

An Outline for the  
Federal Department of Regional Development  
Prepared by  
The Area Development Agency  
July 17, 1968.

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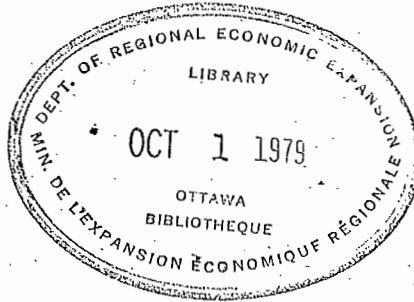
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Canada. Dept of Industry. Area Development Agency

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## REGIONAL ECONOMIC DISPARITY

In examining the agencies and the programs of the Federal Government established over the years to assist regional development against the current emphasis being given to the very real problems of regional inequalities, it becomes apparent that serious consideration must be given to re-organizing the Federal structure and the related Federal-Provincial mechanisms in order to provide a greater impact in meeting the challenges of regional economic disparity.

While the nation as a whole has experienced unprecedented growth in terms of employment, capital investment, volume of production, value of construction and in the expansion of transportation, communication, education and social services, some regions of the country have not shared in this overall prosperity and have indeed suffered from substantially lower rates of growth. As a result, while some highly developed industrialized regions have enjoyed a period of sustained rapid expansion, other regions and areas have only marked time or have even declined in terms of population, industrial production, employment and income, and hence in their standards of living. The evidence of uneven distribution of economic activity and the resultant regional disparity in terms of opportunities for employment and higher rates of income are readily apparent in both physical and economic terms.

This phenomenon has tended to be accelerated by the fact that highly industrialized provinces, regions and areas have channeled both human and financial resources into sophisticated promotion and development programs thus widening the gap with areas ill-equipped to undertake similar activities.

Whereas the trend to urban concentration of population has augmented the natural growth patterns of commercial and industrial job opportunities, regions of the country suffering from economic disparity have

difficulty in finding jobs for the existing population notwithstanding substantial out migration. Municipalities in these regions attempt to maintain a minimum standard of service for a dwindling population resulting inevitably in higher unit costs. When it comes to the question of encouraging new or expanded development projects, this cost squeeze contributes to a self-defeating situation and inhibits action to improve conditions and services since neither the provinces nor the municipalities have sufficient institutional and financial means for coping with the problems.

Because the ability of regional economies to react and adjust to new situations in the market place depends upon the momentum and resilience of the production forces at work in a given region, every effort must be made to stimulate the economic factors influencing the production facilities within the region. Factors such as the potentiality of natural resources, the degree of industrialization, the availability and cost of transportation facilities and services, water and power and the relative location to markets all play a key role in the adjustment processes and must be taken into account in developing government policy and programs. These economic factors, however, may not be the only determinants affecting the rate and degree of change. Important elements such as the social, cultural and psychological aspects of a region are all factors which can compound the problems of adjustment and growth. These too must be recognized, and the new federal structure must be cognisant of their significance to regional development.

The Federal Government has traditionally implemented programs geared to particular segments of the economy or regions of the nation through the long standing departments related to resources, transportation, public works and social needs. While the programs of these departments have made a substantial contribution to a more balanced rate of growth they have not proven

to be capable of solving the extreme problems of regional disparity outlined above. Consequently, in more recent years, new departments have been established to give new impetus to the federal responsibility in such problems as unemployment, industrial efficiency and productivity and regional development. The effectiveness of these programs, particularly those of A.D.A., A.D.B. and A.R.D.A. has demonstrated the value of the more direct and specialized approach in stimulating economic development in slow growth regions.

During this same period, provincial governments have been developing more dynamic programs to promote growth and development on a provincial and subregional basis often in competition with one another. Consequently, the new federal programs were designed in an effort to compliment provincial, regional and municipal development activities and to bring into play, special measures applied consistently on a national basis where the federal government was able to make a unique contribution. In the course of administering these regional oriented programs, limited federal-provincial liaison and working relationships have been established. There has been a general recognition that while both federal and provincial programs have made certain contributions to the economic expansion in slow growth areas more could be achieved if the policies and the programs of the Federal Government were more fully co-ordinated and the Federal and Provincial activities were more fully integrated. Therefore, if governments are to be effective change agents in meeting and balancing out the inequalities of regional disparities, new approaches and policies must be instituted.

