care Program, will address policies to meet the varied needs of the elderly and handicapped.

Welfare Services

Adult Care

The Adult Care Program, addresses the needs of the elderly or handicapped by providing funding for individuals who require specific institutional or in-home care. All resources in this activity are provided on a per diem basis on behalf of the individual receiving the service. Regional allocations are established through analyzing existing and anticipated needs.

Community-Based Services, include a range of innovative support resources to assist in community service development.

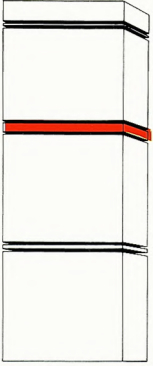
Community-Based Services

These resources are allocated to bands and districts to enhance social service delivery. The regional allocation has been limited; therefore, the ability of the directorate to initiate or maintain on-going programs is restricted.

The region allocates these limited resources to districts or bands as follows:
– to provide for resources in innovative social/human service delivery projects.

Economic and Employment Development

1988/89 Budget



Business
Development

\$ 991,900

Institutional
Development

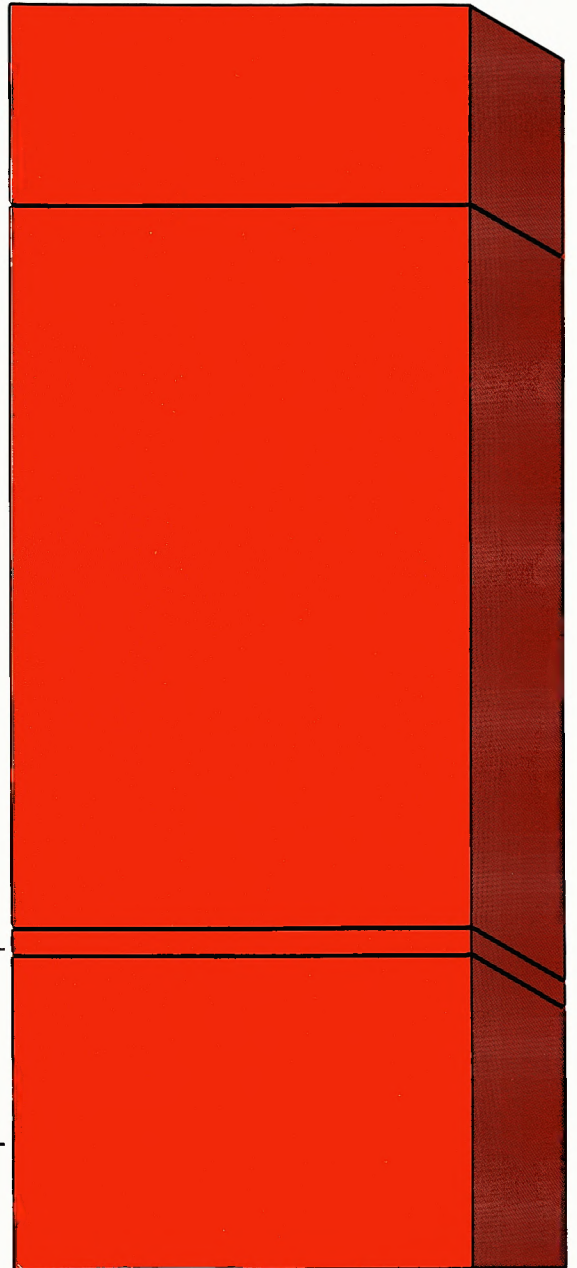
\$ 3,648,500

Administration

\$ 120,000

Human Resource
Development

\$ 1,511,700



Major Initiatives of Economic and Employment Development for 1988/89

The four significant initiatives during the current year are:

Contribution Funds Management

The management of economic development funds by *three* tribal councils through management agreements.

Entrepreneurial Capital

Provision of front-end equity capital to the qualified entrepreneurs. (Workshops, Internship, Acceptable Business Plans).

IEDF Privatization

Negotiations with Indian Institutions for privatization of the Indian Economic Development Fund (IEDF) Loan Program.

Devolution

Negotiations with Indian institutions for transfer of Economic Development programs.

