

Jerome Slavik and Associates

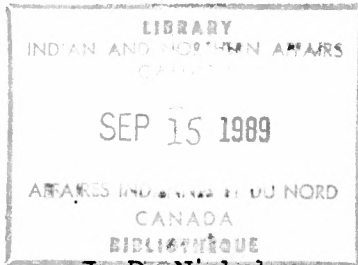
REPORT ON ALLOCATION OF
DISCRETIONARY FUNDS : DEPARTMENT
OF INDIAN AFFAIRS AND NORTHERN
DEVELOPMENT : ALBERTA REGION

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Indian and Northern Affairs

Affaires indiennes et du Nord



305, 9942 - 108 Street
EDMONTON, Alberta
T5K 2J5

1980 August 18

J. D. Nicholson
Assistant Deputy Minister
Indian and Inuit Affairs
OTTAWA

Your file *Voire référence*

Our file *Notre référence* 701/3-1-5 (LP)

"REPORT ON ALLOCATION OF DISCRETIONARY FUNDS - DEPARTMENT OF INDIAN AFFAIRS & NORTHERN DEVELOPMENT - ALBERTA REGION"

Further to our earlier discussions on this matter, I am enclosing a copy of the aforementioned report and an Executive Summary of the report.

This report documents data and develops a rationale for the practise which has been developing over a period of many years in Alberta, namely the allocation of our discretionary funds to the poorest, most needy Bands. At present, some 65% of our discretionary funds have been expended for 26 Bands without significant gas and oil revenues. We propose through the implementation of this report to increase this percentage 10-15%. As you know, this process of allocation is especially important in Alberta because we have a number of oil-rich Bands and the disparity between these rich Bands and those poorer Bands is growing. In addition, we are compelled under the federal government's period of restraint to make the best use of scarce resources.

For clarification purposes, I would like to add several further comments. Firstly, a Workshop with our Managers to discuss this report was very successful and they are strongly supportive of the need to implement this report. Secondly, we have utilized this allocation principle of targeting resources to the most needy Bands for our recent additional housing allocation. This process has worked quite well according to our Capital Management Committee. Thirdly, we propose to share the Executive Summary of this report with the Indian Association of Alberta.

We are gearing up a management system to fully implement this report this fall and would appreciate any comments that you might have in this regard. You will recall our earlier discussions on management changes required to effect a consolidation of discretionary funding, in order that we might more effectively respond to holistic Band proposals (ref: "Departmental Response to Indian Development Needs", G. Steele, 1980). Might I respectfully request a response to the allocation report by September 15th, so that we can effect changes required in time for an October development of targets on a Band-by-Band basis.

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I look forward to hearing from you.

Original Signed
By J.R. Tully

J. R. Tully
Regional Director General
Indian and Inuit Affairs
Alberta Region

Encl.

c.c. H. Labelle
R. Kohls
G. Steele
R. Price
H. Allen

4 August 1980

Mr. Jack Tully
Director General
Alberta Region, Indian Affairs
9942 - 108 Street
Edmonton, Alberta

Dear Mr. Tully:

Please find enclosed a report entitled: "Allocation of Discretionary Funds Within the Department of Indian Affairs - Alberta Region".

This internal and confidential report was prepared as part of the contract with J. Slavik & Associates to look at the issue of the allocation of discretionary funds within the Alberta Region. This paper was prepared after review of literature, after discussions with some Program Managers and in consultation with Mr. Price and Mr. Steele.

Two issues were addressed in these discussions:

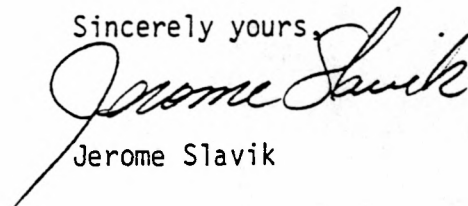
- i. the decision-making process regarding allocations;
- ii. the outcome of the process in terms of fairness and effectiveness.

You will note that the major options proposed do not include the presentation of strict formulas for the allocation of discretionary funds. Given the complex factors and ever-changing variables that impact on allocation of discretionary funds, it was felt by the writer that imposition of a formula would remove important discretionary and decision-making responsibilities from the Program Managers and allow the Department to avoid asserting its responsibility and authority for development of Indian communities.

Moreover, it was noted that given the wide diversity of economic, financial, political, and geographic circumstances of Bands, that no formula was easily or consistently adapted. This appears to concur with the I.A.A. position regarding "Indian Government" of May, 1978, where they state: "Per capita funding formulas are inadequate and Bands require funding based on need".

This report was reviewed by DIAND program managers and was generally endorsed. Their comments and recommendations have been included.

Sincerely yours,


Jerome Slavik

EXECUTIVE SUMMARY

A. BACKGROUND:

In light of the exceptional opportunities and unique circumstances of Alberta Indians, DIAND-Alberta Region must re-assess its role and operation for allocating of discretionary financial and manpower resources.

B. OBJECTIVES:

1. To review the process and outcome of the allocation fo discretionary funds of the Alberta Region of DIAND.
2. To prepare recommendations to improve the fairness, effectiveness and efficiency of the allocation of discretionary funds.

C. METHODOLOGY:

1. Collect and correlate data on 79/80 and 80/81 discretionary allocations, and gas and oil revenues to Bands.
2. Interview DIAND Program Managers on operation of allocation process and outcomes.
3. Prepare initial draft for review by all DIAND Program Managers and Departmental review through workshop.
4. Prepare draft for review by all DIAND Program Managers, prepared final draft and recommendation.

D. OUTLINE OF REPORT:

1. Current Situation:

The unique circumstances facing Alberta Indians in the context of national DIAND policy direction include:

- a) 18 Alberta Reserves will receive over \$125 million from gas and oil revenues in each of the next 10 years creating a widening disparity of needs and capacities among the 43 Bands.
- b) Federal fiscal restraints, increased need and cost factors, and the zero-sum-nature of the allocation process will place increased pressure on the efficiency and effectiveness of DIAND management.
- c) the cost of enabling Indian participation in resource development in Alberta will rise substantially.

- d) The vacuum in national DIAND socio-economic policy and initiatives of the I.A.A. to access substantial Provincial socio-economic funding.
- e) The thrust of DIAND to support emergence of Indian government.
- f) Overall inadequacy of DIAND funding to meet Indian development requirements.

2. In viewing the current DIAND operation, the following concerns were recognized:

- a) The widespread perception of "political" allocations by DIAND based on qualitative assessments has undermined the credibility of the current allocation system both from an Indian and Government perspective.
- b) While the allocation process is the primary responsibility of DIAND and the basic concern of Band, the Program Managers did not indicate any exceptional staff resources in terms of time, analysis, and evaluation or decision-making systems were applied to targetting and justifying allocation to Bands. This is, in part, due to the inappropriate timetable for targets and receipt of Band budgets.
- c) There is a distinct lack of co-ordination among the various sectors of the Department in determining the overall allocations to Bands, particularly in socio-economic programs.
- d) There is a lack of readily accessible relevant data on Band to apply to allocation decisions.
- e) A significant barrier in developing effective use of DIAND and Band capital funds is lack of consistent long range capital and socio-economic planning (3-5 years) both by Bands and DIAND.
- f) There is no mechanism or criteria within the Alberta Region for comparing the overall merits or cost-benefits of allocating funds for differing projects or activities.
- g) There is no integration of the resource allocation or expenditure planning of DIAND with other Federal departments in the Region.
- h) The use of DIAND manpower resources does not appear to be giving sufficient consideration to the poorest, needy Bands.
- i) DIAND has no systematic manner of conducting socio-economic or capital/infra-structure audits on Bands or Indian organizations to

- i) determine, in fact, whether the allocations to Bands have borne results promised in Band budgets or contribution agreements.

3. General Recommendations - Summary:

Based on analysis of the current management system and following discussions with Program Managers, the following steps are recommended to be undertaken to develop a more systematic and effective allocation process:

- a) The management policy, procedures and operation of DIAND should be re-oriented to a holistic, integrated and developmental response to Bands rather than the current segmented approach centered to responsibility centre manager and independent program response.
- b) DIAND should establish a centralized and consolidated authority for Band Socio-Economic Development (S.E.D.) through the consolidation of the authorities and discretionary funds available in local government, economic development, social development, adult education and training, and community planning, as suggested in the 1980/81 operational plan for the Region. This S.E.D. Unit should have responsibility for the allocation of all discretionary funds and advisory services to Bands. DIAND statutory and corporate functions should operate independently of this authority.
- c) The Regional Director General should require increased quantitative justification from both Bands and DIAND Program Managers for all discretionary allocations. DIAND, in connection with the Bands, should undertake the consolidation on a Band-by-Band basis of all quantitative socio-economic, infra-structure and financial data relevant to the allocation process. Data should be readily available to Bands and updated annually.
- d) DIAND should establish a Capital Management Group (C.M.G.) to provide advisory/technical support and incentives, particularly to less developed Bands, to develop a three to five year capital allocation plan. The C.M.G. should review and prioritize DIAND capital allocations over a three year period.
- e) To stimulate Band long range planning, DIAND should be prepared to enter reasonable multi-year Capital, O & M, S.E.D. consolidated

- e) financial agreements. DIAND should take the initiative in assisting underdeveloped Bands in preparing and implementing such agreements. No agreement should be undertaken until reviewed from a S.E.D. and C.M.G. perspective to ensure an integrated and co-ordinated DIAND response.
- f)
 - i) The decision-making process by C.M.G. and S.E.D. unit to determine the allocations to Bands should commence before October 1st, 1980 with reviews of budget shortfall, Band plans, Capital and S.E.D. commitments.
 - ii) DIAND should request Band budgets by November 30th for the coming fiscal year.
 - iii) Expenditure targets for Bands should be forwarded to them by December 15th for the coming fiscal year.
- g) In light of the increasing allocations to Indian organizations at the expense of allocations to Bands, DIAND should undertake a review of the method of financing Indian organizations in consultation with the organizations.
- h) In order to monitor and evaluate the allocation system, DIAND should require annual socio-economic and capital audits from Bands to assess the results achieved from DIAND and Band allocations. These audits should be submitted by Bands on forms designed by DIAND along with financial audits at the end of each fiscal year.
- i) To effectively co-ordinate Federal resources for Indians in Alberta, DIAND should initiate with the IAA, the establishment of a Federal Committee for Indian Socio-Economic Development. Participants may include CEIC, DREE, ITA and possibly NHA and Secretary of State.
- j) As a new allocation system will have significant impact on the future development of many Reserves, the Regional Director General and Long-Range Planning and Liaison Unit should initiate a wide ranging dialogue and consultation process with the Indian community addressing the key issues of fairness, efficiency and improved management with less resources.

4. Options for Allocating Discretionary Resources:

- a) OPTION ONE FOR ALLOCATION OF DIAND DISCRETIONARY RESOURCES

a) OPTION ONE - TARGETTING BANDS FOR DEVELOPMENT RESOURCES

If the Department chooses to allocate resources primarily on the basis of need, then it may consider targetting DIAND resources to the poorest, least development, more dependent Reserves in the Province.

- i. Development Envelope for exclusive expenditure on the targetted Bands.
- ii. Support Envelope for exclusive expenditure on the Bands with significant resource income.

Through the Development Envelope, the targetted Reserves should receive an increase of 10% to 15% of the socio-economic development (training and employment, and adult education) capital, and O&M local government allocations. This envelope would be further divided into a socio-economic budget to be allocated by the Socio-Economic Group and capital budget allocated by the C.M.G.

b) OPTION TWO - "BEST FIRST":

Under this option, all Bands would submit capital and socio-economic development plans and projects to a DIAND Allocation Committee chaired by the Director of Development. Funds would be allocated on a basis of the "best project" approach, regardless of the staff of development or financial capacity of the Band.

Capital and O&M projects would be presented as part of Band Capital Plans to DIAND in September to November. The Capital Management Group would review, compare and prioritize various Capital Projects and approve projects for the forthcoming fiscal year. It would also commit future capital, and O&M funds to complete and operate Capital Projects. A similar mechanism would be established to review socio-economic plans and projects.

Band projects would be weighed on the basis of a number of criteria that would assess their relative merit. The criteria would include the relationship of the capital project to a long-term capital development and operational expenditure plan, the technical feasibility of the project, the cost to DIAND and the Band, the need for the program as quantitatively demonstrated and justified by the community, the technical and administrative capacity of the Band or the Department to

undertake the project, and the over-all degree of planning and justification presented for the project.

5. Conclusions:

The Report recommends the adoption of Option One as it directs more DIAND resources to the poorest, least developed Reserves. In consideration of the previous financial allocations, gas and oil revenue projections, and socio-economic data, it is the most equitable guideline for distribution of government resources.

Within the Development and Support envelopes, the principle of Option Two should apply, namely those projects with greatest merit and potential should proceed first.

