



# Northern Alberta Métis Project Background

A Collaborative Project between  
Natural Resources Canada, Canadian Forest Service,  
and the Métis Settlements General Council

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# Background

## Issues and Opportunities

It is often said that youth represent the future. Nowhere is this truer than in Aboriginal communities in Canada. By 2005, it is estimated that half of the Aboriginal population will be less than 25 years old. This age group has the potential to have a tremendous impact on communities, serving as the next generation of leaders and professionals. Unfortunately, due to a variety of socioeconomic factors, many Aboriginal youth are not able to develop productive careers.

In addition, Aboriginal leaders are striving to attain self-government for their communities. Economic development, or the ability to generate revenue and employment opportunities, is an integral component of self-government.

Due to the remote location of the majority of Aboriginal communities, there are few opportunities for economic development. Natural resources, and their development, represent one of the few opportunities that are available to these communities for developing viable economies.<sup>1</sup>

To be truly successful, resource-based economies must be predicated on long-term sustainability. Achieving long-term sustainability requires considerable planning and foresight regarding resource development and management.

The efforts of Aboriginal communities to develop sustainable resources on a commercial/industrial scale have been hampered by several factors including access to relevant science and technology information, and a shortage of community people skilled in natural resource science and management.

## Access to Science and Technology Information

Science and technology information is the cornerstone of sustainable resource management on a commercial scale.<sup>2</sup> Resource managers use it as a basis for their management decisions and it will continue to play a pivotal role in resource management.<sup>3</sup> Communities wishing to be efficient, competent, and profitable stewards of the land must ultimately embrace it to be successful.

<sup>1</sup> In this context, economies that are based on natural resources are considered to be resource-based, or resource dependent.

<sup>2</sup> This is in contrast to traditional ecological knowledge, which formed the basis for decision making within Aboriginal communities, largely on a pre-commercial scale. The full contribution of traditional ecological knowledge to resource management on a commercial scale is yet to be realized.

<sup>3</sup> New technologies that have emerged in the last 20 years have increased harvesting capacity, changed consumption patterns, and altered the manner in which resources are managed. Some examples include mechanized harvesters in the forest industry, computerized sawmills that can process smaller diameter logs, and using satellite technology to create digital maps of resources.

Transferring relevant science and technology information to Aboriginal communities has posed a distinct challenge for research and resource-based organizations for several reasons, not the least of which is the diversity of the communities.

In addition to the approximately 2300 First Nation communities in Canada, there are also numerous Métis, Inuit, Innu, and nonstatus communities. Collectively, these communities have interests in all of the resource-based sectors of the economy, including forestry, energy (i.e. oil and gas, wind, solar, hydroelectric, and bioenergy), mining, agriculture, hunting and trapping, fishing, and tourism.

Within the diverse environment that Aboriginal communities are located, the needs, interests, capacities, and aspirations of Aboriginal peoples vary tremendously from community to community. For their part, research organizations conduct studies that tend to be broad in focus or do not incorporate the interests and priorities of Aboriginal communities.<sup>4</sup> Also, the studies are not distributed effectively to these communities.

Aboriginal communities often have limited access to reliable sources of information.<sup>5</sup> Once a source of information has been found, the capacity of many Aboriginal communities to distill relevant information from broad, science-based publications is generally limited.

Accordingly, due to their own unique situations and circumstances, Aboriginal communities feel a need to be addressed on a one-to-one basis by research organizations. Information provided to Aboriginal communities that includes other interests tends to be overlooked.

## Developing a Skilled and Diverse Workforce

Effective resource management requires a skilled and diverse workforce. As Aboriginal communities gain access to an expanded land base (i.e. through land claims and other mechanisms), the need for Aboriginal people trained in natural resources will also expand.

At present, Aboriginal people with postsecondary training in resource management are rare. According to estimates derived by Parsons and Prest (2003), there are only 17 Registered Professional Foresters of Aboriginal descent in Canada. In contrast, 80% of First Nation communities (i.e. 1800) are located within the forest belt;<sup>6</sup> therefore, more skill development within Aboriginal communities is required.

<sup>4</sup> For instance, very little research is directed toward understanding the impact of commercial timber harvesting on the harvest and regeneration of nontimber forest products used by Aboriginal people.

<sup>5</sup> Very few organizations that produce scientific publications include Aboriginal communities on their distribution list. Also, Aboriginal communities are often hindered in their efforts to use the Internet due to poor telecommunication services in their area.

<sup>6</sup> First Nation Forestry Program: Five Years in Review 1996/97–2000/01, 2001, p. 1.