This paper has been prepared by the Area Development Agency in an endeavour to give the government the benefit of the thinking and the experience of one of the present operating agencies. The paper outlines the Agency's proposal and rationale for bringing together certain agencies under one Minister in the form of a new Department designed to give added thrust to

remedial action for regional disparity. It discusses the objectives and the role of the central government in this important field of responsibility and sets out a proposed structure and the functional elements for a new department.

A paper commenting upon the present operations of the Area Development Agency, the capabilities of its major components and its potential contribution to a new Federal Department of Regional Development has been submitted previously.

OBJECTIVE AND ROLE

The prime responsibility of a Department of Regional Development should be to foster the optimum degree of economic growth in regions of disparity, in order to minimize the differential in opportunities for employment and income and to improve the quality of life for residents within these regions.

The overall objective should complement the basic economic and social goals indicated in the Economic Council's terms of reference and set forth in the Council's First Annual Review. These are: full employment; a high rate of economic growth; a reasonable stability in prices; a viable balance of payments; and an equitable distribution of rising incomes. There should be a recognition, however, that in an open, highly dynamic economy, a degree of disparity in regional economic growth is a fact of life, and that periods of faster and slower growth, over time, may be expected in any region.

The emphasis in programming should give priority to those regions and areas of the country where the lack of growth has caused serious problems of unemployment, underemployment, and an uneven distribution of income. A second priority should be assigned to regions and areas experiencing sudden periods of adjustment.

The chief role of the Department would be to consolidate all federal government agencies involved in regional development activities and to co-ordinate other federal government programs which could be utilized in implementing development plans. This would permit the federal government to adopt the task force approach that could identify regions and areas of disparity, propose solutions and implement quick action programs to ameliorate the most pressing problems of disparity. Co-incident with these activities,



the Department should be developing longer term comprehensive plans which would provide a systematic approach for regional development programming, particularly in the fields of public investment and inducements to the private sector.

Organizational changes are of prime importance if significant progress in solving regional problems is to be achieved. The responsibility for the definition, formulation, and application of programs lies with both the federal and provincial governments. Consequently, federal and provincial co-operation, and municipal participation becomes an essential component of any development plan. It should be recognized, however, that the federal government has the primary responsibility for providing leadership in this work if national goals for economic development are to be attained.

Establishing the areas of responsibility for federal and provincial governments should be an initial goal. Efforts to establish a clear recognition and acceptance of the approach to alleviate problems of regional disparity should be undertaken at an early date. Accordingly, a new policy which would call for a positive approach and the co-operative involvement of all levels of government should be enunciated at an early date. Provincial governments could then be encouraged to co-operate and participate in developing the new proposals. In this manner, the Department could provide a mechanism for the harmonization of existing federal and provincial development activities and the co-ordination of new development programs as they are developed.

The Department could also provide an opportunity and a challenge for the private sector to participate and contribute to planning

and implementing development programs for the various regions and areas. In any event, the success of any new approach will depend, to a large extent, on the attitude and the response of private enterprise.

If meaningful results are to be achieved, precise action measures must be identified within the total development program and implemented in keeping with overall development priorities. Initially this will call for a broad range of activities relating to organizational structures and measures, public investment programs and stimulating private investment.

It is apparent that just as a number of varied causes contribute to the condition of inter-regional disparities, so must a number of varied government programs and activities be co-ordinated and implemented to alleviate these conditions. Furthermore, it should be recognized that the degrees of disparity are not uniform on a regional basis and that within regions there are sub-regions which may exhibit greater or lesser degrees of disadvantage than the region as a whole.

A basic requirement in the process of regional planning and development, therefore, is the identification of regions and sub-regions where the lack of growth is causing serious problems. This should be done by the use of suitable criteria which could be applied in the interests of national objectives.

During the planning phase it will be necessary to evaluate the problems and potentials for economic and social development within designated regions and sub-regions. This should be done in terms of human resources, natural resources, public and private capital and such natural and social advantages as may exist.

This analysis should be the basis for establishing the development strategies for particular designated regions or sub-regions. The problems of slow growth within regions of disparity are closely linked with environmental factors such as gaps in infrastructure. Consequently, public investments in the development of public services and facilities becomes a priority item if the regions are to become more attractive for private investment in fields of resource, industrial, and commercial development.