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REPORT ON ALLOCATION OF DISCRETIONARY FUNDS

DEPARTMENT OF INDIAN AFFAIRS AND NORTHERN DEVELOPMENT

ALBERTA REGION

PREPARED BY: J. SLAVIK & ASSOCIATES
AUGUST, 1980

ALLOCATION OF DISCRETIONARY FUNDS WITHIN THE DEPARTMENT OF
INDIAN AFFAIRS - ALBERTA REGION

A. PREAMBLE

The unique economic circumstances and opportunities facing Indians in Alberta obliges DIAND to re-assess their traditional activities, operations and development responsibilities within the Alberta region.

While DIAND maintains a strong commitment to its historical obligations deriving from Treaty commitments and also its statutory obligations including in-school education, social assistance, and trust responsibilities, the opportunities of a buoyant Alberta economy and revenues from mineral resources sales that are accruing to certain Bands in Alberta requires DIAND to re-examine its role in Alberta.

In Alberta, DIAND operations must be viewed in the following context:

1. Well over \$125 million annually in revenue can be expected to flow to Alberta Indian Bands over each of the next ten years. This could easily reach much higher amounts.

Approximately eighteen Reserves are at present beneficiaries of significant royalty incomes and the number of Bands with significant resource revenues from sales of leases and minerals could also increase. This creates a rapidly widening disparity between resource-rich Reserves and the Reserves without independent sources of income.

As a consequence of this substantial revenue to Bands, there is, in effect, the creation of two classes of Reserves with differing sets of priorities, needs, attitudes and capacities for development.

Just as the Federal Government, on a national level, is moving to "reduce sharp and disturbing increasing regional disparities", so, too, must DIAND recognize similar disparities on Reserves in Alberta.

Among the challenges facing DIAND is how to maintain its role as a development/support agency for under-developed or poor Reserves while re-examining its roles and responsibilities toward increasingly wealthy and economically self-sufficient Reserves.

2. The Federal Government is currently in a period of fiscal restraint with concomittant demands for increasing efficiency and effectiveness of government operations and expenditures. Further, DIAND is facing depleting staff resources and has difficulty, within the competitive Alberta economy, in attracting and holding the quality of staff required for developmental, advisory and technical services to increasingly sophisticated and rapidly developing Indian Bands and organizations.

The overall regional DIAND budget is only growing at a rate that meets price and cost of living increases. However, the discretionary funds available in the Alberta region decreased by \$6,664,000 from 1979/80 to 1980/81, or 26%. This is assumed to be a result of increased non-discretionary funding, (i.e. social assistance and tuition agreements) absorbing a larger share of the regional budget and substantially increased funding to Indian organizations (IAA, TCA, ATC, LSLR).

While significant budget increases are not forecast in the foreseeable future for Alberta, the cost of goods and services in Alberta will rise rapidly in the coming years, far outstripping the Canadian average. The result may mean even less discretionary funding in future years. Given this combination of circumstances and the zero-sum nature of the allocation where Bands "gain" at the

cost of other Bands, the competition among Bands will increase as will the demands on the DIAND.

Consequently, the Reserves primarily dependent upon government financing through DIAND face prospects of falling further behind other less dependent Indian Reserves and Alberta communities in general.

3. Indian organizations in Alberta have stimulated Federal Cabinet discussions on Indian involvement in resource development. As this will be a major initiative in the coming years, the role of DIAND in relationship to Indian Bands, the private sector and the provincial government, will likely require extensive policy development, and related increased advisory and financial commitment to Indian Bands and organizations. Related to these developments is the growth in number and budgets of Indian organizations requesting increasing larger allocations for organizational, operational and political purposes (\$2.2 million in 1980/81).

Thus, the overall pressure of economic growth and resource development within Alberta, both on and off Reserves, will directly impact and shape the future operation and direction of the Department as the resources and support system for these initiatives are not currently available within DIAND.

4. In addition to the particular Alberta circumstances, there is currently a vacuum in federal DIAND socio-economic policy.

While generally accepting principles of the N.I.B., socio-economic strategy paper and Beaver Report, DIAND has yet to translate

these into regional operational or programmatic terms. The future of the I.E.D.F. and economic development program are uncertain.

It is within this policy vacuum and in light of the IAA position paper entitled: Economic Development Strategies for Alberta Indians, that the Alberta region is attempting to re-assess the options and strategies for Indian socio-economic development in consultation with Indian leadership. However, there are obvious inadequacies in level of funding for Indian business development and socio-economic projects. Further, new structures and methods of operations that can respond in an integrated and an wholistic manner are required.

5. As outlined recently by the Minister of Indian Affairs in response to Indian initiatives, the major thrust of DIAND is to increase the authority, responsibility and financial capabilities of the Indian government.

While in many respects Alberta leads the country in development of sound Indian governments, many Reserves still require considerable developmental assistance. Other progressive Bands are restrained by DIAND guidelines and procedures.

At the same time, it is apparent that in Alberta, the Department's moral and legal trust responsibilities to ensure sound management and application of Indian resources including land, minerals and Band capital, potentially contradicts this thrust to increasing independence of Indian government.

6. It is within this context that DIAND, in consultation with Alberta Indians, must re-assess its methods and scope of operation and criteria for allocating increasingly scarce discretionary financial and manpower resources. In many ways, this issue goes beyond management and policy concerns to basic moral and political issues of justice and fairness. It raises the fundamental questions of what can or should be the role of government in Indian communities.

7. The very difficult decisions facing DIAND will have significant ramifications for Alberta Indian communities. Clearly, Alberta Indians must be brought into the discussions on the matter of allocations of Indian Affairs resources, as the outcome will directly affect the development of the majority of Indian communities in Alberta.

This paper hopes to contribute to that discussion by providing the following:

- i. Data and analysis indicating the discretionary financial allocations of DIAND on a Band-by-Band basis for the past two years (1979/80, 1980/81);
- ii. Identification of some of the internal operational problems of DIAND in determining a fair, equitable and effective resource allocation;
- iii. Proposals for consideration by the Department and the Indian community, two options for future allocations of resources and their operational consequences.

B. CURRENT SITUATION

The following concerns have been identified by Regional officials in the management and decision-making process regarding resource allocation:

1. The perception of "political" allocations within the Department has undermined the credibility of the current allocation system both from an Indian and government perspective. While the data collected in preparing this report does not justify this perception, there are sufficient recorded incidents to reinforce this widely held belief. While DIAND officials and Indian leadership recognize allocations must be made for "political purposes" as well as quantitative and developmental considerations, failure to distinguish these often incompatible rationale clearly in the allocation process leads to frustration and cynicism on the part of Departmental employees. It reduced the effectiveness of their efforts and those Indian Bands in obtaining maximum efficiency and benefits from allocations. It damages DIAND credibility and authority.

The criteria used by responsibility centre managers in allocation decisions appears to be primarily qualitative criteria, including the (1) "development potential of a Band", (2) "the Band's administrative track records", (3) "capability of leadership", (4) "the regional economic potential", and (5) the Band's previous year's funding level. While there appears to be some consensus among managers on these qualitative judgements of Bands, this is often not reflected in the level of DIAND funding allocated to Bands. (See Appendix VIII).

Moreover, once expenditure patterns are established, they are seldom adjusted to accommodate new Band financial or economic

realities. (See Appendix III). While recently concern has been expressed for the "worst-first", there appeared to be insufficient development and application of the quantitative data required to justify decisions on this basis.

2. While the allocation process is the primary responsibility and activity of DIAND and the basic concern of Bands, responsibility centre managers did not indicate that any exceptional managerial resources in terms of time, analysis and evaluation, or decision-making systems were expended on targeting and justifying allocations to Bands. In part, this is a result of the allocation process occurring in a hectic period in February and March when the Department receives final targets from Ottawa and budgets from Bands. Consequently, these important decision-making processes occur in a "pressure packed time frame" and despite sincere efforts of managers, allocation decisions are occasionally lacking sound reflective or analytic judgement.

The Department practice of not indicating the funding that will be available to Bands until March or April of the fiscal year also results in much wasted effort in January and February on the part of the Bands preparing relatively useless and irrelevant budgets, as they do not match the financial reality or limitations of the Department. This results in Bands having to re-do budgets continually in May and June, the most difficult times for a Band to undertake this planning process, as Band Councils are often out hunting, fishing and trapping, or else farming. Consequently, the actual use of funds by the Band is not given as much thought or con-

sideration as perhaps it deserves.

In summary, the DIAND fiscal cycle exacerbates the problems of fair and effective allocations to Bands.

3. There is a lack of coordination among the various sectors of the Department in determining the over-all allocation to a Band. There is little formal exchange of data or information among the various sectors of the Department, and, consequently, one sector of the Department often does not know what the other sectors are proposing on a particular Reserve or their rationale for doing so. As a result of independent program response to Bands, there is a lack of consolidation of related expenditures to achieve greater efficiency and results. This is a major structural and operational deficiency.

Socio-economic development is based on program/resource integration to solve related problems and achieve common goals. For example, expenditures in the area of employment and training, adult education, Band Works Process and economic and social development resources could be much more closely integrated to tackle problems of unemployment, economic development and related social problems. The Blackfoot Social Services agreement is a case in point.

4. A major related problem in the decision-making system is the lack of a rapidly accessible, fully integrated, relevant socio-economic, capital, and financial data source on a Band-by-Band basis available to responsibility centre managers. The lack of an inte-

grated Band data base contributes to differing perceptions of Bands among program managers (See Appendix VII). Such a data base is essential to develop systematic quantitative criteria for resource allocation. While all the necessary data is reported to be available within the Departmental records, it is not presented in an integrated or coordinated manner through a mechanism relevant to decision-making in the allocation process. This reflects the major problem in Departmental procedures in which neither resource allocation nor data is identified and recorded on a Band-by-Band basis, but rather, through responsibility centres and program managers.

5. A significant barrier in developing effective use of DIAND and Band capital funds is a lack of long range capital planning, both on the part of Bands and DIAND. While on one hand, the DIAND recognizes and finances the development of community plans, including capital and socio-economic forecasts, the system of annual allocations without multi-year agreements undercuts the implementation of Band plans and the planning process in general.

Consequently, there is a tendency to make capital allocations each year "from scratch", and not to finish or "follow through" on projects or plans initiated the previous year. While this is changing somewhat under the DREE-DIAND program, capital expenditures in each year are not generally closely related to proposed expenditures in the future years.

There is no systematic linkage within the Department of capital expenditures to future O & M requirements in a cohesive manner. At present, very few future capital and O & M commitments are

currently recorded in DIAND financial management systems, despite the systems' capacity to do so.

This often results in the numerous severe problems associated with lack of long range technical and financial planning. It is particularly difficult for the engineering and technical support services branch to justify some projects as being in the best long term interests of the community under this allocation system.

The lack of long range planning in DIAND is exacerbated by the Department placing limited requirements on Bands to develop long term plans to justify the use of Band capital for either socio-economic or infra-structure purposes. The Department provides little assistance and places no incentives or firm responsibility on Bands for developing long range plans for socio-economic or capital projects to be financed and operated by Band revenue. As a result, Departmental funds annually chase the supposed Band capital fund "shortfalls" of resource rich Bands and their use is often dictated by short-term, often ill-considered, Band capital allocations of the wealthy Bands. Consequently, Bands with significant capital may often attract larger shares of the Departmental resources than perhaps long term merits of the project deserve.

Finally, while these Bands may rely on DIAND for less than 40% of their funding, their fiscal and planning cycle and undertaking of projects follows the DIAND fiscal cycle. They appear needlessly locked into the government procedures inhibiting their independent long range financial planning.

6. There is no mechanism or criteria within the Alberta Region of

comparing the over-all relative merits or cost/benefits of allocating funds for differing projects or activities. For example, subsidizing expensive housing in developed or low cost housing in underdeveloped Reserves. Thus, there must be developed, a centralized mechanism that allows the merits of over-all allocations to one Band to be compared to allocations to other Bands.

7. There is no integration of the resource allocation of expenditure planning of the Department of Indian Affairs with resource allocation from other Federal departments. This allows the Department's funding to be linked by Bands to future negotiations for "training" or "labour" funds from other Federal or Provincial departments. Particularly in training, employment and capital projects greater coordination is necessary.
8. The use of the Department's manpower resources does not appear to be considered in the resource allocation process. Specifically, they are not made with an eye to focussing more resources on a worst-first basis, i.e. Bands which cannot purchase technical or advisory staff. Technical and advisory staff, specifically engineering, local government and economic development and CESO are not instructed to prioritize their time on less developed Reserves. They tend to be assigned on a project by project basis, regardless of the merit and urgency, or the financial capacity of the Reserve to contract these technical services to outside agencies.
9. The Department has no systematic manner of conducting socio-

economic or capital/infra-structure audits on Bands or Indian organizations to determine, in fact, whether the allocations to Bands have born results promised in the initial Band budget submissions. The Department has no systematic method of tracking or evaluating Band performance in achieving stated objectives. Band performance audits would determine what results were obtained from the socio-economic and capital funds allocated to the Band over the course of a year. It may be instructive to both the Department and the Band as to ways and means of ensuring greater results from allocation.