This situation is not likely to change in the foreseeable future as few Aboriginal youth are entering into the appropriate programming at the postsecondary level. The 1996/1997 census data (most recent data available) indicate that less than 0.2% of Aboriginal students enrolled at the postsecondary level are studying natural sciences. As a result, it is unlikely that communities will develop resource-based skills without considerable intervention on the part of Aboriginal communities, government, industry, academia, and others.

## A Possible Solution

The issues pertaining to Aboriginal participation in natural resources have been highlighted in several prominent initiatives including the National Forest Science and Technology Course of Action 1998–2003 produced by the Forest Science and Technology Working Group for the Canadian Council of Forest Ministers (1998), and the Royal Commission on Aboriginal Peoples report (1996).<sup>7</sup>

However, developing an approach that is practical, effective, and acceptable to Aboriginal and rural communities has been problematic. Recognizing this, in 1998 the Canadian Forest Service conducted an informal survey of approximately 75 Aboriginal communities across Canada. The objective of this survey was to determine, through consultation, the needs and aspirations of Aboriginal people regarding forest research.

The results of this survey were remarkably consistent throughout Canada, and may be summarized by the following points:

- Aboriginal communities recognize the value of science (research);
- research organizations are not effective in disseminating their work to Aboriginal communities; many Aboriginal communities are unfamiliar with organizations that conduct research;
- there is a desire to participate in future work, especially involving youth; and
- a collaborative approach to information sharing and skill development was suggested.

Using these points as the basis for a model, the Nicola Valley Project was initiated in the interior of British Columbia. This project focused on forestry and enjoyed some success. The next challenge was to expand this approach to include other resource sectors. Through their land base, the Métis Settlements have diverse interests in natural resources.

As a result of 1990 provincial legislation, the Métis Settlements gained political jurisdiction and governance of substantial territories and natural resources. Prior discussions

with these communities have revealed that resources and resource management are a priority for Métis in this region. Managing natural resources on the Settlement lands could strengthen economic diversification for these communities. However, the same challenges remain and have been acknowledged by the Métis people. The lack of a skilled and trained labor force was recognized in a recent report commissioned by the Métis Settlements General Council as one of the biggest barriers to economic development on the Métis Settlements.<sup>8</sup>

Recognizing that a collaborative approach would be required to address these issues, representatives from the Métis Settlements General Council and the Canadian Forest Service met in 2001 to discuss how the two organizations could work together. The Northern Alberta Métis Project was conceived based on these discussions.

The purpose of this document is to describe the elements of the initiative, highlight the impacts of the Northern Alberta Métis Project, and discuss the lessons that were learned through the initiative's implementation.

As part of the analysis, the implications of communications, fund-raising, and fiscal management are also discussed, along with an estimate of the overall effectiveness of the initiative.

## Description of Principal Players

### Canadian Forest Service

The Canadian Forest Service (CFS) is a federal agency within the Department of Natural Resources whose mandate is to promote the sustainable development of Canada's forests and the competitiveness of the Canadian forest sector for the well-being of present and future generations of Canadians. Science and technology play a key role in this mandate. The CFS is the largest forest research organization in Canada, pioneering innovative research in diverse subjects such as fire management, climate change, alternative harvesting techniques, and monitoring invasive insect species.

Understanding the needs of Canadians is a cornerstone of the CFS mandate. Initiatives such as the National Forest Strategy provide clear direction regarding the critical information needs of the forest sector and forest communities. Although the CFS Science and Technology Program is national, it also addresses the specific needs of its regional clients through five research centers located in Victoria, British Columbia; Edmonton, Alberta; Sault Ste. Marie, Ontario; Sainte-Foy, Québec; and Fredericton, New Brunswick.

<sup>7</sup> For more information, see [http://www.nrcan-mcan.gc.ca/cfs-scf/science/courseofaction/index\\_e.html](http://www.nrcan-mcan.gc.ca/cfs-scf/science/courseofaction/index_e.html) and [http://www.ainc-inac.gc.ca/ch/rcap/rpt/index\\_e.html](http://www.ainc-inac.gc.ca/ch/rcap/rpt/index_e.html).

<sup>8</sup> Métis Settlements Economic Viability Strategy, EVS Final Report 2000, 2000, p. 40.

In addition to conducting research, the CFS also works with industry, other levels of government, and Aboriginal communities to promote the sustainable development of the forest resource through initiatives like the First Nations Forestry Program, and the Model Forest Program. For more information regarding the CFS and its associated programs and initiatives, refer to the Web sites listed in Table 1.