Inducements to private enterprise to encourage the creation of new wealth and employment could include a series of financial assistance programs such as tax credits, loans or grants for new or expanded businesses in designated regions. Such measures represent interference with the established free enterprise system and therefore, should be used as judiciously as possible. Financial measures should be flexible, and the degree of assistance should serve only to make the disadvantaged regions initially more attractive for investment by the private sector rather than offering long term subsidies.

If governments are to attain maximum benefits from regional development programs a high degree of involvement and co-operation of all sectors and sections of the country will be required. In the process of planning and assigning development priorities, the importance and the freedom of individuals and of enterprise should be recognised. This is the only effective approach if a department of government is to influence full participation at the community, regional and national levels.

To this end and in an effort to achieve total involvement the Agency has given considerable thought and analysis to the proposed organization and structure for a new Department of Regional Development.

PROPOSED ORGANIZATION AND STRUCTURE

In considering the most suitable structure for the establishment of a new department, the concepts and philosophies outlined in the "Objectives and Role" of the central government have been taken into account.

It seems imperative that any structure to be set up should consolidate existing federal agencies in the fields of regional development and, equally important, have authority to: (a) co-ordinate segments of other related departments, and (b) create formal working relationships with provincial governments in planning and implementing programs designed to alleviate the problems of regional disparity.

Further, the new department should be established in such a way as to ensure that existing programs can be on-going in an effective and efficient manner and that new programs can be phased in on a geographical basis as deemed advisable. In other words, initially the structure should be such as to allow the Federal Government to make the necessary impact in meeting its present objectives yet flexible enough to accommodate both the short and long term program requirements.

The degree to which the department should be decentralized is a most significant factor. A balance between central and decentralized structure is necessary for the greatest efficiency of program planning and implementation and for the best use of staff. It is suggested that while there must be a strong regional organization to implement programs in co-operation with regional federal officers and provincial authorities, and involving local people, there must be also a sound and vigorous central establishment to undertake planning and program formulation on a national basis. At the same time the central structure would be responsible for the implementation of programs where regional organizations are not initially established.

It is proposed that the agencies involved (ADA, ADB, ARDA, DEVCO, PFRA) and the development components of others where necessary (such as Manpower, Indian Affairs and Northern Development) be united under one Minister, a Deputy Minister and two Assistant Deputy Ministers. (Proposed Organization Chart attached)

One Assistant Deputy Minister would be responsible for program planning, formulation, and analysis including both the pre-and post-evaluation of programs. This side of the Department would have a data centre and extensive research facilities available to the planning and operational branches and divisions upon request. In addition, this Assistant Deputy Minister would have the benefit of the advice of Regional Advisors, one to be appointed for each recognized region. In this way, the planning, while being undertaken on a national basis, would reflect regional needs and the regional implications of programs applied nationally. Thus regional priorities would be taken into account on the advice of Regional Advisors. This whole planning unit should be located centrally so that the Regional Advisors would service to counter-balance the parochial zeal of the regional organization and help the planners establish proportionate priorities for federal expenditures. Consequently, the Assistant Deputy Minister of Planning & Programming would be responsible for the development and operation of a departmental budgeting system, for determining priorities, for providing cost-benefit analysis of optional courses of action, and for developing measures of effectiveness for evaluating implemented programs.

The other Assistant Deputy Minister would be responsible for the implementation of programs on both the central and regional basis. His staff would comprise a number of Directors responsible for physical planning and development, industrial and commercial development, natural

resource development, human development, incentives administration, and special projects such as the existing FRED agreements. These Directors would have a two-fold responsibility: (a) to support the regional organizations and (b) to provide, from a central source, regional services in regions where decentralized structures had not yet been established. In addition this Assistant Deputy Minister would be responsible for implementing programs on a regional level through a Director General, one to be appointed for each region as required.

The Director General would have assigned to him, as required and on a task force basis, staff of the operational branches mentioned above. Thus, initially, one member of each branch would be assigned to the D.G.'s staff, additional staff being assigned as required. An Executive Director with comparable staff functions would operate within the region and report to the D.G. In this manner, there could exist centrally a strong focal point for each region where the co-ordination of federal departments could be achieved and where federal programming could be applied consistently. At the same time the Executive Director, located within the region, could translate and apply national programs to the best advantage of his region. Simultaneously he would be expected to research and plan on a regional or sub-regional basis and make the operational needs of his area known to headquarters through the Director General. The Executive Director would have the prime responsibility for co-operating with provincial officials, co-ordinating regional federal officers and involving the public in action projects.