Economic and Employment Development

Business Development

The Business Development program activities are focused to promote the creation and maintenance of economic wealth and meaningful employment for Indian people in Saskatchewan. The section acts as a source of capital and advisory services for Indian business and prospective entrepreneurs. In more specific terms the section provides funding assistance by playing a co-ordinating role between funding agencies and Indian businesses, and by providing seed capital to facilitate the leveraging of funds from other sources.

Institutional Development

This initiative includes assistance and financial support to Indian people in the creation, expansion and maintenance of viable business, employment and resource development through assistance to Indian institutions.

In 1988-89 assistance and support will be provided in maintaining the operations of two financial institutions, two sectoral institutions (agriculture and arts and crafts) one educational institution, as well as several business development corporations. This in turn, will enable the institutions to have the required capacity to provide financial and advisory and other assistance to their clients.



Human Resource Development

This sector provides human resource development opportunities in five components: Economic and Human Resource planning; Employability Development, which includes literacy training, academic upgrading, occupational skills training, and training-on-the-job; Entrepreneurship Training and Development; Business Training; and Community Investment through job creation projects and support to socio-economic enterprises. Social Assistance transfers can be made to several of these human resource development initiatives. Major expenditures will be in the Employability component during 1988-89.

Transfer of Economic Development

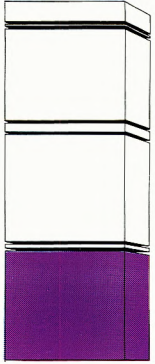
Transfer of delivery of economic development to Indian control may be achieved through a Tribal Council initiated request for a joint transfer planning process.

Oil and Gas and Other Minerals (Non-Renewable Resources)

Indian Oil and Gas Canada (IOGC) and Indian Minerals West (IMW) are responsible for on-reserve resources and addressing economic opportunities on and off-reserve. Business development projects in the renewable resources area are assisted from business development and human resources funds, depending on program eligibility criteria.

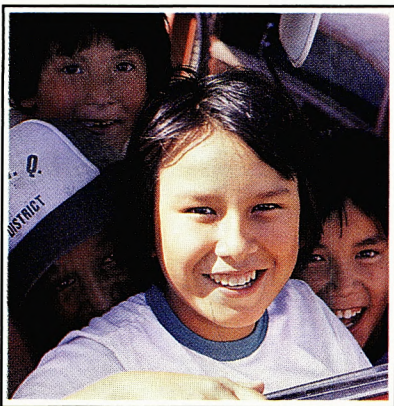
A Renewable Resources budget is available for the trappers assistance program. Indian trappers from bands in Northern Saskatchewan may be eligible for grubstake, training and transportation funding.

Education



1988/89 Budget

Student Financial Assistance	\$ 746,000
Guidance counselling (elementary/secondary)	\$ 1,542,000
Other Services and Expenses	\$ 155,000
University/Professional (Instructional & Support Services)	\$13,491,000
Bill C-31	\$ 2,898,800
Guidance Counselling (post-secondary)	\$ 99,000
University & College Entrance Preparatory Program	\$ 1,098,000
Education Instructional Support	\$ 293,000
Instructional Services Band Operated Schools	\$25,250,000
Instructional Services Federal Schools	\$ 2,797,000
Student Transportation	\$ 7,847,000
Instructional Services Provincial Schools	\$21,684,000
Student Accommodation	\$10,472,000



Major Initiatives in the Education Program for 1988/89

Program Policy Development

The development and approval of specific program policies:

- school attendance
- student transportation
- special education

Student Residence Study

Collaborative review of the student residence program in the region.

Post-Secondary Guidelines Consultations

Consultations on the drafting of new post-secondary guidelines.

Elementary/Secondary Education Program

The department resources instructional services in three school systems: Federal, Band and Provincial.

The department continues to employ 91 professional classroom teachers in 21 *Federal* Schools providing instructional services to 2170 students enrolled in nursery to grade 12. The operation of the system is governed by the *Saskatchewan Education Act* and departmental regulations.

There are 39 bands managing 47 band-operated schools for 6116 students enrolled in nursery to grade 12. There are separate resources of funding for the instructional program and for the operating costs of the schools. The emphasis within the department is for more Indian control of elementary/secondary programs with the eventual transfer of the remaining federal schools to band-operated schools.