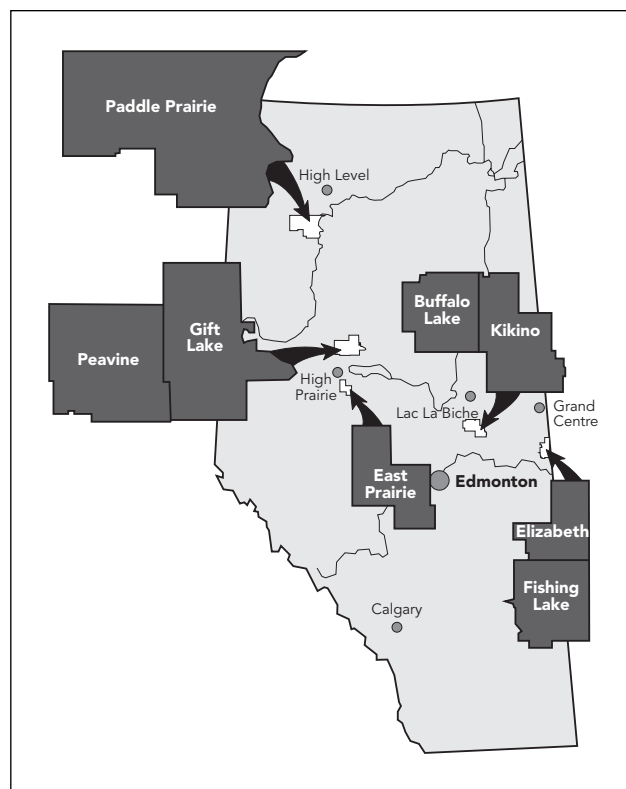
## Métis Settlements General Council and the Settlements

The Métis Settlements General Council (or General Council) is a political organization whose mandate is to address issues that affect the collective interests of the eight Métis Settlements. It was established as a corporation under the Métis Settlements Act in 1990. The General Council comprises 40 elected councillors from the eight Métis Settlements plus four executive members who are elected by the Settlement councillors. The executive members manage and maintain a government-to-government relationship with the provincial and federal governments.

The General Council has authority to enact laws concerning membership, hunting, fishing, trapping, timber and other matters relating to land, such as oil and gas development. The General Council may enact laws (i.e. General Council Policies) that are binding on the General Council and every Settlement. These laws are equal in stature to other provincial laws. It also has an administrative body that has several departments including General Council Administration, Strategic Training Initiatives (Education and Training), and the Centre for Tripartite Negotiations (federal–provincial negotiations). The General Council owns three companies: Métis Settlements Oil & Gas Corporation, Settlement Investment Corporation, and Settlement Sooniya Corporation. The General Council also manages collective funds, such as the Future Fund; holds all Settlements lands collectively under letters patent; has established a contribution framework and own source revenue arrangements; and is responsible for the political representation of the Settlements, both at home and abroad.

The Settlements were established by the Alberta Government through the Métis Settlements Act of 1990. They consist of eight distinct geographic areas in northern Alberta (see Figure 1), with an amalgamated land base of 5060 km<sup>2</sup>. Each Settlement has its own diverse economy but all eight are bound by culture, history, and provincial legislation. The Métis Settlements are distinct from other Métis organizations in Canada due to their land base. The main industries on the Settlements are oil and gas, forestry, agriculture, transportation, wild game ranching, and tourism.

Funding for the General Council and the Settlement governments comes from two principal sources: resource revenue



**Figure 1.** The eight Métis Settlements in Alberta.

(mainly from oil and gas royalties, and timber license agreements), and the Métis Settlements Act.<sup>9</sup> Funding from the act expires in 2007, with reductions in base funding phased in over five years, beginning in the 2001/2002 fiscal year. Some of the Settlements offset their operating costs through contribution fees and rents.

The total population living on the Settlements ranges from 5000 to 6500 residents depending on the movement of the Métis people, which occurs mainly for employment reasons. The majority of people living on the Settlements are Métis; however, a small number of First Nations and non-Aboriginal people also reside within these communities.

Within the Métis population on Settlement, there are two groups: Métis listed on the Settlement registry, and Métis associated with the Métis Nation of Alberta. Membership in either group does not preclude belonging to the other. In fact, several Métis living on Settlement are registered with both groups.