Such a system could be established immediately and provide a concentrated federal effort in the Atlantic Provinces. Additional Directors General and regional structures could then be phased in as deemed advisable.

As additional Directors General are appointed and regional offices established it may be necessary to appoint a third Assistant Deputy Minister to be responsible for regional operations leaving the former Assistant Deputy Minister Operations responsible for the central activities.

A management committee should be formed to consist of the D.M., the two A.D.M.'s and the Director(s) General. It would be within this structure that national policies consistent with regional needs would be formulated.

The organizational chart which has been included outlines the structure of a proposed organization for a new Department of Regional Development. The details of the functions, the interrelationships, lines of authority, and responsibilities follow.

PROPOSED FUNCTIONS AND RESPONSIBILITIES

Given the proposed organization and structure the operational elements of the department may be viewed from three standpoints:

- (1) the general relationship of H.Q. to the regional organization, and,
- (2) the operations and functions of the various branches in H.Q., and,
- (3) the operations and functions of the various divisions in the regional organization.

Relationship of H.Q. to Regional Organization

H.Q., which includes the Minister, would be the final authority on all matters relating to policy and policy changes. It would approve implementation of programs and projects and would make final recommendations to T.B. regarding those of a certain nature or over a certain minimum size. H.Q. would establish the departmental and regional development policy and strategy(ies) in relation to national policy. It would translate national policy and strategy into regional context(s) and recommend priorities.

The department would have an important liaison role, especially where work vital to the department's objectives was being done by other federal or provincial departments or organizations. H.Q. would maintain liaison with senior federal and provincial government elements on such matters as policy, master plans, cost-shared activities, national manpower development, and major infrastructure projects of national significance.

H.Q. would be responsible for preparation of the departmental budget, including the allocation of funds to staff and operations, to programs, regions, and special projects.



It is assumed that provincial governments would share responsibility for the planning, implementation and management of approved projects and that the services of consultants would be used in connection with feasibility studies and investigations.

The allocation of staff between H.Q. and the regional offices will vary according to the degree and nature of federal responsibility and the availability and capability of provincial staff.

The Director General (D.G.) responsibilities would be mainly of a regional nature but as a member of the management team he would share in policy formulation. The D.G.'s staff would comprise members of the H.Q. operational branches assigned as described previously.

The D.G.'s functions would include endorsing plans and ratifying contracts relating to the implementing of programs and projects approved by H.Q. He would implement regional policy and strategy, relating these to provincial policies and regional conditions. He would exercise final authority over the work of all regional staff. He would prepare a regional budget and administer those commitments assigned to his office.

Liaison with senior officials of federal and provincial government departments and with the Executive Director (E.D.) of a Regional Office would be important features of the D.G.'s responsibilities.

#### Operations and Functions of H.Q.

It is proposed that the structure would include the following operational branches:

Planning: planning, data and information collection, and analysis are closely allied and would pervade all levels of the department's work. H.Q. would provide for research into national conditions, national resource inventories, and regional disparities in general. This would involve close liaison with federal and provincial sector departments and research organizations; only

in those cases where sector Departments lacked the necessary information would the actual research be provided for by the Department. This, the Departmental role would be one of evaluating available data and information.

The Planning Branch would translate national targets and goals as determined by, for example, The Economic Council, Department of Manpower, into regional goals, targets and comprehensive balanced development plans in accordance with national norms and policies. It would establish criteria and methods for identifying and measuring disparities and for determining regions, sub-regions and area boundaries.

This branch would standardize, on a national basis, procedures and approaches to development planning. It would translate regional and national trends, forecasts, and projections into national and regional contexts respectively. It would also recommend and assign planning priorities.

Balanced development plans would include the regional integration of specialized programs and measures designed to stimulate job opportunities, to offset the effect of seasonal influences on employment, to increase the level of income, and to raise the standard of living of the region's populace.

General economic studies, and those cutting across divisional functions would be directed by the Planning Branch.