C. GENERAL RECOMMENDATIONS

Based on analysis of the current management system and following discussions with program managers, the following steps are recommended to be undertaken to develop a more systematic and effective allocation process:

1. The management policy, procedures and operation of DIAND should be re-oriented to an wholistic, integrated, and developmental response to Bands rather than the current segmented approach centered on responsibility centre managers and independent program response.
2. DIAND should establish a centralized and consolidated authority for Band Socio-Economic Development. This SED unit should have responsibility for the allocation of all discretionary funds and advisory services to bands. DIAND statutory and corporate functions should operate independently of this authority.
3. DIAND should immediately undertake the establishment of a Socio-Economic Development Group through the consolidation of the authorities and discretionary funds available in local government, economic development, social development, adult education and training, community planning, as suggested in the 1980/81 operational plan for the region. As part of this re-structuring, DIAND should prepare the transfer management of IEDF to Indian financial institutions or banks and the Indian Business Development function to Bands or Indian organizations.

4. The proposed DIAND re-organization for the Alberta region as outlined by Mr. Steele should be undertaken promptly as a means of achieving the consolidated SED unit.
5. As part of the SED unit, DIAND should acquire the additional necessary expertise currently not available in the region to advise Bands and the Department in developing and implementing a SED philosophy and approach.
6. The Regional Director should require increased quantitative justification from both Band and DIAND program managers for all discretionary allocations. The R.D.G. should not be directly involved in the allocation process or related negotiations.
7. DIAND, in cooperation with the Bands, should undertake the consolidation on a Band-by-Band basis of all quantitative socio-economic, infra-structure, and financial data relevant to the allocation process. Data should be readily available to Bands and updated annually. Further, DIAND should commence to record all expenditures and revenues on a Band-by-Band basis and make this available to Bands and Program Managers.
8. DIAND should establish a Capital Management Group to provide advisory/technical support and incentives, particularly to less developed Bands, to develop a three to five year capital allocation plan. The CMG, chaired by the Director of Engineering, should review and prioritize and commit DIAND capital allocations over a

three-year period. Specifically, this group and L.R.P. should examine ways and means of encouraging/requiring Bands with significant G/O revenue to develop long range financial plans.

9. To stimulate long range planning, DIAND should be prepared to enter reasonable multi-year Capital, O & M, and S.E.D. consolidated financial agreements. DIAND should take the initiative in assisting underdeveloped Bands in preparing and implementing such agreements. No agreements should be undertaken until reviewed from a SED and C.M.G. perspective to ensure an integrated and coordinated DIAND response.

10. The Department's technical and advisory staff resources should be included in the allocation system. Specifically, they should be assigned to underdeveloped Reserves lacking independent financial resources.

11.
 - (a) DIAND should request Band budgets by November 30th for the coming fiscal year.
 - (b) The decision-making process by CMG and SED unit to determine the allocations to Bands should commence August 15th with reviews of budgets shortfalls, Band plans and Capital and SED commitments.
 - (c) Expenditure targets for Bands should be forwarded to them by December 15th for the coming fiscal year (see attached time table).

12. In light of the increasing allocations to Indian organizations at the expense of allocations to Bands, DIAND should undertake a review of the method of financing Indian organizations in consultation with the organizations.
13. In order to commence a new allocation system the DIAND should indicate to Bands and Indian organizations that current levels of funding are under review and that unless commitments are specified in writing that Bands should not anticipate funding at current levels.
14. In order to monitor and evaluate the allocation system, DIAND should require annual socio-economic and capital audits from Bands to assess the results achieved from DIAND and Band allocations. These audits should be submitted by Bands on forms designed by DIAND along with financial audits at the end of each fiscal year.
15. To effectively coordinate Federal resources for Indians in Alberta, DIAND should initiate with the IAA the establishment of a Federal committee for Indian Socio-Economic Development. Participants may include CEIC, DREE, ITA and possibly NHW and Secretary of State.
16. As a new allocation system will have significant impact on the future development of many Reserves, the R.D.G. and Long Range Planning Unit should initiate a wide ranging dialogue and consultation process with the Indian community addressing the key issues of fairness, efficiency and improved management with less resources.

D. OPTION ONE FOR ALLOCATION OF DIAND DISCRETIONARY RESOURCES

I. OPTION ONE - TARGETTING BANDS FOR DEVELOPMENT RESOURCES

If the Department chooses to allocate resources primarily on the basis of need, then it may consider targetting DIAND resources on the twenty-five poorest, least developed, most dependent Reserves in the Province.

For fiscal year 1981/82 all discretionary DIAND funds would be placed in two expenditure envelopes:

- i. Development Envelope for exclusive expenditure in the twenty-five targetted Bands (i.e. Bands in Group One of Appendix III).
- ii. Support Envelope for exclusive expenditure on the eighteen Bands with significant resource income with priority on Bands in Group II.

Through the Development Envelope, the targetted Reserves should receive approximately 80% of the socio-economic development (training and employment, and adult education), capital, and O & M local government allocations. This envelope would be further divided into a socio-economic budget to be allocated by the Socio-Economic Group and capital budget allocated by the GMG.

The proportionally size of the envelopes should be retained over a three to five year period to support a consistent planned approach to development. As indicated in Appendix III, DIAND can anticipate gradual reduction of discretionary funding over the next few years reducing funds to dependent and underdeveloped Bands. Concomittantly, due to price increases, G/O revenues will generally rise to Bands in the Support Envelope. Therefore, 80% should be a minimum allocation to Group One sustained over a three to five year period with possible increases in share allocation to the Development

Envelope.

The specific allocations to targetted Bands by both Management Groups within the Development Envelope should be based in part on relevant quantitative criteria including size, socio-economic data, housing/infra-structure needs, etc.

Or, as an alternative method, socio-economic funds may be allocated primarily on the basis of socio-economic criteria while capital may be allocated on the basis of 70% per capita and the remaining 30% on the basis of project merit or Band need. The writer favours the first method.

The specific criteria or formula should be determined by the Director of Development based on actual financial, socio-economic, and demographic data of the targetted Bands.

The funds in the Support Envelope would be allocated to other Bands on the basis of Bands demonstrating the greatest need or socio-economic potential, submitting sound socio-economic and capital plans, or requiring further Departmental funding for effective use of Band capital resources. In other words, on basis of planning the use of Band capital and individual project merit or need. Consideration would also be given to per capita income from G/O revenue.

Regardless of the method chosen, clearly, the bulk of funding in the Support Envelope should go to Bands in Group Two requiring further DIAND developmental assistance. Group Three should only receive statutory funds. (See Appendix III Recommendations)

These funds should be applied through annual or multi-year agreements to Band determined priorities.

It is conservatively estimated that approximately \$10 - \$15 million can be re-shifted through allocations based on this option

over a five year period. This would have a very significant impact on improving the physical infra-structure and socio-economic circumstances of dependent communities.

II. CONSEQUENCES FOR IMPLEMENTATION

1. This option would require the consolidation of authority, data and resources through the establishment of Development Unit integrating the functions and resources of local government, economic development, adult education and social development. It supports entirely the restructuring of DIAND as proposed by Mr. G. Steele that divides DIAND into Development and Corporate Functions (See Appendix VI). It will necessitate a substantial re-organization of the Department with an eye to putting together a developmental team with sufficient background, expertise and technical support to undertake this option. For 1981/82, a socio-economic development team could be established by integrating and focusing the considerable skills and resources of current DIAND management.

2. Bands to be targetted for the developmental process should be identified by the senior program managers within the Department of Indian Affairs. The data and analysis outlined in Appendix III may be helpful in this regard.

The targetting and application of funds to Band Councils from both Envelopes should be coordinated by the Director of Development, in cooperation with the three responsible centre managers and Long Range Planning. The specific allocations from both Envelopes should

have substantial quantitative justification to be developed by L.R.P. and R.C.M.'s. While the exercise should be an internal and confidential procedure, the end results will have to be able to be justified to the Alberta Indian community and therefore justification should be developed by DIAND staff.

As part of this approach, complete Band profiles, listing all socio-economic data, development potentials, developmental problems, housing and infra-structure needs and other relevant socio-economic data would be prepared jointly by the Band and the Department. This should be undertaken immediately upon identification of the Bands.

Expenditure targets for the following three years in the socio-economic, capital and O & M local government, resources should be eventually identified for each Band in the Development Envelope.

This should be done by December, 1980, and, if possible incorporated into three-year consolidated development agreements with the communities. These financial commitments should be entered into the Departmental financial system reserving the priority on funds for future years.

3. If the Department identified its projected allocations to targetted Bands by December 30th, and sticks to these with a fair degree of commitment, it would allow these Bands to give best decision-making time, which is January through to March 31st, to prepare operating budgets based on actual targets. This approach requires a fundamental shift in the financial cycle of the Department of Indian Affairs, but there is substantial justification for this shift. Identifying financial targets for DIAND and Bands much

earlier in the year would allow for much better planning and allocations, resulting in greater benefits deriving from resources.

4. In order to facilitate long range capital planning, a capital management group, chaired by the Director of Engineering, and reporting to the Director of Development, would review, prioritize and plan capital projects and expenditures for Bands in both envelopes.

The Department would re-orient the application of engineering and local government personnel to Reserves targetted for development. Technical and advisory staff at both regional and district levels should have priorities placed on services for these communities. The Department of Engineering should assign engineers to be responsible for each of these Reserves and not to Reserves with significant Band capital. Those Reserves in the Support Envelope should be hiring their own technical and engineering advisory support services.

5. The Department should initiate the bringing together of the resources of CEIC, DREE and other Federal departments to establish a Federal-Indian Socio-Economic Development committee to examine other financial, technical and advisory resources that can be brought to bear in the development of these communities. Indian participation should be invited from the IAA.

6. As a part of setting this approach, an evaluation mechanism should be built in and this should be done in cooperation with the evaluation component of the Department in Ottawa.

7. The Department may undertake a series of work shops for Bands with significant Band capital in Band capital planning, cost benefit analysis of investments, and other skills required to undertake three-year capital allocations. This would include consideration of O & M costs associated with capital costs, an understanding of socio-economic principles including subsidizing businesses and the benefits and alternatives to per capita distribution programs.

The Department may place responsibility for these workshops in the Department of Long Range Planning or contract this activity to a professional consulting agency with development skills and financial expertise which would be available on a cost sharing basis to Bands.

DIAND may consider a policy of not releasing funds to Bands with Band capital of over \$2 million per year until they receive a three-year Band capital budget identifying expenditure in the area of capital and socio-economic development. Implicit in this approach is that the department demands a greater planning in use of Band capital as a condition for allocating further Federal funds to the Band.

More progressive Bands will be supported in finding alternative sources of financing, including the Provincial government and other Federal agencies.

As the proposed structural change will likely require considerable time to implement, the SED Group and C.M. Group can be established from an operational re-organization of current manpower (see attachment).

8. An implementation time table for 1981/82 is attached.

DISADVANTAGES OF OPTION ONE

1. The Department may not get the most productivity from its capital expenditures as the targeted Bands do not have the technical or advisory staff to make effective use of the Departmental allocation. However, sufficient funds should be allotted to allow Bands to hire necessary advisors and technical staff. Further, if combined with DIAND staff resources, technical deficiencies should be reduced.
2. There will be complaints about the cut-back funding from Bands in Group Two who have traditionally relied on significant funding from the Department. The likely argument against "worst first" to be put forward by the developed Bands are, namely: (a) we deserve it because we have developed to this stage, (b) we need further Federal dollars to continue our progressive development, and (c) the Department has a legal and moral responsibility to continue financing our Reserves at the same level.

ADVANTAGES OF OPTION ONE

1. This approach will have substantial positive effect on the majority (25) Bands of Alberta without significant G/O revenue for whom it will result in increased socio-economic and capital funding.
2. The argument for "worst first" will be most obvious and pointedly made through the dual Envelope system.
3. It is justifiable in terms of the direction of the Beaver

Report, N.I.B. Strategy Report, and recent IAA policy papers, to respond in a wholistic community-based socio-economic manner to the problems of the Indian community. This approach also appears to be most in line with the basic principles Indian Government outlined in a recent statement by the Minister of Indian Affairs. Further, it supports the implementation of multi-year consolidated financial agreements between the Federal Government and Indian Governments.

4. It will eventually reduce the dependency of Indian Bands and individuals on social assistance payments in the short and long term.
5. It will result in a substantial re-organization and integration of Departmental programs and services resulting in more efficient and effective use of scarce DIAND manpower and financial resources. It can be implemented promptly.
6. It will encourage long range planning in use of DIAND and Band capital by all Bands, but especially Bands in Group Two/Three.
7. It will, in part, reduce the growing disparity between resource rich Bands and Bands dependent on DIAND funding.