A description of the Settlements participating in the Northern Alberta Métis Project follows in the next section, with a relative comparison provided in Table 2. Within the context

<sup>9</sup> The Métis Settlements Act is an agreement between the General Council and the province of Alberta, designed to ensure long-term self-sufficiency and sustainability of the Métis Settlements through a secured land base, and strong and effective local and central governance. The act is a 17-year agreement, initiated in 1990 and set to expire in 2007.

of the initiative, the Settlements are grouped into three regions: eastern, central, and northern. For more information regarding the Métis Settlements and General Council, refer to <http://www.metis-settlements.org>.

## Elements of Northern Alberta Métis Project

### Consultation and Planning

#### Description of Activities

During the consultation and planning phase of the initiative, several rounds of meetings occurred both with the Settlements and with potential industry and government partners. Whenever possible, background material was sent before meetings, and electronic and/or faxed updates were provided to the Settlements and other partners as new developments occurred.

In February 2001, representatives from the CFS Science Branch, Client Relations, Ottawa, and the General Council, Centre for Tripartite Negotiations and the Economic Viability Study Unit met in Edmonton to discuss possible mechanisms for developing the capacity to manage resources within the Métis Settlements. Three mechanisms for capacity building that could be applied to the Settlements were proposed. Each mechanism focused on youth and had its own inherent advantages and disadvantages (see Table 3).<sup>10</sup> Proposed mechanisms included (1) matching youth to resource-based organizations operating in and around the target communities. Youth participants would train and work within the Settlements as field assistants to resource professionals working in areas of interest to the communities. (2) Applying youth to resource-based community projects identified as a priority by the Settlements to enable them to develop new skills while developing a product of value to the community. (3) Matching youth to resource-based organizations operating outside the target communities. Youth participants would acquire a variety of skills including life skills associated with living away from home.

It was determined that both parties were interested in working together to build the capacity to manage resources within the Métis Settlements and that they would work as equal partners at every stage of the initiative.

A Letter of Intent was issued by the General Council Executive expressing an interest in collaborating. Then representatives from General Council Administration and the CFS were appointed and empowered to serve as project leaders. It was

agreed that the salaries, travel, and other related expenses of the project leaders would be supported independently from project funds to maximize the project's investment and subsequent impact on the Métis Settlements.

The potential mechanisms for building the capacity to manage resources were then presented to seven of the eight Métis Settlements. Audiences participating in these meetings ranged from Economic Development Officers to members of the Settlement councils. In general, the Settlements endorsed the broad concept presented, stating that they were pleased with the initiative shown by the federal government, as well as the prospect of developing resource professionals within their community.

When presented with the three mechanisms for capacity building, the Settlements almost universally rejected the idea of sending youth to work with organizations outside of the community. This decision was based on two factors: first, a recognition that this approach produces the least benefit for the communities; and second, it was feared that the challenges of living away from home would compromise the ability of the Settlement youth to benefit from the program.

At the same time that discussions were occurring with the Settlements, exploratory discussions were also held with potential government and industry partners. The proposed initiative was generally well received by these groups. Discussions with potential industry and government partners revealed that there are few resource-based organizations operating in and around the communities that would be suitable for providing training and work-related opportunities for youth.

The concept of resource-based community projects was identified as the mechanism most suited to the circumstances and needs of the Settlements. The next challenge was to identify projects that could be applied to the Settlements.

Digital mapping using Geographic Information Systems (GIS) and Global Positioning Systems (GPS) technology was one area discussed. The value of this technology to the Métis Settlements was recently identified in the Métis Settlements Economic Viability Strategy, Final Report 2000. This report makes two key statements in relation to digital mapping and resource planning.

First, it was recognized that "good land use planning will be necessary to obtain the maximum potential from the land."<sup>11</sup> At the same time, limited planning expertise was recognized as one of the biggest barriers to economic development on the Métis Settlements.<sup>12</sup>

<sup>10</sup> These approaches are not mutually exclusive. In fact, a combination of the approaches, in a longer term initiative, would provide a seamless approach to motivating youth, developing new skills, and creating employment and resource management tools within the target community.

<sup>11</sup> Métis Settlements Economic Viability Strategy (MSEVS), EVS Final Report 2000, 2000, p. 41.

<sup>12</sup> MSEVS, 2000, p. 40.