A total of 4680 students living on-reserve or on crown land are enrolled in 193 *Provincial* schools under tuition agreements signed by bands, school divisions and the department. The current trend is for total tripartite tuition agreements to allow for Indian influence in the program content and delivery.

The department resources, through contribution arrangements with bands or individual contracts, *Transportation* services for students living beyond walking distance to school. This program presently provides 315 bus routes for approximately 10,000 students attending all three school systems.

Also funded is *Student Accommodation* for students unable to enroll in appropriate programs while living at home. Student accommodation is provided primarily to students enrolled in special education or senior high school.

The primary objectives of the elementary/secondary program are to:

Provide all school age children resident on reserve or crown land with access to quality education from nursery through to grade 12.

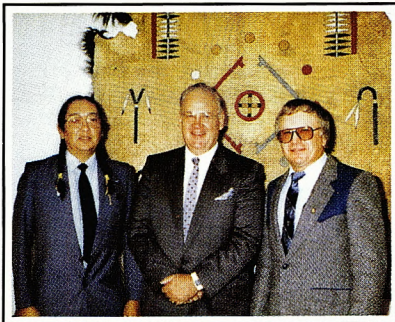
Ensure that the programs are relevant to the social, economic and cultural needs of the individuals and communities being served.

Currently the program provides service for 347 room and board students, 1126 students in seven student residences and 12 students in group homes.

The department provides financial resources to enable bands to provide *Guidance and Counselling* services.

The department currently provides District Chiefs organizations with resources to establish Education Support Units to provide second level education services to reserve schools.

The department employs 21 education administration staff. These staff are responsible for policy development, coordination, planning, resourcing and the provision of direction and control.



Post-Secondary Program

The Post-Secondary Assistance Program, approved by Treasury Board in 1977, provides assistance to registered Canadian Indian or Inuit students who are residents of Canada and who have been accepted by an accredited university or college.

Instructional Services

The cost of tuition, books, and supplies is provided to students enrolled in approved programs in universities, colleges, institutes of technology and other post-secondary institutions. This service is provided through grants to individuals or contribution arrangements with bands.



Student Support Services

Allowances are provided to full-time post-secondary students to permit them to meet basic requirements for support of themselves and their dependents while enrolled in approved programs leading to accredited degrees or certificates.

Basic training allowances are provided to all full-time students. Other allowances, based on individual need, are available to help defray costs associated with accommodation and child care. All funding for student support is according to approved guidelines.

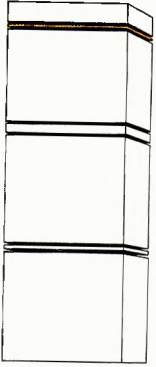
University and College Entrance Preparatory Program

Instructional Services and Student Support Services are available to students who do not meet the complete pre-requisites for admission to post-secondary programs.

However, this service is offered only to students who are able to qualify for regular admission to an accredited degree program within two semesters of study, who are at least 20 years old, and who are studying in Canada.

Funding is provided in the same way as for students in the post-secondary program.