Program Formulation: precise action measures would be identified by the Planning Branch within the total development program for implementation by the operational branches in keeping with overall development priorities. Initially, this would call for a broad range of activities relating to organizational structures and measures, public investment programs, the stimulation of private investment in plant and equipment, and in new industrial technology.

Programs formulated by this branch would be both comprehensive and flexible and based on the conclusions and recommendations arrived at by study and analysis. The programs would reflect regional needs for an investment framework which would provide the greatest contribution to the region's economic development having regard for its economic potentials. This could include investment in human resources, natural resources, plant and equipment, physical services and social capital.

Program Analysis & Evaluation: the economic significance and the suitability of programs and projects to be undertaken, or approved for implementation, would be constantly reviewed by this Branch. When required, modifications would be recommended and evaluated. Major programs would be subject to cost-benefit analysis and appraisal as regards staff requirements or contractual costs.

This branch would evaluate national and regional programs, special projects, incentives, and criteria and would arrange for impact and other evaluation studies of programs and projects during both the formulation and implementation stage.

Data Centre: basic resource, economic and population data, detailed information and statistics required for the establishment of criteria, planning and program formulation and evaluation would be compiled and reported on by this Branch. This branch would complement the functions of the Planning, Program Formulation and Program Analysis and Evaluation Branches as well as providing and maintaining a bank of fundamental information and data.

Special Projects: H.Q. in liaison with the D.G. would exercise administrative control and direction over projects governed by special federal-provincial agreements such as ARDA, FRED, MMRA, or projects which, because of budgetary or other considerations, could not be assigned as the responsibility of a

specific division. Some existing programs and organizations, such as Devco, PFRA, could come within this category.

Incentives Administration: H.Q. would be the final authority on grants, loans, subsidies, and tax-concessions and would control procedures, regulations, and modifications to these. This branch would develop new incentives appropriate to regional circumstances and problems. In establishing the rate of incentive, due consideration should be given to assistance available through other federal and provincial programs.

Physical Planning and Development: this branch would plan for the orderly development of physical facilities to a level commensurate with local needs and potential, and in accordance with national standards. It would establish priorities, undertake feasibility studies, review estimates and plans prepared by regional office, define requirements for engineering, architectural, and like services by the department. This would include contract negotiations, consultations, and liaison with other government departments and with public utilities and services. The division would maintain close liaison with C.M.H.C. in connection with housing and other urban services.

Industrial & Commercial Development, and Natural Resources Development: by means of information and data obtained from relevant sources such as sector departments, these two branches would appraise natural resources and industrial potential, and analyze trends and their implications. They would promote improved productivity, modernization, diversification, and the use of new technology. They would examine and analyze systematically all phases of industrial activity in Canada, paying special attention to the identification of new industrial opportunities.

They would furnish information on new industrial methods and processes and on federal assistance programs for encouraging the use of modern technology, improving the competitive position of Canadian manufacturing industry, and assisting in raising the level of productivity.

Human Development: a key objective of this branch would be the establishment of training programs at various levels to develop a skillful and highly productive labour force. Experience has shown that investment in education and training are vital to the development of many areas at the present time. In numerous slow growth regions of the country, three types of training to fill existing gaps are immediate requirements:

- A program for training and up-grading skills of the general labour force;
- Business advisory services and management training for managers in industry and business;
- Leadership training for those engaged in economic development activities. This involves developing an appreciation of how to identify opportunities for economic development, and how to organize and implement development action programs at the area and regional levels.

In developing proposals to meet these needs the branch would maintain close liaison with the Department of Manpower and assess manpower growth, skill requirements, industrial demand, labour force work patterns, and opportunities. It would analyze national urban-rural adjustment problems and evaluate training and mobility requirements and programs. The branch would define the departments' community development rationale and approach and lay down the guidelines for regional community development programs consistent with national standards.

Operations and Functions of a Regional Office

Administrative control over the operations of the regional office would be exercised by the E.D. In conjunction with the D.G. he would establish the regional operating policy consistent with federal and provincial staff capability. The E.D. would submit master plans for approval by the D.G. after which the E.D. would be responsible for their efficient implementation. This would entail reconciling regional planning with provincial planning where possible, taking into account differences in provincial conditions, their stages of development, and their development planning institutions, procedures, and methods.

The E.D. may be granted limited authority to approve projects and contracts of a certain nature or up to a certain amount. He would also assist in evaluating the impact of regional and provincial criteria and incentives. He would be responsible for preparing the detailed regional budget for review by the D.G. and submission for final approval.