Second, the report states that “in spite of limitations such as cost, technical capacity, and information requirements, GIS implementation should be a long-term goal for the Métis.” Also, the Métis should “get community support for GIS as soon as possible, and establish external funding partnerships.”<sup>13</sup>

Similar recommendations are made in the Traditional Land Use Study: *He Taught Them to Value the Land*, a report to General Council. This document discusses the value of GIS/GPS to the Settlements: “because the Settlements have not fully mapped their interests in the land, it puts them at a disadvantage in planning and negotiations with government and industry”<sup>14</sup>; and “addressing the legacy of surface disturbances from poorly managed industrial development is one of the most important issues facing the Métis Settlements...as most of these issues have not been identified and responsibly addressed.”<sup>15</sup>

Several Settlements have contracted for GIS/GPS work on their territories. Unfortunately, this work did little to build capacity within these communities to independently engage in their own projects. It was thought that a comprehensive, coordinated, and collaborative approach to capacity building might be more effective in achieving the goal stated in the Economic Viability Strategy.

From March to September 2001, the initiative shifted focus, with proposals submitted to potential funding agencies, and ongoing discussions with the regional partners regarding the role that these organizations would play. In October 2001, several of the proposals that had been submitted on behalf of the initiative were approved.

During that seven-month interval, significant change occurred in the General Council Executive and Administration. A new executive had been elected, and staff who had participated in the preliminary discussions were no longer working at General Council. The same was also true for administrative staff on the Settlements.

In November 2001, a meeting was held in Ottawa with the new executive, and the concept of resource-based community projects was presented and ratified by the executive, with a new intent to collaborate issued.

The executive appointed a project leader to represent its interests, and in-depth discussions between the two project leaders occurred in December 2001. From these discussions, the objectives and methodology for the Northern Alberta Métis Project were formulated.

The principal objectives of the Northern Alberta Métis Project are

1. to determine the science and technology information needs and priorities of the Métis Settlements regarding natural resources;
2. to address the immediate needs of the Métis Settlements by transferring relevant science and technology information to these communities; and
3. to increase the capacity of the Métis Settlements to sustainably manage their natural resources by developing new skills.

These objectives would be accomplished through a four-step process that included

1. a series of Needs Analysis Workshops to determine the community's science and technology information needs regarding natural resources;
2. a series of community driven GIS and GPS projects, using Settlement youth as the principal field agents;
3. a series of Resource Science Symposia in which the priorities identified by the community in the Needs Analysis Workshops are addressed; and
4. an Overall Evaluation (the subject of this document) to determine the effectiveness of the initiative.

This process was later amended, at the request of the participating Settlements, to include two Economic Development Fora and a second round of training directed toward Settlement staff. The timeline developed for implementing the various phases and components of the initiative is provided in Table 4.

In January 2002, information sessions were held with the Settlements to generate awareness and support for the initiative within the Settlements, and to discuss the initiative's objectives and methodology.

At the same time, the project leaders presented the project concept to members of the General Council Governance Settlement Advisory Committee (Governance SAC) in High Prairie, Alberta. In addition to generating awareness of the initiative, this meeting was intended to assist the Settlements with preparations required to fully benefit from the initiative.

In the information sessions and the Governance SAC meeting, each community participating in the initiative was asked to

1. appoint a representative to work with the project leaders on implementing the initiative,
2. allocate financial resources for supervision of youth while working on Settlement, and
3. allocate the infrastructure (office space, computers, vehicles) required by youth while working on Settlement.

<sup>13</sup> MSEVS, 2000, p. 15.

<sup>14</sup> Ecoplan International, 1999, p. 8.

<sup>15</sup> Ecoplan International, 1999, p. vii.

Shortly after this round of meetings, it was determined that six of the eight Settlements would be participating in the initiative.<sup>16</sup> Ongoing discussions occurred with the six participating Settlements, and dialogue continued with the two Settlements not participating in the initiative to allow them the opportunity to reconsider their decision.

In March 2002, Settlements participating in the initiative sent representatives to the Needs Analysis Workshops in which potential GIS/GPS projects were identified for each community. An expert analysis of the potential projects, conducted by representatives from the Sustainable Communities Initiative, was presented to the Settlements in April 2002, with the ultimate project selection made by the Settlement councils and/or administration. Preparations related to implementing the Settlement projects then began on a community-by-community basis until the projects started in July 2002.

## Discussion

Consultation and Planning was one of the more challenging aspects of the Northern Alberta Métis Project. However, it was also very important, laying the foundation for the entire initiative.

Relationships played a pivotal role in consultation and planning. Two relationships in particular were key, namely the relationship between the two lead organizations, and the relationship between the project leaders and Settlement administration.

### *Relationship between Two Lead Organizations*

An equal partnership between the CFS and the General Council was extremely effective regarding decision making. By appointing representatives, both parties ensured that the concerns of their respective communities were heard and addressed.