Lands, Revenues and Trusts

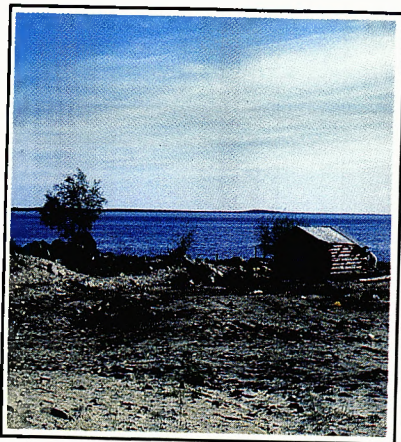
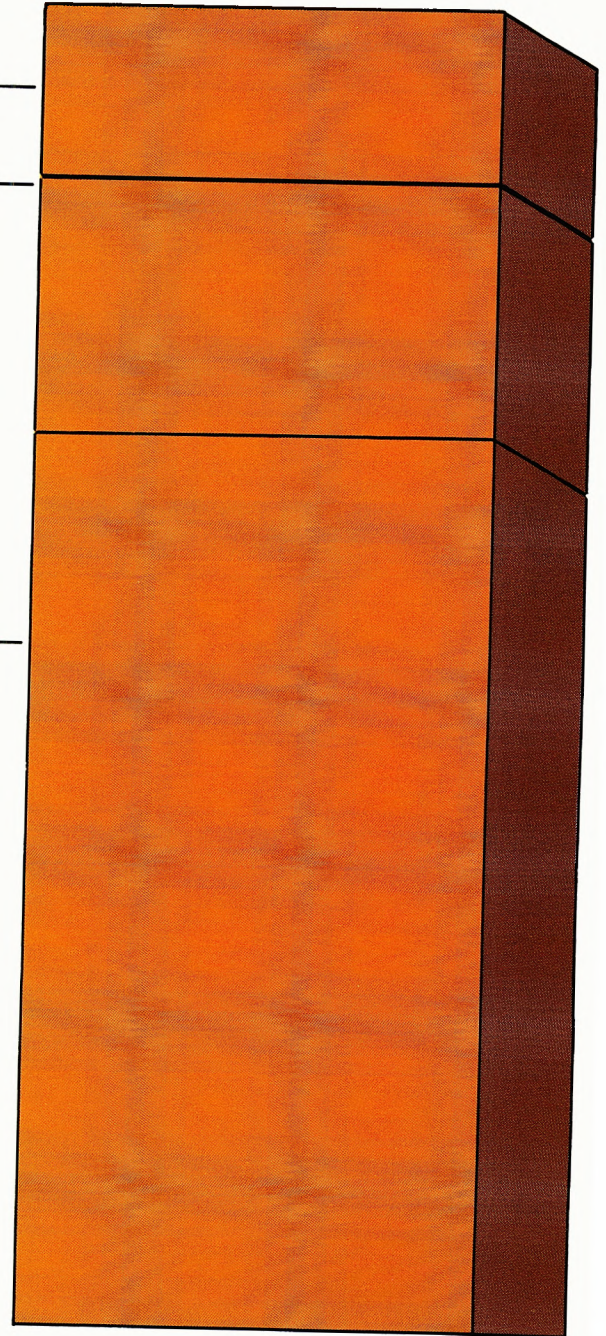


1988/89 Budget

Adminstration \$ 86,000

Institutions,
Treaty Managment \$ 136,000

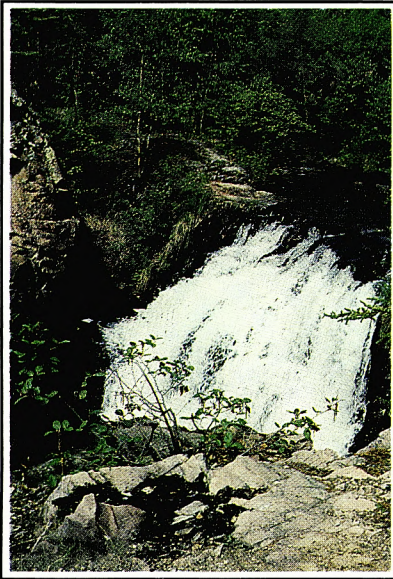
Lands,
Memberships, Estates \$ 552,000



Major Initiatives of Lands, Revenues and Trusts for 1988/89

Treaty Land Entitlement

Treaty Land Entitlement will be a major initiative within the program. The federal review on land entitlement for the prairie provinces is near completion and it is anticipated that cabinet direction will approve the principles on how the Saskatchewan Region is to proceed. Federal-provincial based negotiations will be paramount if the Treaty Land Entitlement policy is to succeed.



Lands, Revenues, and Trusts Comprehensive

The department has embarked on a comprehensive review of all facets of Lands, Revenues and Trusts. The review will be done in three phases in the areas of 1) Indian Land Registry 2) Land Management 3) Indian Monies 4) Estates 5) Elections 6) By-laws and 7) Membership.

Consultation will be done with Band Councils over the next few months.

Whitebear Settlement Agreement

The settlement agreement allows for the purchase of up to some 47,000 acres of land and the creation of two additional bands. Land will have to be bought, negotiations with rural municipalities and a membership list for the new bands finalized.



Lease Documentation

The existing agricultural leases are being reviewed with a notion to change them substantially. Once completed, new ones will have to be renegotiated with individual farmers.

Training

Comprehensive Training modules will be developed and implemented in the areas of Estates and Lands. The modules will be delivered to staff in two separate sessions for each program area.