The structure of the regional office would include the following operating divisions:

Research and Planning: planning and research at the regional level would differ only in degree and emphasis from that of the H.Q. Planning Branch.

The division would be responsible for research into regional conditions, characteristics, inventories, capabilities, trends and disparities. It would provide data to H.Q. for analysis and comparison with similar data for other regions across the country. It would relate

targets and goals, suggested by H.Q. to local conditions and capabilities and recommend modifications where necessary.

Regional master plans would be prepared by this division showing the work to be done and who would do it. These master plans would be submitted to the D.G. for review and approval. The division would plan the efficient and orderly implementation of approved projects. It would also have authority to commission research studies commensurate with its planning responsibilities.

Regional Projects: this division would arrange for the implementation and management of regional projects which are of a special nature. Responsibilities would include operational planning, preparing estimates, contractual arrangements, work schedules, financial commitments, and progress reports and reviews. This division would work closely with the Special Projects Division at H.Q.

Casework: this division would process incentive applications to the recommendation stage for submission to H.Q. for approval. It would carry out site and process inspections and other field work connected with incentive administration. The E.D. could have limited authority to approve incentive and similar payments in certain cases.

Physical Planning Services: this division would assess regional needs and requirements, recommend regional priorities and targets, prepare detailed estimates, plans, and schedules. It would carry out location appraisals from the engineering point of view, direct feasibility studies, and assist in the preparation of master plans. It would implement physical planning programs and manage or supervise approved projects. At the working level it would maintain close liaison with the relevant provincial departments, municipalities, and public utility and transportation companies.

Resource and Industrial Development: the scope of this division would extend to primary, secondary, tertiary, and service industries (including recreation and tourism). The division would evaluate the problems and potentials for economic development within the region and its sub-regions in terms of human resources, natural resources, investment capital in place--including industrial and commercial infrastructure, transportation and communication facilities, and such natural and social advantages as may exist.

The division would assist in formulating measures designed to support self-sustaining growth of a region and aid existing industry to attain higher levels of productivity. It would promote the potential of the region and seek out new industries or new products, facilitating their introduction with incentives of various kinds. It would pay special attention to the opportunities or limitations occasioned by new technologies and changing transportation modes and systems.

By investigation or feasibility studies, the division would determine the types of industry or commercial enterprises suited to the locational factors of the region, taking into account the requirements of prospective new industries and businesses for physical services, industrial sites, transportation systems, markets, financing, human and material resources. It would assess training programs and facilities, the status and condition of existing industry, public and private investment, community services and the level of community development, and technical requirements. It would study the special problems of regions where economic activities were disrupted by advances in technology, resource depletion, declining industry, changes in established markets, and would recommend special measures of assistance.



A development service would be provided by the division to assist regions and provinces in: (a) organizing sub-regional development groups to take the initiative and furnish leadership in developing plans and programs at the local level; (b) identifying and evaluating area resources, plant location factors and industrial sites; compiling population and labour force statistics etc., studying the economic base of various areas and appraising the limitations to their economic development; evaluating proposals for enhancing their growth prospects; (c) identifying and promoting resource, industrial, and commercial opportunities; improving the general business climate; preparing brochures and other promotional aids; contacting and servicing companies and individuals investigating local plant sites and other investment opportunities; and (d) identifying and promoting the development of ancillary industries resulting from the establishment of an industrial complex or arising out of existing industrial activities.

The division would serve as a regional focal point and provide information on federal services and assistance available for commercial development. The diligent dissemination of this and related information to provincial and regional authorities and private enterprise would encourage more effective use of measures designed to accomplish the department's objectives.