Empowerment of the project leaders is critical in developing the initiative, and in the project's day-to-day management. The time and energy required by the two representatives throughout the course of the initiative were at times considerable. Where it is mutually acceptable to both parties, and appropriate to the circumstances of the project, the roles of the project leaders should be clearly defined and demarcated to emphasize the strengths and respect the possible limitations of the individuals involved.

For the General Council representative, the primary limitation was time. While the initiative was being implemented, this individual also acted in several different roles including Executive Assistant to the President, and Research and Project

Coordinator for the Tripartite unit. Occasionally, it was difficult for this person to address both responsibilities at the same time. In the future, it is imperative that the representative acting on behalf of the community be allocated sufficient resources to fulfill his or her role in the initiative.

### *Relationship between Project Leaders and Settlement Administration*

Once a representative was identified by each Settlement, the task of developing and implementing the initiative began in earnest. In every case, the community representative was a member of the Settlement administration. These individuals played a key role in the Northern Alberta Métis Project, providing essential on-the-ground delivery throughout its implementation.

### *Effectiveness of Consultation and Planning*

An estimate of the effectiveness of this phase of the initiative varies with the indicator measured, and the individual queried. In general, those communities that were planning to engage in the GIS/GPS activities before the Northern Alberta Métis Project had relatively few difficulties with the consultation and planning process. Conversely, those communities that had not previously considered these activities had several difficulties with the process.<sup>17</sup>

Overall, the majority of the individuals surveyed believe that meaningful consultations occurred with the Settlements (see Table 5). However, this phase of the initiative faced some real challenges, with fewer than half of the respondents stating that the Settlements played a pivotal role in the development of the initiative.

Ultimately, the effectiveness of the consultation and planning phase of the Northern Alberta Métis Project was affected by six factors. First, the time frame was too short for this phase of the initiative. Complex projects require extensive consultation and planning, especially when the target communities have diverse interests and are separated by several hundred kilometres. Certainly more time would have been beneficial, as it would have allowed the communities and potential partners to develop an awareness and a comfort level for participating in the initiative.

Second, the Settlements experienced considerable and frequent turnover in personnel at the administrative and political levels. For example, between February 2001 and June 2003 there were significant changes to the General Council Executive on three separate occasions. These changes in personnel reduce the corporate memory of the Settlements considerably. Under these conditions, when the project leaders engaged in the information sessions in

<sup>16</sup> Participating in the youth training and community project phase of the initiative are Buffalo Lake, East Prairie, Elizabeth, Fishing Lake, Gift Lake, and Paddle Prairie Métis Settlements. Kikino and Peavine Métis Settlements did not participate in these phases of the initiative.

<sup>17</sup> The Sustainable Communities Initiative (SCI), which works with communities to build GIS and GPS capacity, has made a similar observation (personal communication, Tim West, SCI).

January 2002, they were essentially presenting the project to a completely new audience, as there were very few individuals left in the Settlements who had participated in the first round of consultations. Changes in personnel also frequently result in different priorities. In terms of project management, there is no guarantee that an initiative supported by the previous council and/or administration will be endorsed and supported by their successors.

Third, the nature of the consultation was not entirely acceptable to the Métis Settlements. In February 2001, the Settlements were presented with a basic model pertaining to building resource-based capacity and asked whether it could be applied to their communities. After considerable discussion, the majority of the Settlements agreed that the model could be applied to their community. However, several communities and key individuals participating in the initiative objected to the fact that the Settlements were not given a more active role in shaping the objectives and the methodology used by the initiative. These objections occurred despite the fact that the goals of the initiative echoed earlier recommendations made in the Economic Viability Strategy and other studies.

Unfortunately, the issues raised during this phase of the initiative affected subsequent phases. When speaking with potential community partners in the future, it is essential that the community understand that it is a model that is being presented, and that this model, as broad and flexible as it is, will affect the consultation and planning process.

Fourth, the partnership between the CFS and the General Council inadvertently created two levels of project management and implementation. After consulting with the Settlements and other partners, the project leaders created a broad framework for the initiative, engaged in collective fundraising, and implemented the project at a "global" level. At the same time, on-the-ground implementation of the project was provided by the community representatives. As pointed out by one of the individuals surveyed, "General Council does not do direct delivery of programs and services in the Community." The fact that General Council and the federal government appeared to be delivering services at the community level created some issues for the initiative.