FINANCIAL CONSEQUENCES OF OPTION ONE AS APPLIED TO 1979/80
and 1980/81 DIAND ALLOCATIONS

	Actual	Per Capita	Actual	Per Capita	G/O Actual	Rev. P/C	Net P/C	% Increase (Decrease) in Net P/C Revenue	Actual % Increase or (Decrease) in Net Revenue
A. GROUP ONE									
79/80	15,273,000	863			4,348,000	245	1,090	17%	
Option One (80%)	20,479,200	1,158					1,403		
DIFFERENCE			5,206,200	294					
80/81	12,248,000	679		(est)	4,600,000	245	925	13%	
Option One (80%)	15,148,000	939					1,184		
			<u>2,900,000</u>	<u>160</u>					
TOTAL DIFFERENCE (INCREASE) *			8,106,200 //	454					22%
B. GROUP TWO									
79/80	8,833,900	732			45,469,000	3,773	4,505	(7%)	
Option One (18%)	4,607,900	382					4,155		
DIFFERENCE			4,226,000	350					
80/81	5,400,000	480		(est)	52,000,000	4,200	4,680	(4%)	
Option One (18%)	3,408,300	277					4,477		
DIFFERENCE			<u>1,992,700</u>	<u>203</u>					
TOTAL DIFFERENCE (DECREASE) *			(\$6,218,700)	(553)					(5%)

NOTES: (1) Only 3 Bands in Group receive substantial G/O revenues (Blackfoot, Sunchild & O'Chiese) and even these were ranked as underdeveloped by Program Managers.

(2) Even with 80% of the DIAND discretionary allocation going to Group One the actual gap in net P/C revenue (\$1,184 to \$4,477) is very wide indeed in 1980/81.

C. Group 3.

\$1,200,000

OPERATIONAL CONSEQUENCES
FOR DISCRETIONARY ALLOCATIONS

Federal/Indian ← R.D.G.
S.E.D. Committee

DIRECTOR OF S.E.D. (DIRECTOR OF OPERATION)

CAPITAL MGMT.
GROUP

- Director of Engineering
- Director of Education
- Director of Capital Projects
- DREE Coordinator
- Director of L.R.P.
- I.A.A.

S.E.D. GROUP

- Director of Local Govt.
- Director of E/T
- Director of Economic Development
- Director of Social Development
- Director of Adult Education
- Director of L.R.P.
- I.A.A.
- C.E.I.C.
- poss. Dist. Manager

E. OPTION TWO - "BEST FIRST"

- A. Under this option, all Bands would submit capital and socio-economic development plans and projects to a DIAND Allocations Committee, chaired by the Director of Development. Funds would be allocated on a basis of the "best project" approach, regardless of the stage of development or financial capacity of the Band.

Capital and O & M projects would be presented as part of Band Capital Plans to DIAND in September to November. The Capital Management Group would review, compare and prioritize various Capital Projects and approve projects for the forthcoming fiscal year. It would also commit future capital, and O & M funds to complete and operate Capital Projects.

Band projects would be weighed on the basis of a number of criteria that would assess their relative merit. The criteria would include the relationship of the capital project to a long-term capital development and operational expenditure plan, the technical feasibility of the project, the cost to DIAND and the Band, the need for the program as quantitatively demonstrated and justified by the community, the technical and administrative capacity of the Band or the Department to undertake the project, and the over-all degree of planning and justification presented for the project.

A similar mechanism would be established to review socio-economic plans and projects. Socio-economic projects would be reviewed by a team reporting to the Director of Development on the basis of their impact on employment, their economic viability, their productivity and effectiveness, the administrative and technical

capacities of the Band, the economic potential of the community and other criteria that would be developed by the Department of Indian Affairs Socio-Economic Development Group.

Again, all Socio-Economic projects would be reviewed on the basis of their merit and on the basis of their achieving broad economic goals established by the Department of Indian Affairs, including reduction of unemployment and increasing economic self-sufficiency. Efforts would be made to link viable projects into two to three year funding commitments.

CONSEQUENCES FOR IMPLEMENTATION OF OPTION TWO

1. This option would retain the consolidated authority for decision-making, however, rather than divide the Discretionary Funds into development and support envelopes, Bands would compete directly for funds from a single allocation envelope.
2. The socio-economic group and capital management groups would be retained under a structure similar to that proposed by Mr. Steele.
3. The time table for implementing Option Two would be substantially different from Option One, as the Department would have to set a specific date for receiving submissions and plans and projects from Bands in order to judge the relative merit of the plans and projects.

This would, in all likelihood, result in the allocations being made during the period January through March, assuming Band budgets were submitted by December 31st.

4. The engineering and technical staff of the Department would spend considerable time reviewing the proposals and projects of various Bands, as to their feasibility and merit.

They would work on assessing all Band projects rather than specifically focussing on the less developed Bands targetted for increased developmental resources. It would likely mean that a substantial amount of the Department's manpower resources would be spent reviewing the projects from Bands with the financial, planning, and administrative capacity to develop capital and socio-economic projects and these would not necessarily be the least developed Bands.

5. It is anticipated that the decision-making procedure and criteria for analyzing and applying the priorities of allocations on the basis of project merit would require substantially more manpower, time, and energy from the Department.

6. In conclusion, Option Two most closely resembles the current pattern of decision-making amongst the Department. However, it would increase the requirements of the Department to evaluate and compare the relative merits of each of the projects and the justification.

ADVANTAGES OF OPTION TWO

1. Require increased planning and quantitative justification by Bands for projects in order to receive Indian Affairs funding.
2. Encourage the development of long-range capital and socio-

economic plans, particularly by Bands with significant revenue.

3. Ensure the most efficient and effective use of Departmental allocations through comparison of relative cost/benefits of the projects.
4. Ensure maximum efficiency in achieving results through departmental funds by ensuring adequate administrative and technical resources are applied on projects of considerable merit.

DISADVANTAGES OF OPTION TWO

1. Bands with significant resources could develop better technical and political arguments for allocations, thus acquiring a larger share of DIAND discretionary funds.
2. The poor Bands may not have necessary advisory or technical capacity to plan, develop, implement or administer projects required by their communities, thus reducing the likelihood of successful application. Therefore, the Department would be required to provide these services to the Bands.
3. It places the Department in the sensitive position of judging the relative merits of each project. The criteria would be merit, not necessarily need.
4. This project approach may conflict with the notion of wholistic funding through consolidated agreements.

5. This very competitive allocation system would likely increase the political pressure on DIAND from Bands to finance their particular projects. However, at the same time, it would require Bands to develop the planning, administrative, and technical skills to persuade the Department to invest resources in their community. In this sense, the system provides much more incentive to Bands to develop sound socio-economic and capital plans.

6. Since the merit of the project and long-term benefits deriving from the project are crucial to its continued financing, it would require the Department to increase its performance evaluation function.

CONCLUSION

In conclusion, we have tried to "paint with broad, bold strokes" significant changes in DIAND allocation policy. Either option must require further consultation, detailed planning, and strategies. Their success will depend a great deal on the understanding and commitment of the Regional Staff to what it is we want to achieve.

IMPLEMENTATION TIME TABLE

Assuming Adoption of Option One

1980

- August 1 - 15
- (a) Review Report re. Allocation System - Alberta Region, R.D.G.
 - (b) Discuss with H.Q. - R.D.G.
 - (c) Seek H.Q. approvals.
- August 15 - 22
- (a) Establish Director of Development Unit and Director of Capital Management Group - R.D.G.
 - (b) Identify Bands targetted for development and Collect Data re. Band Profile. (i.e. S.E.D./infra-structure, etc) - Director of Development.
- August 31
- (d) Establish work allocation plan (decision-making) mechanism, and revised implementation time table in detail - Director of Development and Director of Capital Management Group.
- September 1
- (a) Initial consultation with Indian Community (IAA Board) re. process, method and time table of allocation - R.D.G./L.R.P.
 - (b) Call letter requesting receipt of Summary of Budget from all Bands and Organizations with expenditures identified by broad categories of Capital/O & M/ S.E.D. by November 15, 1980 - R.D.G.
 - (c) Capital Management Group prepare review and prioritization of capital projects in target group - Director of C.M.G.
 - (d) Request Band Revenue/Capital Projections for Bands for 1981/82 from Indian Minerals including proposed sales. To be delivered by September 30, 1980 - Director of Development.
 - (e) Commence Consolidation of S.E.D. Unit, authorities, staff, and funds - Director of Development.
 - (f) Assign Coordinator and Staff for assisting Band Budget Development - Director of Development.
 - (g) Commence formation of Federal Regional S.E.D. Group, including: C.E.I.C/DREE, ITC and Indian Rep. - L.R.P.D. and R.D.G.
- September 15
- (a) Receipt of Regional Targets from Ottawa - Director of Finance.
 - (b) Identify "firm/legal" commitments to Bands and Indian organizations for 1980/81, including statutory, non-discretionary cost - Director of Finance.

Implementation Time Table

1980

- September 30
- (a) Identify projected discretionary funds available to Alberta Region for 1981/82 - Director of Finance.
 - (b) Determine initial categorization of discretionary funds to Capital/O & M/ and SED for initial allocation planning - Director of Dev./Dir. G.M.G./R.D.G.
 - (c) Completion of Band profiles - Director of Development.
- October 1
- (a) Report re. Consultation with Indian Community - LRP with emphasis on PROBLEM IDENTIFICATION.
 - (b) Establish priorities for Capital allocation in targetted Bands in 1980/81 - Director CMG and Director of Development.
- October 15
- (a) Development Unit identify S.E.D. cost projected for 1981/82 for each INDIAN ECONOMIC DEVELOPMENT ORGANIZATION and targetted community and prioritize - Director of Development.
 - (b) Determine percentage of discretionary funds allocated to target Band - R.D.G./Director of Development.
- October 30
- (a) Capital Management Group outline 2 - 3 year work plan and financing report on priority projects for targetted Bands - Director of C.M.G.
 - (b) Complete initial draft of allocation of CAP/ O & M and S.E.D. funds for targetted Bands and Indian organizations - Director of Development and Director of C.M.G.
- November 15
- (a) Confirm division of Regional Budget to Statutory, CAP/O & M/S.E.D. expenditures - R.D.G. and Director of Development.
- November 30
- (a) Complete final review of Band targets in light of budget requests, Band profiles, Band income, etc. - Director of Development and Director of C.M.G.
- December 15
- (a) Send Targets for 1981/82 to all Band outlining CAP/O & M/S.E.D. targets (this could be sent to all Bands) - Director of Development and R.D.G.

APPENDIX I

A. SUMMARY OF BAND FUNDING FROM DIAND,
SALE OF LEASE, AND ROYALTY PAYMENT
FOR 1979-1980

Gross Income to Bands from DIAND
Sales of Leases and
Royalty Payments for 1979/80

1979 - 80

SOCIO-ECONOMIC FUNDING

	POP.	Band Capital & Revenue	Band Income Per Capita	DIAND O&M *	DIAND Capital	DIAND Total	DIAND Per Cap. Contrib.	Rank	4000 Total Socio-Economic Funding	Per Capita Socio-Economic Funding	Rank	Total Income DIAND & Band Cap/Rev	Per Capita Income	Rank
<u>High Level District</u>														
Tallicree	261	nil	nil	132,763.65	526,504.00	659,267.65	2,525.92	2	29,654.00	113.61	11	659,267.65	2525.92	16
Boyer River	326	nil	nil	91,794.00	205,600.00	297,394.00	912.25	18	5,295.00	16.24	34	297,394.00	912.25	29
Little Red Riv.	1388	nil	nil	154,191.00	349,019.00	503,210.00	362.54	31	51,923.00	37.40	25	503,210.00	362.54	40
Dene Tha'	1304	67,457.00	51.73	267,012.00	483,909.00	750,921.00	575.85	26	26,239.00	20.12	30	818,378.00	627.59	34
<u>Ft. McMurray District</u>														
Ft. Chipewyan	293	nil	nil	74,450.00	174,500.00	248,950.00	849.65	20	13,500.00	46.07	23	248,950.00	849.65	30
Cree Band	919	nil	nil	261,409.17	466,500.00	727,909.17	792.06	22	54,724.00	59.54	20	727,909.17	792.06	31
Fort McKay	203	nil	nil	95,810.00	370,965.00	466,775.00	2,299.38	5	33,960.00	167.29	10	466,775.00	2,299.38	19
Ft. McMurray	125	33,080.00	264.64	120,273.00	93,590.00	213,863.00	1,710.90	7	27,375.00	219.00	4	246,943.00	1,975.54	22
Jauvier	242	7,748.00	32.01	78,618.00	503,223.00	581,841.00	2,404.30	3	33,960.00	140.33	12	589,589.00	2,436.31	17
<u>Saddle Lake/Athabasca</u>														
Beaver Lake	263	343,243.00	1,305.10	178,689.44	209,335.00	388,024.00	1,475.37	8	63,178.00	240.22	3	731,267.00	2,780.48	13
Saddle Lake	2557	8,208,756.00	3,210.00	1,204,560.30	1,212,079.00	2,416,639.30	945.10	17	170,850.00	66.81	16A	10,625,395.00	4,155.00	10A
Whitefish Lake (Saddle Lake)	958	3,074,758.00	3,210.00	747,919.89	229,400.00	977,319.89	1,020.16	14	323,319.00	337.49	1	4,052,078.00	4,230.00	10
Cold Lake	1017	275,943.00	271.33	741,097.36	610,600.00	1,351,697.36	1,329.10	9	208,887.00	205.39	5	1,627,640.36	1,600.43	24
Frog Lake	774	46,605.00	60.21	436,541.00	372,175.00	808,716.00	1,044.85	12	153,058.00	197.74	6	855,321.00	1,105.06	27
Kehewin	679	77,534.00	114.18	903,392.72	274,300.00	1,177,692.72	1,734.45	6	181,373.00	267.11	2	1,255,226.72	1,848.64	23
Heart Lake	90	292,673.00	3,251.92	111,582.07	397,455.13	509,037.20	5,655.96	1	16,500.00	183.33	8	801,710.00	8,907.89	7