Social and Community Development: this division would study the characteristics and way of life of the regional and local populations, taking into account population shifts, work, employment, and recreational patterns. In particular, it would assess the region's labour force, in terms of composition and distribution, skills, and training requirements. It would identify the needs for housing and social capital, and implement community action projects involving the local people in the development of economic,

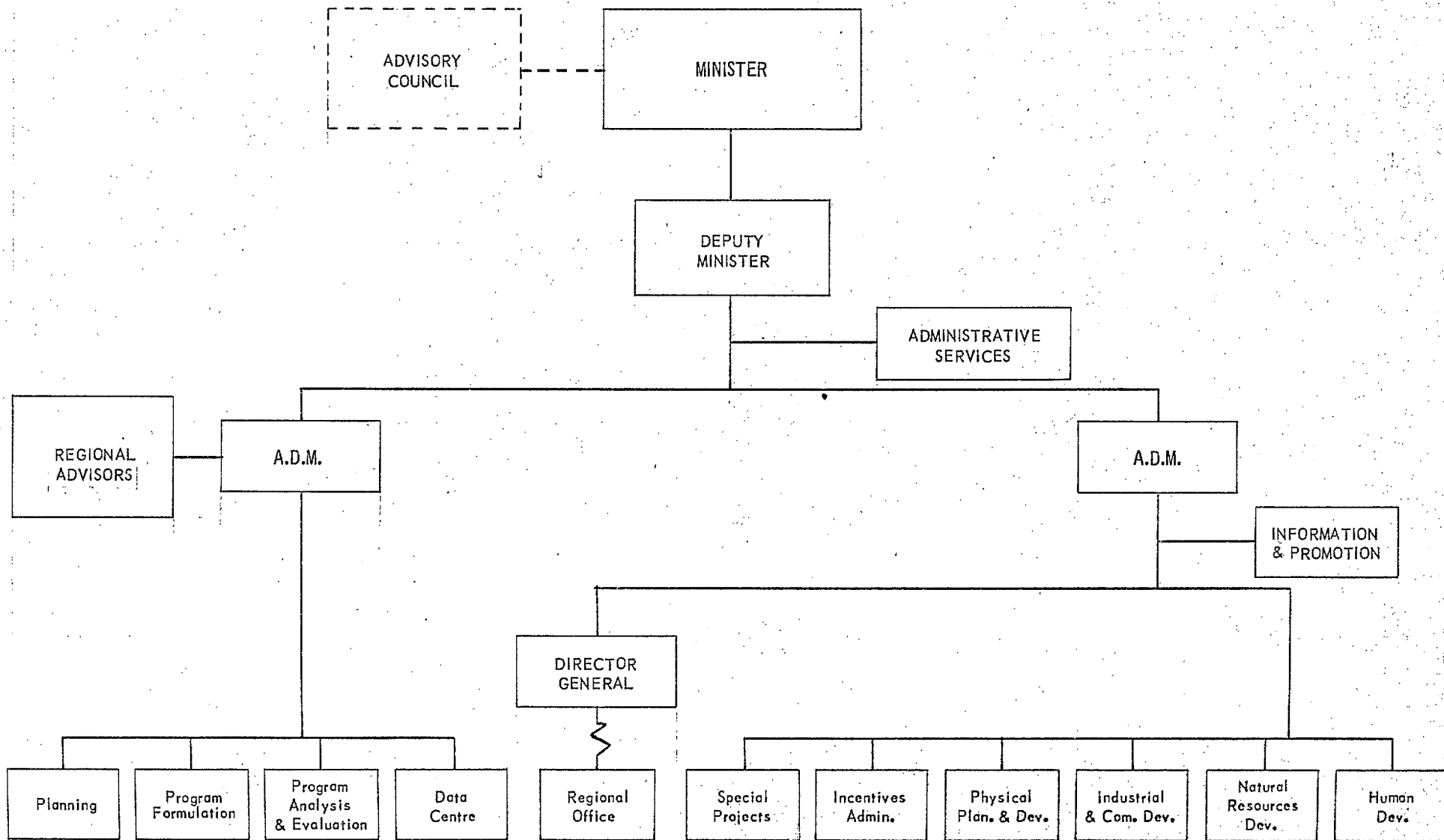
cultural, and recreational activities. In this work the division would maintain close contact with those provincial departments most closely concerned with community and social development and help to resolve differences of approaches and objectives. It would also liaise closely with the Resource & Industrial Development Division in matters connected with industrial development in the various communities.

Working with provincial departments and other organizations this division would be instrumental in enabling local populations to acquire an understanding of their economic circumstances, a better comprehension of the requirements for development, and an appreciation of the role and influence of community action projects in regional development programs. Elucidating the purpose and operation of regional government programs would be an important part of the division's work.