Once again, these issues carried over to subsequent phases of the initiative. In the future, individuals offering this type of service to Aboriginal communities must be more aware of the jurisdictional responsibilities that result from the relationship between the member communities and their central government. In this instance, the consultation would probably have been more effective if greater resources had been allocated to up-front discussions at the Settlements level.

Fifth, there was an abrupt transition between planning by the project leaders and planning required by the community

representatives. Up to and including the youth training phase of the Northern Alberta Métis Project, the majority of the project planning was conducted by the project leaders. The next phase of the initiative required considerable planning at the community level. Although some support was provided, several Settlements did not engage in the necessary planning. In the future, the project leaders must have a continuous dialogue with the communities participating in the initiative to ensure that the necessary preparations occur, and to facilitate solutions to potential difficulties.

Finally, the initiative had limited success in gaining the attention of the Settlement council(s). Any initiative conducted within Aboriginal communities must have the full political support of council, because only council can authorize significant budget expenditures and empower administration to act on its behalf to implement community initiatives.

The Northern Alberta Métis Project was able to proceed because it was endorsed by the General Council Executive. However, from the outset, the initiative struggled to meet and win the support of the individual Settlement councils. Attempts to meet on Settlement with the individual Settlement councils met with limited success,<sup>18</sup> which presented two major challenges for the initiative.

First, the project leaders were unable to explain to the councils the objectives and methodology of the initiative, as well as the potential applications of GIS/GPS technology. As a result, several Settlement councils did not fully understand the initiative or its potential (see Appendix 1.22, Response xviii, and comments Appendix 3). In a year when each Settlement had a 20% reduction in its operating budgets, what is the likelihood that any community would invest in something that it does not understand and is potentially very expensive?

Second, the project leaders were unable to secure an endorsement for the initiative and a commitment from several Settlements at the political level. This meant that administrators who were interested in the initiative were hindered in their ability to implement the project, and preparations, especially those related to securing funds for supervision, necessary equipment, and infrastructure, were difficult.

There were situations where the initiative could have benefited from political support. Ultimately, the impact of not meeting with the Settlement councils can be summarized by one statistic. During the consultation and planning stage of the initiative, every Settlement except East Prairie said at some point in the discussions that it would not be participating. For Kikino and Peavine, the decision not to participate

<sup>18</sup> Councils are very busy dealing with issues of governance. Due to the centralized structure of the General Council, individual Settlement councils are required to meet frequently and sometimes unexpectedly in Edmonton. On several occasions, meetings were scheduled with individual Settlement councils but council members were called away to meet with General Council or other organizations.

in the training and community projects phases became irrevocable. Peavine indicated an interest in participating during the late stages of planning the youth training and community projects component; unfortunately, circumstances did not allow it to participate at that point. Kikino and Peavine participated in the final phase of the initiative when staff from all the Settlements were trained in GIS and GPS.

East Prairie council and administration took every opportunity to meet with the project leaders, endorsed the initiative, and empowered its administrators to make the preparations required to participate.

In most instances, it will not be possible to meet with council consistently. Recognizing this, future initiatives should take every opportunity to give presentations in the target community, whether it be to the general public, or at the political and administrative levels. In this way, information regarding future initiatives can be disseminated, and support built within the target community. These presentations and/or meetings should occur regularly during the consultation, planning, and implementation phases of the initiative.

Even failed attempts to meet council on Settlement were beneficial. Visiting the Settlements before the initiative was an important step in establishing relationships with key staff from the administration, and in allowing the project leaders, especially the federal government representative, to get to know some of the prevalent issues and personalities in the communities.

Within the broad framework developed for the initiative, every organization that participated influenced its directions and outcomes (see Table 6). Consequently, each Settlement weighed the advantages and disadvantages of the approach offered by the initiative. Despite the challenges associated with the consultation and planning phase, six of eight communities decided to participate. Using success indicators developed by the initiative's key participants, the initiative appears to have been successful in this regard.

## Principal Lessons Learned

Three lessons were clearly demonstrated by this phase of the initiative. First, to be effective, complex projects with numerous partners require extensive consultation and thorough planning. The Northern Alberta Métis Project required the allocation of considerable time and resources. When sufficient time and resources are not allocated for consultation and planning, difficulties are inevitable.

Second, to generate and maintain broad support for a community-based initiative, it is necessary to present the concept to as many fora within the target community as possible. These presentations and/or meetings must occur regularly during all phases of the initiative. Finally, without broad-based and informed support within the community,

particularly at the administrative and political levels, an initiative is likely to encounter difficulties in implementation.