(1) Figures supplied by INDIAN MINERALS WEST

(2) All DIAND figures as per 79/80 Band audits

(3) Social Assist. payments not included

* O&M figures exclude cost of social assistance basic needs (5004)

	POP.	Band Capital & Revenue	Band Income Per Capita	DIAND O&M *	DIAND Capital	DIAND Total	DIAND Per Capita Income Rank	4000	Per Capita Rank	Total Income DIAND & Band	Per Capita Income	Rank
<u>Yellowhead</u>												
Alexis	638	735,337.00	1,152.56	245,452.58	370,000.00	615,452.58	964.65 16	64,167.00	100.57 14	1,350,789.58	2,117.22	20
Alexander	646	1,307,391.00	2,023.82	281,088.61	154,300.00	435,388.61	673.97 24	41,667.00	64.50 18	1,742,779.61	2,697.80	14
Enoch	674	11,180,251.00	16,684.16	103,496.06	20,500.00	123,996.06	183.97 37	nil	nil -	11,304,247.06	16,771.87	6
Paul Band	774	2,572,498.00	3,323.64	303,926.32	139,000.00	442,926.32	572.25 27	61,767.00	79.80 16	3,015,424.32	3,895.89	11
<u>Hobbema</u> *funding to Banda appropriated per capita												
Louis Bull	641	12,781,015.49	19,939.18	99,192.45	226,692.45	325,884.90	353.32 32	11,289.00	17.61 33	13,106,900.39	20,447.58	5
Samson	2445	50,308,322.35	20,576.00	153,329.26	17,000.00	170,329.26	69.66 40	18,400.00	7.52 35	50,578,651.61	20,645.66	3
Montana	351	7,101,816.05	20,233.09	42,459.97	37,500.00	79,959.97	227.80 35	7,234.00	20.60 30	7,181,776.03	20,406.90	4
Erminsktn	1216	25,125,452.11	20,662.37	180,785.38	96,000.00	276,785.38	227.61 36	42,367.00	34.84 26	25,402,237.49	20,889.99	2
<u>South</u>												
Blackfoot	2962	1,487,429.00	502.24	1,818,403.24	846,000.00	2,664,403.24	899.52 19	90,460.00	30.54 27	4,151,832.24	1,401.69	25
O'Chiese	342	385,703.00	1,127.78	123,173.12	208,500.00	331,673.12	969.80 15	9,100.00	26.60 29	717,376.12	2,097.59	21
Sarcee	637	2,151,045.00	3,376.83	425,454.83	304,000.00	729,454.83	1,145.14 10	117,482.00	184.43 7	2,880,499.83	4,521.97	9
Sunchild	391	667,114.00	1,706.17	175,614.90	149,500.00	325,114.90	831.49 21	57,100.00	146.03 11	992,228.90	2,537.66	15
Blood	5423	27,011,100.00	4,980.84	1,469,934.29	986,941.00	2,456,875.29	453.04 29	341,593.00	62.98 19	29,467,975.29	5,433.88	8
Peigan	1750	87,027.00	49.72	913,920.00	932,700.00	1,846,620.72	1,055.21 11	159,481.00	91.13 15	1,933,647.72	1,104.94	28
Stoney	2163	23,253,133.00	10,750.40									

* O&M figures exclude cost of social assistance basic needs (5004)

1979 - 80

SOCIO-ECONOMIC FUNDING

	POP.	Band Capital & Revenue	Band Income Per Capita	DIAND O&M *	DIAND Capital	DIAND			4000	Per Capita	Rank	Per		
						DIAND Total	Per Capita	Rank				Total DIAND & Band	Income Capita	Rank
<u>High Prairie District</u>														
Bigstone	1677	150,494.00	89.74	454,489.88	392,605.00	847,094.88	505.12	28	108,500.00	64.69	17	997,588.88	594.86	36
Whitefish Lake	558	744,194.00	1,333.68	110,156.91	463,600.00	573,756.91	1,028.23	13	31,200.00	55.91	22	1,317,950.91	2,361.91	18
Horse Lake	156	65,142.00	417.57	-	-	371,860.00	2,383.71	4	27,000.00	173.07	9	437,002.00	2,801.29	12
Driftpile	660	9,094.00	13.77	103,700.00	161,000.00	264,700.00	401.06	30	19,000.00	28.78	28	273,794.00	414.83	39
Duncan Band	53	2,557.00	48.24	8,400.00	23,262.90	31,662.90	597.41	25	nil	nil	-	34,219.90	645.65	33
Sawridge	46	3,467,325.00	75,376.63	-	-	6,073.00	132.02	38	nil	nil	-	3,473,398.00	75,508.65	1
Grouard	72	1,926.00	26.75	9,600.00	24,000.00	33,600.00	466.66	28A	nil	nil	-	35,526.00	493.41	37
Sturgeon Lake	749	246,687.00	329.35	135,167.00	66,000.00	201,167.77	268.58	34	32,000.00	42.72	24	447,854.77	597.93	35
Lubicon Lake	147	nil	nil	-	-	15,000.00	102.04	39	nil	nil	-	15,000.00	102.04	41
Sucker Creek	596	50,072.00	84.01	49,460.00	151,600.00	201,060.00	337.34	33	12,000.00	20.13	31	251,132.00	421.36	38
Swan River	199	7,440.00	37.38	32,760.00	116,300.00	149,060.00	749.04	23	11,500.00	57.78	21	156,500.00	786.43	32

* O&M figures exclude cost of social assistance basic needs (5004)

APPENDIX II

A. RANKING OF BANDS IN 1979-80 by:

- 1) DIAND funding (O & M and Capital)
Per Capita
- 2) DIAND Socio-Economic Funding
Per Capita
- 3) Oil and Gas Revenue Per Capita
- 4) Total (DIAND and Gas and Oil)
Funding Per Capita

Rank	Column I	Column II	Column III	Column IV	Column V
	DIAND Funding O&M & Cap Per Capita	79 / 80 DIAND Socio - Economic Funding/Per Capita	Oil & Gas Revenue Per Capita	Total Revenue/Funding Per Capita	
1	Heart Lake.....5,656	Goodfish.....337	Sawridge.....75,377	Sawridge.....75,509	
2	Tall Cree.....2,526	Kehewin.....267	Ermieskin.....20,662	Ermieskin.....20,890	
3	Janvier.....2,404	Beaver Lake.....240	Samson.....20,576	Samson.....20,646	
4	Horse Lake.....2,384	Fort McMurray...219	Montana.....20,233	Montana.....20,461	
5	Fort McKay.....2,299	Cold Lake.....205	Louis Bull.....19,939	Louis Bull.....20,448	
6	Kehewin.....1,734	Frog Lake.....198	Enoch.....16,684	Enoch.....16,772	
7	Ft. McMurray...1,711	Sarcee.....184	Stoney.....10,750	Heart Lake..... 8,908	
8	Beaver Lake.....1,475	Heart Lake.....183	Blood..... 4,981	Blood..... 5,434	
9	Cold Lake.....1,329	Horse Lake.....173	Sarcee..... 3,377	Sarcee..... 4,522	
10	Sarcee.....1,145	Fort McKay.....167	Paul Band..... 3,324	Goodfish..... 4,230	
11	Peigan.....1,055	Sunchild.....146	Heart Lake..... 3,252	Saddle Lake..... 4,155	
12	Frog Lake.....1,045	Janvier.....140	Saddle Lake..... 3,210	Paul Band..... 3,896	
13	Whitefish.....1,028	Tall Cree.....114	Goodfish..... 3,210	Horse Lake..... 2,801	
14	Goodfish.....1,020	Alexis.....101	Alexander..... 2,024	Beaver Lake..... 2,780	
15	O'Chiese..... 970	Peigan..... 91	Sunchild..... 1,706	Alexander..... 2,698	
16	Alexis..... 965	Paul Band..... 80	Whitefish..... 1,334	Sunchild..... 2,538	
17	Saddle Lake.... 945	Saddle Lake..... 67	Beaver Lake..... 1,305	Tall Cree..... 2,526	
18	Boyer River.... 912	Big Stone..... 65	Alexis..... 1,153	Janvier..... 2,436	
19	Blackfoot..... 900	Alexander..... 65	O'Chiese..... 1,128	Whitefish..... 2,362	
20	Fort Chip..... 850	Blood..... 63	Blackfoot..... 502	Fort McKay..... 2,299	
21	Sunchild..... 831	Cree Band..... 60	Horse Lake..... 418	Alexis..... 2,148	
22	Cree Band..... 792	Swan River.... 58	Sturgeon..... 329	O'Chiese..... 2,098	
23	Swan River.... 749	Whitefish..... 56	Cold Lake..... 271	Fort McMurray... 1,976	
24	Alexander..... 674	Fort Chip..... 46	Fort McMurray... 265	Kehewin..... 1,849	
25	Duncan..... 597	Sturgeon..... 43	Kehewin..... 114	Cold Lake..... 1,600	
26	Dene Tha'..... 576	Little Red River 37	Bigstone..... 90	Blackfoot..... 1,402	
27	Paul Band..... 572	Ermieskin..... 35	Sucker Creek.... 84	Frog Lake..... 1,105	
28	Big Stone..... 505	Blackfoot..... 31	Frog Lake..... 60	Peigan..... 1,105	
29	Grouard..... 467	Driftpile..... 29	Dene Tha'..... 52	Boyer River.... 912	
30	Blood..... 453	O'Chiese..... 27	Peigan..... 50	Fort Chip..... 850	
31	Driftpile..... 401	Montana..... 21	Duncan..... 48	Cree Band..... 792	
32	Little Red River 363	Sucker Creek... 20	Swan River..... 38	Swan River..... 786	
33	Louis Bull..... 354	Dene Tha'..... 20	Janvier..... 32	Duncan..... 646	
34	Sucker Creek... 337	Louis Bull..... 18	Grouard..... 27	Dene Tha'..... 628	
35	Sturgeon..... 269	Boyer River.... 16	Driftpile..... 14	Sturgeon..... 598	
36	Montana..... 228	Samson..... 8	Lubicon Lake.... nil	Big Stone..... 595	
37	Ermieskin..... 228	Enoch..... nil	Tall Cree..... nil	Grouard..... 493	
38	Enoch..... 184	Duncan..... nil	Boyer River.... nil	Sucker Creek.... 421	
39	Sawridge..... 132	Sawridge..... nil	Little Red River nil	Driftpile..... 415	
40	Lubicon Lake... 102	Grouard..... nil	Fort Chip..... nil	Little Red River 363	
41	Samson..... 70	Lubicon..... nil	Cree Band..... nil	Lubicon Lake.... 102	
			Fort McKay..... nil		

Explanatory Notes:

1. Column II is included in Column I.
2. Column IV is a total of Column I and III.
3. Column I includes Capital, O & M, local government, Economic Development & LRP allocations. It does not include any contributions from education or social assistance.

APPENDIX III

- A. Grouping of Indian Bands Based on Rank of Revenue Per Capita from DIAND and G & O 1979/80 and 1980/81
- B. Analysis, Commentary and Recommendations

INTRODUCTION

I For purposes of analysis, the Bands were placed in three groupings.

- (a) Group One included the 25 Bands receiving the lowest per capita income from DIAND and G/O, with the exception of Alexis Reserve in 1979/80. They range from Lubican Lake (\$102 p/c) to Sunchild (\$2,538 p/c).
- (b) Group Two included nine Bands in 1979/80 in the middle range of receiving.
From Alexis (\$2,148 p/c) to Blood (\$5,434 p/c).
- (c) Group Three included eight Bands in 1979/80 receiving the highest per capita income from DIAND and G/O. This included Heart Lake (\$8,908 p/c) to Sawridge (\$75,509 p/c). There was a significant difference between #8 Heart Lake and #9 Blood Reserve.
- (d) It would be important to NOTE: That all of the Bands in Group II and Group III currently have significant G/O income. Indian Minerals West indicated that this income to these Bands will likely remain stable or rise over the next three years, as royalty payments increase. Moreover, Bands in Group II and Group III are at present generally considered more progressive and developed (with a few exceptions) with greater depth of leadership, established administrative capacity, and strong Indian government.