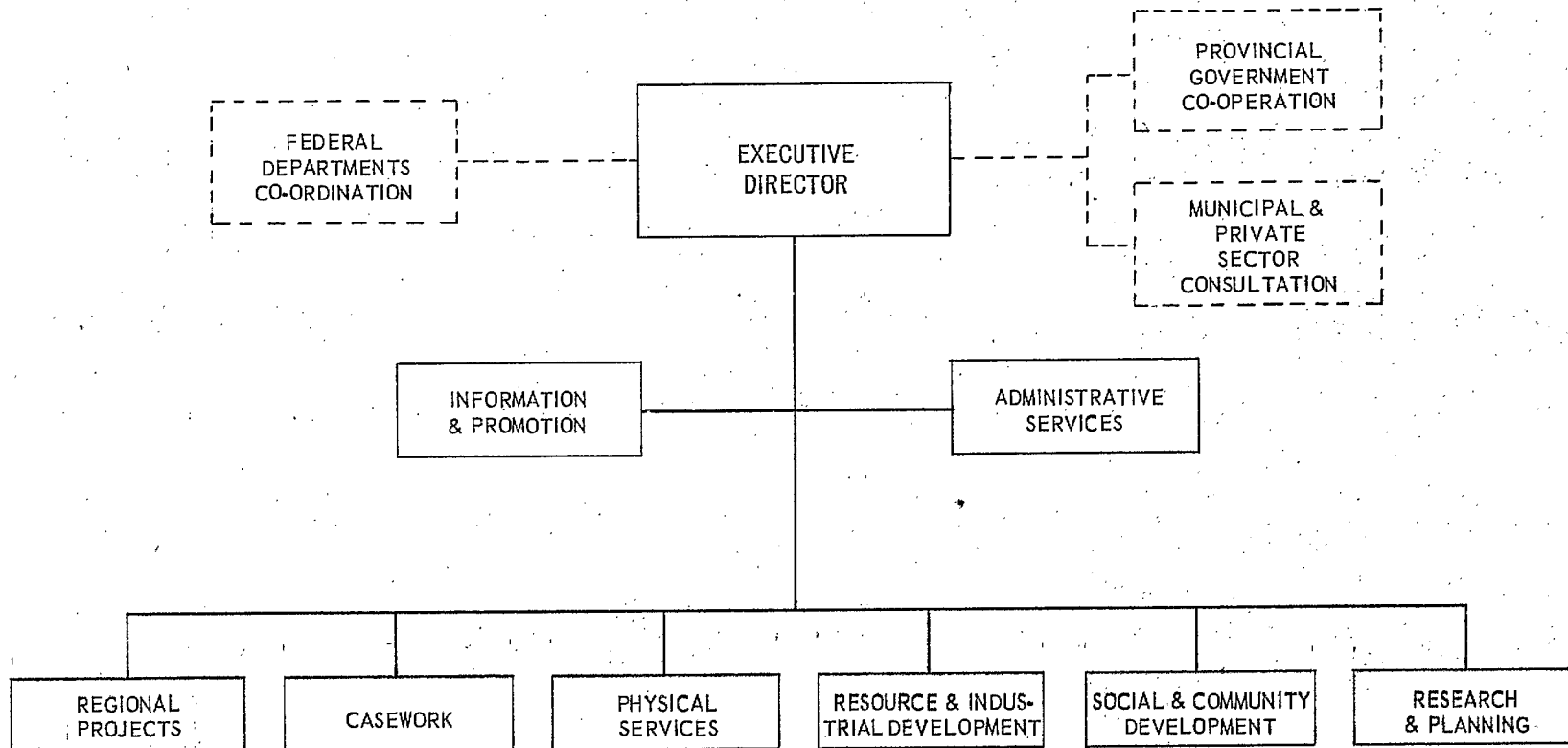
Administrative Services: the work of this unit would be mainly related to personnel matters, office management, administration of local accounts and contracts, and property records.

Information and Promotion: this division would serve as a regional centre for disseminating information to the public -- on all departmental activities; on the work of other departments; on social and technological changes and trends; and on the availability of technical literature.

FOR PLANNING PURPOSES ONLY - JULY 16, 1968  
PROPOSED ORGANIZATION  
DEPARTMENT OF REGIONAL DEVELOPMENT



PROPOSED ORGANIZATION  
REGIONAL OFFICE  
DEPARTMENT OF REGIONAL DEVELOPMENT



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