Lands

Transfer of Land Management Authority to Bands

Facilitates the attainment of Governor-in-Council authority for Indian bands to exercise control and management over their reserve lands for specific purposes pursuant to Section 60 of the *Indian Act*.

Indian bands or their agents may be granted Ministerial authority for management of surrendered lands under Section 53 of the *Indian Act*.

Acquisitions and Disposals

This area processes transactions for the acquisition or disposal of reserve lands, surrendered reserve lands and crown lands under the administration and control of the department.

Individual Indian Interests

Processes transactions concerning allotments, quit claims and transfers between band members and the band on reserve land. It also processes the documentation required to set aside parcels of reserve land for schools, health projects, burial grounds and any other purpose for the general welfare of the band.

Leases/Permits and Related Documentation

Prepares and administers leases/permits and related documentation for use of Indian reserve and surrendered lands and crown lands under the administration and control of the department. A full range of support services is provided for contract monitoring and enforcement. Officers assist in negotiations of contract terms and conditions, in securing land appraisal reports, land assessment and related program requirements necessary to document and support the transaction.

Surrenders

Administers the surrender provisions of the *Indian Act*. It provides advice, guidance and assistance to Indian bands to determine the purpose and intent of surrender. Departmental officers prepare all required documentation in consultation with the regional Department of Justice and represent the department in carrying out the surrender process. Land officers arrange for and assist in obtaining land appraisal reports, legal surveys and other activities necessary to support and document the surrender.



Surveys and Mapping

Administers survey and mapping function to define and describe Indian and other interests on reserve and surrendered lands and crown land under the administration and control of the department. It also provides survey and mapping services to identify and legally describe land selected under treaty land entitlement for the fulfilment of the federal government's lawful obligation under treaty.

Land Entitlement and Claims

This area participates in negotiations with other levels of government, Indian bands, Indian associations and other third party entities having an interest in land selected under the treaty land entitlement process. This is the fulfilment of the federal government's lawful obligations to Indians arising out of treaties. Assistance is provided for a full range of support services necessary to identify, assess and legally describe land entitlements. The fulfilment of these obligations includes determining the entitlements of bands, developing policy papers and preparing recommendations for settlement. Other claims, specific and comprehensive, that bands may have, are addressed by the department in a similar way.

Research

The program provides research services required in order to address land disputes affecting Indian reserve and surrendered lands. Research is required to assist Indian bands and their associations in obtaining historical data and information for the documentation of specific land claims and other uses. Inquiries from the general public and other interest entities are processed in accordance with legislation on access to information.

Indian Land Registry

The Indian Land Registry is maintained in accordance with Section 21 and 55 of the *Indian Act* and is located at program headquarters in Ottawa. The Registry is responsible for the registration, protection and recording of all rights and interests affecting Indian lands. The region maintains a duplicate of the official registers.

Statutory Requirements

Estates

This section executes most of the Minister's duties as the quasi Surrogate Court for Indian estates on reserves and crown land, and functions as the departmental Administrator of Estates, a public trustee operation. In its function as a public trustee it also administers estates of minor children and of those mentally incompetent. Private trust accounts relating to these and all other individual accounts are held in trust. Estates and trusts are administered in accordance with the *Indian Act* and, to a very large extent, according to provincial statutes and some common law principles.

Membership and Entitlement

The principles of 'Membership' and 'being Indian' are separate although largely overlapping. The department continues to register Indians in order to maintain a definition of the population segment to whom Canada owes a special debt. Membership registration is controlled by individual membership codes in thirty-two Saskatchewan bands leaving the rest in departmental control.

Elections

The program administers the Minister's responsibilities in band council elections, including nominations, polling and appeals.

By-laws

The program provides expertise in by-law formulation, for use as an option by bands, in band government problem-solving. As such, it can be a major contributor to the department's facilitation of Indian self-government. By-laws can provide a vehicle for other programs and other departments to funnel services to be used by Indian governments.

Indian Monies

The program has trusteeship duties relating to band revenues and band capital funds. These responsibilities are defined in the *Indian Act* and in a number of provincial statutes. The program's general function is to provide a control mechanism for accountability to the membership (or to individuals as the case may be) who own the funds, and to facilitate band use of band funds for the general benefit of the band.