Bands in Group I generally have significantly less G/O income and are highly dependent on DIAND funding. They are generally (with one or two exceptions) regarded as under-developed.

II. Explanatory Notes:

1. Population for 1980/81 was estimated to be 2% more than 1979/80.
2. G/O revenue figures are from Indian Minerals West. 1979/80 are actual figures and 1980/81 are projections and May 1, 1980 Sales.
3. For 1980/81, the Capital/O & M/SED funds allocated to the Lesser Slave Lake Regional Council were presumed to be distributed approximately on a per capita basis to Bands.
4. Allocations to Bands for 1980/81 are based on initial estimates of DIAND program staff as of June 1, 1980 and may now be outdated due to shifting priorities.
5. One shot DREE projects in 1979/80 and 1980/81 distort the level of per capita payments from DIAND usually available to Bands. This is particularly apparent in Group One Bands.
6. Note: The significant break between Bands with steady and significant G/O revenue occurs between O'Chiese (19) and Blackfoot (20).
7. Allocations to Indian organizations increased substantially in 1980/81. These included:

1. I.A.A.	\$860,000
2. T.C.A.	91,700
3. A.T.C.	325,000
4. N.W.T.C.	50,000
5. Y.A.C.	79,600
6. A-Band	50,000
7. IOSDC	325,000
8. AIADC	328,000
9. IEF	<u>100,000</u>
TOTAL	<u><u>\$2,209,300</u></u>

SUMMARY OF DATA AND RANKING INDIAN BANDS BASED ON ALLOCATION
FROM DIAND AND G/O REVENUE

Group One Band	Pop.	Rank and Total per capita Rev.		Rank and per capita from DIAND		Rank and per capita Rev. from G/O		Total DIAND Allocation	% of Band Revenue from	
									DIAND	G/O
1. Lubicon Lake	'79 147 '80 150	42 39	102 523	40 28	102 523	42 nil	nil	15,000 75,500	100 100	- -
2. Little Red River	'79 1388 '80 1415	41 42	363 409	32 32	363 409	41 nil	nil	503,100 578,000	100 100	- -
3. Driftpile	660 673	40 27	415 1025	31 8	401 1015	35 34	15 10	264,700 679,700	97	3
4. Sucker Creek	596 608	39 40	421 479	34 30	337 469	27 35	84 10	201,600	80	20
5. Grouard	72 75	38 38	493 522	29 29	467 496	34 31	27 26	33,600	95	5
6. Big Stone	1677 1710	37 34	595 619	28 19	505 606	26 33	90 13	847,000 1,128,600	85	15
7. Sturgeon Lake	749 764	36 20	598 1296	35 12	269 887	22 21	329 409	200,200 677,700	45 54	55 46
8. Dene Tha	1304 1330	35 31	628 817	26 15	576 790	29 30	52 27	751,000 1,050,800	92 91	8 9
9. Duncan	53 55	34 35	646 579	25 25	597 532	31 27	48 47	31,700 29,260	92	8
10. Swan River	199 203	33 36	786 541	23 26	749 523	32 32	38 18	149,000 106,200	95 97	5 3
11. Cree Band	919 937	32 41	792 423	22 31	792 423	41 41	nil nil	727,900 396,500	100 100	nil nil
12. Fort Chip	293 299	31 37	850 590	20 22	850 590	41 41	nil nil	249,000 176,000	100	nil
13. Boyer River	326 332	30 33	912 645	18 20	912 645	41 41	nil nil	297,000 214,400	100 100	nil nil
14. Peigan	1750 1785	29 25	1105 1157	11 23	1055 582	30 19	50 575	1,846,600 1,038,900	95 50	5 50
15. Frog Lake	774 789	28 21	1105 1249	12 5	1045 1198	28 26	60 51	808,700 945,800	95 95	5 5
16. Blackfoot	2962 3020	27 28	1402 995	19 30	900 470	20 20	502 525	2,664,400 1,420,000	64 47	36 53

*332,000 from DREE

*250,000 from DREE

Group Band	Pop.	Rank and Total per capita Rev.		Rank and per capita from DIAND		Rank and per capita Rev. from G/O		Total DIAND Allocation	% of Band Revenue from		
									DIAND	G/O	
17. Cold Lake	1017	26	1600	9	1329	23	271	1,351,700	83	17	
	1037	24	1221	9	980	23	241	1,016,600	80	20	
18. Kehewin	697	24	1849	6	1734	25	114	1,177,693	94	6	
		26	1111	7	1082	28	29	769,300	97	3	
19. Ft. McMurray	125	23	1976	7	1711	24	265	213,900	87	13	
	128	22	1245	10	970	22	275	123,700	78	22	
20. O'Chiese	342	22	2098	15	970	19	1128	331,700	46	54	
	349	19	1621	17	743	18	878	259,300	46	54	
21. Ft. McKay	203	22	2299	5	2299	41	nil	466,800	100	-	*
	207	29	900	11	900	41	nil	186,400			
22. Whitefish	558	20	2362	13	1028	16	1334	573,800	44	56	
	569	17	1916	18	682	16	1234	388,200	36	74	
23. Janvier	242	19	2436	3	2402	33	32	581,841	98	2	*200,008 DREE 79/80
	247	23	1228	4	1200	29	28	296,200	92	2	
24. Tall Cree	261	18	2526	2	2526	41	nil	659,268	100	-	*
	266	30	852	13	852	41	nil	226,800	100	-	
25. Sunchild	391	17	2538	21	831	15	1706	325,100	33	67	*
	399	32	694	21	638	25	56	254,400	92	8	

Pop. is
47.3%
of total

G/O Rev is '79 15,273,000
2.4% of or 59.7%
total for 79/80 '80 12,248,000
and 80/81 or 65%

Group Band	Pop.	Rank and Total per capita Rev.		Rank and per capita from DIAND		Rank and per capita Rev. from G/O		Total DIAND Allocation	% of Band Revenue from		
									DIAND	G/O	
26. Alexis	638	21	2148	16	965	18	1153	615,500	46	54	*Include lease sale of \$1.2 m May/80 (note large DIAND increase)
	651	12	3292	3	1241	14	2051	807,600	38	62	
27. Alexander	646	16	2698	24	674	14	2024	435,400	25	75	
	659	18	1910	33	385	15	1525	253,700	20	80	
28. Beaver Lake	263	15	2780	8	1475	17	1305	388,000	53	47	
	268	15	2696	2	1534	17	1162	411,500	57	43	
29. Horse Lake	156	14	2801	4	2383	21	418	371,860	85	15	
	159	9	4982	24	537	9	4445	85,400	11	89	
30. Paul Band	774	13	3896	27	572	10	3324	442,926	15	85	
	789	14	2863	35	323	11	2540	250,000	11	89	
31. Saddle Lake	2557	12	4155	17	945	12	3210	2,416,600	23	77	
	2608	16	2662	34	354	13	2308	923,300	13	87	
32. Goodfish Lake	958	11	4230	14	1020	10	3210	977,300	24	76	
	977	13	3120	14	812	12	2308	793,500	26	74	
33. Sarcee	637	10	4522	10	1145	9	3377	729,500	25	75	*\$6. m received May 1/80
	650	7	13544	6	1167	7	12377	758,200	9	91	
34. Blood	5423	9	5434	30	453	8	4981	2,456,900	8	92	*\$14. m received May/80
	5531	11	3397	36	200	10	3197	1,106,300	6	94	

32.3% of Pop.

24.8% of G/O

'79 - 34.5% - 8,834,000

'80 - 28.5% - 5,400,000

Group Three Band	Pop.	Rank and Total per capita Rev.		Rank and per capita from DIAND		Rank and per capita Rev. from G/O		Total DIAND Allocation	% of Band Revenue from		
									DIAND	G/O	
15. Heart Lake	90	8	8908	1	5656	11	3252	509,037	63	36	*Major DREE Alloc.
	92	10	3910	1	3684	24	226	338,900	94	6	
36. Stoney	2163	7				7	10750				No DATA Available
	2206	8	9571	39	113	8	9458	249,300	1	99	
37. Enoch	674	6	16772	38	184	6	16684	124,000	1	99	
	687	5	16041	41	55	5	16000	37,000	1	99	
3 Louis Bull	641	5	20448	32	354	5	19939	325,900	1	99	
	654	6	13712	37	157	6	13555	102,650	1	99	
3 Montana	351	4	20461	36	228	4	20233	79,960	1	99	
	358	4	17798	38	152	4	17626	54,400	1	99	
40. Samson	2445	3	20646	40	70	3	20576	170,300	1	99	
	2493	3	17938	40	65	2	17873	162,000	1	99	
41. Erminskin	1216	2	20890	36	228	2	20662	276,800	1	99	
	1240	2	17844	42	24	3	17820	29,800	1	99	
42. Sawridge	46	1	75509	38	132	1	75377	6,073	0	100	
	47	1	85817	27	532	1	85285	25,000	0	100	

Pop. 20.4%

72.7% G/O '79 - 5.8% 1,492,000
'80 - 7% 1,287,000

SUMMARY CHART

	<u>% of Pop.</u>	<u>% of G/O</u>	<u>% of DIAND Alloc.</u>	<u>Amt. of DIAND</u>	<u>79/80 - 80/81 % Reduction</u>
<u>Group One</u> (25 Bands)	79/80 47.3	2.4%	59.7%	15,273,000	\$3,025,000
	80/81 47.3	1.0%	65%	12,248,000	20%
<u>Group Two</u> (9 Bands)	79/80 32.3%	24.8%	34.5%	8,834,000	\$3,434,000 m.
	80/81 32.3%	29%	28.5%	5,400,000	or 38%
<u>Group Three</u> (7 Bands)	79/80 20.4%	72.7%	5.8%	1,492,000	205,000
	80/81 20.4%	70%	7.0%	1,287,000	or 14%

Total 79/80 25,599,000

80/81 18,935,000

Reduction 6,664,000 or 26%

Rank	79-80		80-81		Notes (2)
	Band	DIAND P/C	DIAND P/C	Rank	
1	Heart Lake	\$5,656	\$3,684	1	
2	Tall Cree	2,526	852	13	
3	Janvier	2,404	1,200	4	
4	Horse Lake	2,384	537	24	(1)
5	Fort McKay	2,299	900	11	
6	Kehewin	1,734	1,082	7	
7	Fort McMurray	1,711	970	10	
8	Beaver Lake	1,475	1,534	2	
9	Cold Lake	1,329	980	9	
10	Sarcee	1,145	1,167	6	(3)
11	Peigan	1,055	582	23	
12	Frog Lake	1,045	1,198	5	
13	Whitefish	1,028	682	18	(1)
14	Goodfish	1,020	812	14	
15	O'Chiese	970	743	17	
16	Alexis	965	1,241	3	(4)
17	Saddle Lake	945	354	34	
18	Boyer River	912	645	20	
19	Blackfoot	900	470	30	
20	Fort Chipewyan	850	590	22	
21	Sun Child	831	638	21 -	
22	Cree Band	792	423	31	
23	Swan River	749	523	26	(1)
24	Alexander	674	385	33	
25	Duncan	597	532	25	(1)
26	Dena Tha	576	790	15	
27	Paul Band	572	323	35	
28	Big Stone	505	660	19	
29	Grouard	467	496	29	(1)
30	Blood	453	200	36	(5)
31	Driftpile	401	1,015	8	
32	L.R.R.	363	409	32	
33	Louis Bull	354	157	37	
34	Sucker Creek	337	469	30	(1)
35	Sturgeon Lake	269	887	12	(1)
36	Montana	228	152	38	
37	Ermineskin	228	24	42	
38	Enoch	184	55	41	
39	Sawridge	132	523	27	(1)
40	Lubicon Lake	102	523	28	(1)
41	Samson	70	65	40	
42	Stony	-	113	39	(6)

- Notes: (1) As Capital O & M and SED funds were allocated to the Slave Lake Regional Council, for purposes of this analysis each Band was assumed to get a share of the funds based on the % of population of their Band in relation to the population of the LSLRC (i.e. Horse Lake - 6%).
- (2) All 80/81 figures were allocations reported by DIAND RCM as of June 15, 1980.
- (3) On May 1, 1980 Sarcee received \$6 million from lease sales.
- (4) On May 1, 1980 Alexis received approximately \$1.2 million from lease sales.
- (5) On May 1, 1980 Blood received approximately \$14 million from lease sales.
- (6) No figures were available for Stony Reserves in 1979/80.

Reduced Per Capital Allocation Ranking

	<u>79/80</u>	<u>80/81</u>	<u>79/80 Ranking</u>	<u>G/O income per capita</u>
Fall Cree	2	13	38	-
Horse Lake	4	24	21	(418)
Fort McKay	5	11	40	-
Peigan	11	23	30	(50)
Whitefish	15	18	16	(1,334)
O'Chiese	15	17	19	(1,128)
Saddle Lake	17	34	12	(3,210)
Boyer River	18	20	40	-
Blackfoot	19	30	20	(502)
Cree Band	21	31	40	-
Alexander	24	33	14	(2,020)
Paul Band	27	35	10	(3,324)
Blood	30	36	8	(4,981)
Louis Bull	33	37	5	
Montana	36	38	4	
Ermineskin	37	42	2	
Enoch	38	41	6	
Samson	41	40	3	

NOTE: 8 Bands in Group One recorded lower DIAND ranking with significantly lower net revenue from DIAND. These included large Bands containing 41% of the Group One population and Bands that ranked highly in terms of economic man years receiving social assistance.

Increased Per Capital Allocation
Ranking or Little Change

	<u>79/80 Rank</u>	<u>80/81 Rank</u>	<u>79/80 income per capita</u>	<u>Ranking G/O</u>
Heart Lake	1	1	11	(3,252)
Janvier	3	4	33	(32)
Kehewin	6	7	25	(114)
Fort McMurray	7	10	24	(265)
Beaver Lake	8	2	17	(1,305)
Cold Lake	9	9	23	(271)
Sarcee	10	6	10	(3,377)
Frog Lake	12	5	28	(60)
Goodfish	14	14	13	(3,210)
Alexis	16	3	18	(1,153)
Fort Chipewyan	20	22	41	-
Sunchild	21	21	15	(1,700)
Swan River	23	26	32	(38)
Duncan	25	25	31	(48)
Dene Tha	26	15	29	(52)
Big Stone	28	19	26	(90)
Grouard	29	29	34	(27)
Driftpile	31	8	35	(14)
LRR	32	32	40	-
Sucker Creek	34	30	27	(84)
Sturgeon	35	12	22	(329)
Sawridge	39	27	1	(75,300)
Lubicon Lake	40	28	39	-

NOTE: 16 Bands in Group One recorded increased or slightly changed ranking in DIAND per capita allocation. However, none of the Bands moved out of the Group One category and most recorded a net decrease in actual funding. Only Sturgeon, Big Stone, Driftpile changed substantially and this was a result of DREE expenditures.

III. Analysis and Commentary

1. Of the 26 Bands in Group One (lowest Gross per capital revenue) in 1979/80 all but one Band (Whitefish) remained in Group One during 1980/81, reflecting their unchanging economic circumstances.
2. 19 Bands receive significant G/O revenue and all of these Bands are in Group Two or Three with the exception of O'Chiese and Alexis in 1979/80. The population of Groups Two/Three is 52.7% and they receive between 97% and 99% of the G/O revenue to Alberta Reserves.
3.
 - a) 23 Bands rely on DIAND for 80% or more of their funding for Capital, O & M and Socio-Economic Development.
 - b) 7 Bands rely on DIAND for between 40% - 80% of their funding.
 - c) 12 Bands rely on DIAND for 40% or less of their funding.

NOTE: This may be a more accurate method of targetting Bands for Development and Support envelopes.

4. 20 of the 26 Bands in Group One receive 80% of their funding from DIAND while 7 of the 9 Bands in Group Two receive 50% or more of their funding from Band Services.
5. As Bands in Group One are most dependent on DIAND resources for their development it is important to note how well they "compete" for funds:
 In 1979/80 15 Bands in Group One in bottom 26 ranking of DIAND p/c.
 In 1980/81 14 Bands in Group One in bottom 26 ranking of DIAND p/c.

Moreover, few Bands within Group One recorded significant changes in their ranking in terms of p/c DIAND allocations from 1979/80 to 1980/81. Bands recording major increases in 1980/81 received DREE projects, while Bands showing a decline in 1980/81 were recipient of DREE or other special allocations in 1979/80.

6. It would be important to note the overall 26% reduction of discretionary funds in 1980/81 (over \$6.6 million) and that this results from sharp increases in non-discretionary expenditures. This trend is likely to continue with greater demands from Bands exacerbating the situation.

RECOMMENDATIONS re. Future Allocations of DIAND Resources

1. It is difficult to justify any allocations to Bands in Group One other than statutory requirements (i.e. Core Funding) given the high per capita income and gross income to Bands. The low level of social assistance payments, relatively well developed administrative capacities, and resources to purchase necessary advisory personnel further reduce justification, especially for socio-economic funding. This would mean an additional estimated \$1 million or 6% for redistribution.

2. As indicated in the summary chart, Group One (25 Bands) with 47.3% of the population received 58.7% in 1979/80 and 65% in 1980/81 of the discretionary funding. Given (a) the significant difference in net per capita between Group One and Two/Three (see page 25), (b) the large number of Bands, Administration programs, etc., (c) the average larger size of Bands in Group Two/Three, (d) the general sophistication of Bands in Group Two/Three, (e) the general stability and anticipated increase in G/O revenue in the next five years, the report would recommend:

THE BANDS IN GROUP TWO/THREE SHOULD COLLECTIVELY RECEIVE NOT MORE THAN 20% OF DIAND DISCRETIONARY FUNDS OVER THE NEXT FIVE YEARS.

FURTHER, WITHIN THIS OVERALL ALLOCATION TO THE SUPPORT ENVELOPE THE PRIORITY SHOULD GO TO BANDS LACKING ADVISORY/TECHNICAL/ADMINISTRATIVE CAPACITY COUPLED WITH HIGH SOCIO-ECONOMIC NEED.

For 1980/81 this allocation would have meant Group One receive 15% increase or an additional \$2,840,000.

3. It is important for Allocation Managers to get G/O revenue forecasts before allocation to avoid circumstances as outlined for Alexis, Blood, and Sarcee in 1980/81 where they are in the top 6 per capita allocation yet received substantial income from sales of yet lease in May 1980.
4. Despite the Grouping and targetting, it is important within each grouping to consider each Band Allocation on its individual merit.
5. The limits on this study did not allow time to assess the short and long term cumulative impacts of G/O revenue on the Reserves, development and consequently on the DIAND allocation system. I would recommend a further study of Reserves receiving significant G/O revenues to determine the overall impact on socio-economic circumstances in these communities and to determine, in consultation with Bands, what the role of DIAND should be in supporting their development, particularly in achieving greater efficiency and effectiveness from Band capital expenditures.
6. As the allocation process is a zero sum situation where one Band "gains" only at the cost to others, competition will increase and the pressure on DIAND to justify its allocations will grow. There are a number of advantages to the Department making available to Bands the information regarding Allocations to all Bands. This would stimulate the necessary debate on the allocation process and also require greater justification/rationale by DIAND officials for allocation decisions. Releasing this information to Bands would also reduce suspicion of favouritism and make Bands aware of the real financial circumstances of DIAND.

APPENDIX IV

- A. Summary and Ranking by Band of Social Assistance Data in 1979
- B. Ranking of Bands by Percent of Labour Force Receiving Assistance (Unemployed Employables)
- C. Comparison of Unemployed Indian Labour Force to Per Capita Income by Band 1979-1980
- D. Comment

A. Summary and Ranking by Band of Social Assistance Data in 1979

1979/80

"Total" represents social assistance total in areas of health, social & economic.

"Economic" represents social assistance in economic area only.

Band	Pop.	Labor Force (.25)	Man Year		% Of Labor Force		Priorized	
			Rec. Soc. Asst.	Econ.	Rec. Soc. Asst.	Econ.	Total	Econ.
Boyer River	326	81.5	28.7	9.3	35.2%	11.4%	24	28
Little Red River	1388	347.	127.8	74.1	44.3	21.4	18	13
Dene Tha'	1304	326.	154.6	70.3	47.4	21.6	17	12
Tall Cree	261	65.3	33.4	17.6	51.1	27.0	11	6
Ft. McKay	203	50.8	10.8	3.1	21.3	6.1	34	34
Ft. McMurray	125	31.3	25.5	18.1	81.5	57.8	1	1
Janvier	242	60.5	12.6	6.3	20.8	10.4	35	31
Ft. Chip Cree	1212	303.	100.4	47.4	33.1	15.6	28	20
Saddle Lake *	3515	878.8	267.8	102.7	30.5	11.7	30	27
Cold Lake	1017	254.3	124.9	48.8	49.1	19.2	14	16
Frog Lake	774	193.5	107.	51.1	55.3	26.4	9	8
Kehewin	679	169.8	99.1	33.9	58.36	20.0	6	15
Heart Lake	90	22.5	10.8	2.5	48.	11.1	15	30
Beaver Lake	263	65.8	38.4	12.3	58.35	18.7	7	17
Off Reserve			82.9	17.7				
Alexander	646	161.5	51.2	16.8	31.7	10.4	29	32
Alexis	638	159.5	64.3	23.3	40.3	14.6	20	23
Enoch	674	168.5	3.1	.5	1.8	.3	40	41
Paul	774	193.5	74.5	31.3	38.5	16.2	21	19
Montana	351	87.8	11.3	3.5	12.9	4.0	37	37
Erminskin	1216	304.	69.4	34.6	22.82	11.4	32	29
Louis Bull	641	160.3	27.	6.9	16.9	4.3	36	36
Samson	2445	611.3	139.4	33.6	22.80	5.5	33	35

* Note Saddle Lake and Goodfish Lake figures are combined

<u>Band</u>	<u>Pop.</u>	<u>Labor Force (.25)</u>	<u>Man Year</u>		<u>% Of Labor Force</u>		<u>Priorized</u>	
			<u>Rec.</u>	<u>Soc. Asst.</u>	<u>Rec.</u>	<u>Soc. Asst.</u>	<u>Total</u>	<u>Econ.</u>
Rocky Mt. House			3.4	1.				
Sarcee	637	159.3	76.	26.3	47.7%	16.5	16	18
Sunchild	391	97.8	41.8	12.7	42.8	13.	19	25
O'Chiese	342	85.5	52.3	27.4	61.2	32.1	5	4
Blackfoot	2962	740.3	421.9	252.4	57.	34.1	8	3
Bearspaw	770	192.5	2.4	1.7	1.3	.9	41	40
Chiniquay	674	168.5	6.5	3.	3.9	1.8	39	38
Blood	5423	1355.8	670.3	281.5	49.4	20.8	13	14
Peigan	1750	437.5	296.1	166.2	67.7	38.0	2	2
Driftpile	660	165.	83.5	37.2	50.6	22.5	12	10
Duncan	53	13.3	8.7	3.7	65.4	27.8	3	5
Sawridge	46	11.5	1.4	.2	12.2	1.7	38	39
Grouard	72	18.	5.4	2.7	30.	15.0	31	29
Sturgeon Lake	749	187.3	65.4	11.8	34.9	6.3	25	33
Lubicon Lake	147	36.8	23.8	9.9	64.7	26.9	4	7
Sucker Creek	596	149.	49.5	19.6	33.2	13.2	27	24
Swan River	199	49.8	16.8	6.3	33.7	12.7	26	26
Bigstone	1677	419.3	152.8	93.8	36.4	22.4	23	11
Whitefish	558	139.5	51.9	20.8	37.2	14.9	22	22
Horse Lake	156	39.	20.	8.8	51.3	22.6	10	9

B. Ranking of Bands by % of Labor Force Receiving Economic Assistance

	<u>Priorized</u> - #1 Highest % Of Labour Force Rec. Soc. Assist.	#1 Highest % of Labour Force Rec. Economic Soc./Assist.
1	Ft. McMurray	Ft. McMurray
2	Peigan	Peigan
3	Duncan	Blackfoot
4	Lubicon Lake	O'Chiese
5	O'Chiese	Duncan
6	Kehewin	Tall Cree
7	Beaver Lake	Lubicon Lake
8	Blackfoot	Frog Lake
9	Frog Lake	Horse Lake
10	Horse Lake	Driftpile
11	Tall Cree	Bigstone
12	Driftpile	Dene Tha'
13	Blood	Little Red River
14	Cold Lake	Blood
15	Heart Lake	Kehewin
16	Sarcee	Cold Lake
17	Dene Tha'	Beaver Lake
18	Little Red River	Sarcee
19	Sunchild	Paul
20	Alexis	Ft. Chip & Cree
21	Paul Band	Grouard
22	Whitefish Lake	Whitefish Lake
23	Bigstone	Alexis
24	Boyer River	Sucker Creek
25	Sturgeon Lake	Sunchild
26	Swan River	Swan River
27	Sucker Creek	Saddle Lake
28	Ft. Chip & Cree Band	Boyer River
29	Alexander	Ermineskin
30	Saddle Lake (& Goodfish)	Heart Lake
31	Grouard	Janvier
32	Ermineskin	Alexander
33	Samson	Sturgeon Lake
34	Ft. McKay	Ft. MacKay
35	Janvier	Samson
36	Louis Bull	Louis Bull
37	Montana	Montana
38	Sawridge	Chiniquay
39	Chiniquay	Sawridge
40	Enoch	Bearspaw
41	Bearspaw	Enoch

NOTE: Saddle Lake and Goodfish Lake figures are combined

C. COMPARISON OF UNEMPLOYED LABOR FORCE TO PER CAPITA INCOME BY BAND 1979 - 1980

#	Highest % of Labor Force Rec. Soc. Asst. for Economic Assistance	Man Year Rec. Soc. Assist. for Economic Reasons (Unemployed Man Years)	as % of Labor Force	Rank re: Total Rev/Funding Per Capita
1.	Ft. McMurray *	18	58	24 *
2.	Peigan *	166	38	29 *
3.	Blackfoot	252	34	27 *
4.	O'Chiese	27	32	23 *
5.	Duncan	4	28	34 *
6.	Tall Cree	18	27	18 *
7.	Lubican Lake	10	27	42 *
8.	Frog Lake	51	26	28 *
9.	Horse Lake	9	23	14
10.	Driftpile	37	23	40 *
11.	Bigstone	94	22	37 *
12.	Dene Tha'	70	22	35 *
13.	Little Red River	74	21	41 *
14.	Blood	282	21	9
15.	Kehewin	34	20	25 *
16.	Cold Lake	49	19	26 *
17.	Beaver Lake	12	19	15
18.	Sarcee	26	17	10
19.	Paul	31	16	13
20.	Ft. Chip and Cree	47	16	32 *
21.	Grouard	3	15	38 *
22.	Whitefish Lake	21	15	20 *
23.	Alexis	23	15	22 *
24.	Sucker Creek	20	13	39 *
25.	Sunchild	13	13	17 *
26.	Swan River	6	13	33 *
27.	Saddle Lake / GFL	103	12	12
28.	Boyer River	9	11	30 *
29.	Ermineskin	35	11	2
30.	Heart Lake	3	11	8
31.	Janvier	6	10	19 *
32.	Alexander	17	10	16
33.	Sturgeon Lake	12	6	36 *
34.	Ft. MacKay	3	6	21 *
35.	Samson	34	6	3
36.	Louis Bull	7	4	5
37.	Montana	4	4	4
38.	Chiniquay	3	2	7
39.	Sawridge	0	2	1
40.	Bearspaw	2	1	7
41.	Enoch	1		6
TOTAL		1645		

D. Comment

(1) Summary of DATA

	% of pop.	% of DIAND DISCRETIONARY	% of IND M/Y rec. Econ. Soc. Asst
Group One (25 Bands)	47%	60%	65%
Group Two (nine Bands)	33%	34%	30%
Group Three (eight Bands)	20%	6%	5%

- (2) In Group One approximately 10% Indian man-years received economic social assistance.
- (3) Of the 28 Bands with the highest % of labor force receiving social assistance, 22 were in Group One.
Notable exceptions were: Blood, Sarcee, and Saddle Lake

APPENDIX V

- A. Projected Band Earnings from Gas and Oil (Bonus, Rental, Royalty) 1980-1984.

Per Capita Oil & Gas Revenue(#1 Is Highest)80 - 8180 - 82

1. Sawridge	- 85,285	Sawridge	- 83,333
2. Samson	- 17,873	Samson	- 17,329
3. Ermineskin	- 17,820	Ermineskin	- 17,295
4. Montana	- 17,626	Montana	- 17,099
5. Enoch	- 16,006	Enoch	- 15,385
6. Louis Bull	- 13,555	Louis Bull	- 13,155
7. Sarcee	- 12,377	Stoney	- 10,884
8. Stoney	- 9,458	Horse Lake	- 6,024
9. Horse Lake	- 4,445	Sarcee	- 2,959
10. Blood	- 3,197	Paul Band	- 2,460
11. Paul Band	- 2,540	Goodfish	- 2,201
12. Goodfish	- 2,313	Saddle Lake	- 2,197
13. Saddle Lake	- 2,308	Alexander	- 1,460
14. Alexis	- 2,051	Whitefish Lake	- 1,182
15. Alexander	- 1,525	Beaver Lake	- 1,075
16. Whitefish Lake	- 1,234	Heart Lake	- 1,042
17. Beaver Lake	- 1,162	Blood	- 695
18. O'Chiese	- 878	Sturgeon Lake	- 378
19. Peigan	- 575	Fort McMurray	- 226
20. Blackfoot	- 525	Cold Lake	- 204
21. Sturgeon Lake	- 409	Blackfoot	- 191
22. Fort McMurray	- 275	O'Chiese	- 138
23. Cold Lake	- 241	Sunchild	- 59
24. Heart Lake	- 226	Frog Lake	- 49
25. Sunchild	- 56	Dene Tha'	- 36
26. Frog Lake	- 51	Duncan	- 35
27. Duncan	- 47	Alexis	- 30
28. Kehewin	- 29	Kehewin	- 28
29. Janvier	- 28	Janvier	- 27
30. Dene Tha'	- 27	Peigan	- 27
31. Grouard	- 26	Gouard	- 26
32. Swan River	- 18	Swan River	- 19
33. Bigstone	- 13	Bigstone	- 14
34. Sucker Creek	- 10	Driftpile	- 10
35. Driftpile	- 10	Sucker Creek	- 10

Nil Lubicon Lake
Tall Cree
Boyer River
Little Red River

Fort Chip
Cree Band
Fort McKay

Band Earnings From Oil & Gas (Bonus, Rental & Royalties) 1980 - 1984
 (Forecast Figures
 Based On Existing
 Leases Only)

* Distribution Re Pigeon Lake Based On Population Fig. Mar./80
 NB - The Only Band Chowing A Change From 81-82 on Is Stoney

	Pop. 3/80	80-81				81-82				82-83			83-84		
		Total	Per Capita	Proj. Pop.	Rank	Total	Per Capita	Proj. Pop.	Rank	Total	Per Capita	Rank	Total	Per Capita	Rank
Alexis	638	1,347,800	2,051	657	14	20,000	30	677	27	20,000	29	697	20,000	28	718
Alexander	646	1,014,000	1,525	665	15	1,000,000	1,460	685	13	1,000,000		706	1,000,000		727
Enoch	674	11,108,434	16,006	694	5	11,000,000	15,385	715	5	11,000,000		736	11,000,000		758
Paul	774	2,024,123	2,540	797	11	2,020,000	2,460	821	10	2,020,000		846	2,020,000		871
* Louis Bull	841	11,738,849	13,555	866	6	11,735,000	13,155	892	6			919			947
Samson	2445	45,183,432	17,873	2528	2	45,125,000	17,329	2604	3			2682			2762
Montana	351	6,380,509	17,626	362	4	6,378,000	17,099	373	4			384			396
Ermineskin	1216	22,310,275	17,820	1252	3	22,310,000	17,820	1290	2			1320			1360
Blackfoot	2962	1,601,863	525	3051	20	600,000	191	3143	21	600,000		3237	600,000		3334
O'Chiese	342	309,000	878	352	18	50,000	138	363	22	50,000		374	50,000		385
Sarcee	637	8,119,336	12,377	656	7	2,000,000	2,959	676	9	2,000,000		696	2,000,000		717
Sunchlid	391	22,932	56	413	25	25,000	59	425	23	25,000		438	25,000		451
Blood	5423	17,858,288	3,197	5586	10	4,000,000	695	5754	17	4,000,000		5927	4,000,000		6005
Peigan	1750	1,036,214	575	1803	19	50,000	27	1857	30	50,000		1913	50,000		1970
Stoney	2163	21,074,122	9,458	2228	8	25,000,000	10,884	2297	7	27,000,000		2366	29,000,000		2436

Band Earnings From Oil + Gas (Bonus, Rental & Royalties)

1980-1984

(Forecast Figures Based on Existing Leases Only)

Population Based on 3%/Annum Increase Over Mar./80 Figures

	Pop. 3/80	80-81				81-82				83-84			
		Total	Per Capita	Proj. Pop.	Rank	Total	Per Capita	Proj. Pop.	Rank	Total	Per Capita	Rank	
Bigstone	1677	21,785	13	1727	33	25,000	14	1779	33	25,000	832	25,000	1887
Whitefish	558	709,504	1,234	575	16	700,000	1,182	592	14	700,000	610	700,000	628
Horse Lake	156	715,592	4,445	161	9	1,000,000	6,024	166	8	1,000,000	171	1,000,000	176
Driftpile	660	6,527	10	680	35	7,000	10	700	34	7,000	721	7,000	743
Duncan	53	2,557	47	55	27	2,000	35	57	26	2,000	59	2,000	61
Sawridge	46	4,008,429	85,285	47	1	4,000,000	83,333	48	1	4,000,000	49	4,000,000	50
Grouard	72	1,926	26	74	31	2,000	26	76	31	2,000	78	2,000	80
Sturgeon Lake	749	315,007	409	771	21	300,000	378	794	18	300,000	818	300,000	843
Lubicon Lake	147	NIL	0	151	-	NIL	-	156	-	NIL	161	NIL	166
Sucker Creek	596	6,212	10	614	34	6,000	10	632	35	6,000	651	6,000	671
Swan River	199	3,720	18	205	32	4,000	19	211	32	4,000	217	4,000	224

Band Earnings From Oil & Gas (Bonus, Rental & Royalties)

1980-1984

(Forecast Figures Based On Existing Leases Only)

Population 3180 & 3% Annum

	<u>Pop.</u> <u>3180</u>	<u>Total</u>	<u>Per Capita</u>	<u>Proj.</u> <u>Pop.</u>	<u>Rank</u>	<u>Total</u>	<u>Per Capita</u>	<u>Proj.</u> <u>Pop.</u>	<u>Rank</u>	<u>Total</u>	<u>Per Capita</u>	<u>Rank</u>	<u>Total</u>	<u>Per Capita</u>	<u>Rank</u>
Tall Cree	261	Nil	0	269	-	Nil	-	277	-				285		294
Boyer River	326	Nil	0	336	-	Nil	-	346	-				356		367
Little Red River	1388	Nil	0	1430	-	Nil	-	1473	-				1517		1563
Oene Tha'	1304	36,033	27	1343	30	50,000	36	1383	25				1424		1467
Fort Chip	919	Nil	0	947	-	Nil	-	975	-				1004		1034
Cree Band	293	Nil	0	302	-	Nil	-	311	-				320		330
Fort McKay	203	Nil	0	209	-	Nil	-	215	-				221		228
Fort McMurray	125	35,425	275	129	22	30,000	226	133	19				137		141
Janvier	242	7,050	28	249	29	7,000	27	256	29				264		272
Beaver Lake	263	314,811	1,162	271	17	300,000	1,075	279	15				287		296
Saddle Lake	2557	6,078,600	2,308	2634	13	5,961,400	2,197	2713	12				2794		2878
Goodfish Lake	958	2,282,610	2,313	987	12	2,238,600	2,201	1017	11				1048		1079
Cold Lake	1017	252,605	241	1048	23	220,000	204	1079	20				1111		1144
Frog Lake	774	40,390	51	797	26	40,000	49	821	24				845		870
Kehewin	679	20,361	29	699	28	20,000	28	720	28				742		764
Heart Lake	90	21,004	226	93	24	100,000	1,042	96	16				99		102

APPENDIX VI

PROPOSED RE-ORGANIZATION OF ALBERTA REGION

By G. Steele

APPENDIX VII

ASSESSMENT OF BANDS STAGE OF DEVELOPMENT
BY DIAND PROGRAM MANAGERS.

SUMMARY OF DIAND PROGRAM MANAGERS ASSESMENT OF BANDS

1. Band requires little or no departmental development support as it has a capable Council and Administrative capacity and adequate financial resources.
2. Band require some DIAND development support to augment its current decision-making unit, administrative capacity and current financial resources.
3. Band requires extensive and increased DIAND development support both through direct assistance from DIAND personnel and increased allocations.

GROUP I BAND	1	2	3	80/81 Rank for DIAND P/C Allocation
Lubicon Lake	1		5	28
Little Red River		1	5	32
Driftpile	1	2	3	8
Sucker Creek	2	2	3	30
Grouard	1	4	1	29
Big Stone		5	1	19
Sturgeon	2	3	1	12
Dene Tha'	2	2	2	15
Duncan	2		3	25
Swan River	1	2	2	26
Cree Band		2	4	31
Fort Chipewyan		3	3	22
Boyer River			6	20
Peigan	2	3	1	23
Frog Lake	1	3	2	5
Blackfoot	1	5		30
Cold Lake	3	2	1	9
Kehewin	4	2		7
Fort McMurray		1	5	10
O'Chiese			6	17
Fort McKay		2	4	11
Whitefish Lake	1	1	4	18
Janvier		1	5	4
Tall Cree		1	6	13
Sunchild			6	21

GROUP II BAND	1	2	3	80/81 Rank for DIAND P/C Allocation
Alexis	2	4	1	3
Alexander		6		33
Beaver Lake	2	4		2
Horse Lake	2	2	2	24
Paul Band	1	6		35
Saddle Lake	6	1		34
Goodfish Lake	6	1		14
Sarcee	3	3		6
Blood	6	1		36

GROUP III BAND	1	2	3	
Heart Lake	3	2	1	11
Stoney Reserves				38
Enoch	6	1		41
Louis Bull	6	1		37
Montana	6	1		38
Samson	7			40
Ermineskin	7			42
Sawridge	7			27