## Needs Analysis Workshops

### Description of Activities

In March 2002, three separate Needs Analysis Workshops were held in Paddle Prairie, High Prairie, and St. Paul, Alberta. The objective of these events was to determine the resource science and technology information needs and priorities of the Métis Settlements.

The March workshops used a mechanism similar to the methodology of a previous initiative. To ensure that the methodology was relevant to the needs of the Settlements, representatives from each community reviewed the proposed mechanism before the events.

Invitations to participate in the Needs Analysis Workshops were issued by the project leaders and community representatives to Settlement members and representatives from various government departments, industry, and academia. Background material pertaining to the initiative was distributed to the Settlements before the events, along with a list of potential resource topics.

A total of 46 individuals representing six Métis Settlements, General Council, industry, government, and academia participated in the three events. Attendance by key groups at the Needs Analysis Workshops is shown in Table 7.

Participants attending these events were divided into small groups, and each group was tasked with identifying the relevant resource science needs for its community, and potential community projects using GPS and GIS technology.



Tim West, Natural Resources Canada, Sustainable Communities Initiative, facilitating the Needs Analysis Workshop at St. Paul, Alberta.

At the conclusion of each event, participants were asked to complete an evaluation, and to provide comments regarding the workshop process.

Regarding the resource needs of the Métis Settlements, participants at the three workshops identified similar priorities, with differences occurring primarily as a result of the unique geographic location, resource involvement, and experience of each community. Generally, the resource priorities identified by the Settlements relate to forestry, environment, oil and gas, agriculture, water, and hunting and gathering.

Regarding the GPS/GIS community projects, the Métis Settlements participating at the workshops identified several potential activities and ranked them according to priority. At each of the meetings, it became clear that the participants had concerns regarding the status of resource management on the Settlements. Therefore, a high priority was the development of a land use or management plan. Other priority areas included forest inventories, water management, an inventory of oil and gas infrastructure, fish and wildlife inventories, and road and infrastructure mapping.

A report detailing the results of the Needs Analysis Workshops was prepared (see List of Associated Documents) and distributed to community members during the Resource Science Symposium.

## Discussion

When considering the effectiveness of this component of the Northern Alberta Métis Project, three aspects warrant discussion, namely participation by community members, effectiveness of the workshop model, and subsequent involvement of workshop participants in the initiative.

### *Participation by Community Members*

Several workshop participants observed that there were too few Settlement members participating in the Needs Analysis Workshops. Low community turnout is of potential concern because if the sample size is too small, an event is unlikely to capture the community's priorities, and therefore the results become questionable. Also, community issues must drive the agenda.

Ultimately, the key to successful community-based workshops is to ensure that knowledgeable individuals who represent their community attend and participate. However, it is exceedingly difficult to persuade community members to attend such events.<sup>19</sup> Quite often, the individuals who have the most to contribute are too busy to participate. Fortuitous timing of the event, along with adequate notice and an explanation

of the objectives and methodology, can help to overcome this challenge. Unfortunately, in general, the project leaders and the community representatives were unsuccessful in providing notice of the events to community members. Only 55% of the participants, 16 of 29, knew the objectives of the initiative or the Needs Analysis Workshops before the events (see Table 8). In fact, many of the participants attending the workshops stated that they were given only one-day's notice that an event was occurring in their area. As one might expect, some communities were better than others at providing notice to their membership.

Timing for the Needs Analysis Workshops could also have been improved. Late March coincides with the conclusion of forest harvesting activities, the conclusion of the majority of oil and gas activities, and the start of the commercial fishing season. If the events had been held two to three weeks later in the year, perhaps more individuals from these resource sectors would have participated. The intent of holding the Needs Analysis Workshops in March was to ensure that subsequent components of the initiative coincided with the availability of training facilities and the peak field season for the community projects.

Despite the lack of adequate notice, and the relatively poor timing of the workshops, the events in March identified a wide range of resource issues relevant to the Métis Settlements. Although there were few participants, they were quite knowledgeable. Three-quarters of them, 21 of 28, were not surprised at the extent of resource-based activities occurring within the Métis Settlements. In fact, several were adamant that they were capable of identifying the interests of their community. In one sense, it appears that the initiative was lucky in that many of the workshop participants were retired or semiretired individuals who were quite knowledgeable about natural resources and their community.

### *Effectiveness of Workshop Model*

The response to the Needs Analysis Workshops was quite positive. Ninety-three percent of the participants, 27 of 29, believed that the events accomplished something, while 86%, 25 of 29, rated the events from good to excellent. This view was shared by the majority of the initiative's key participants (see Table 9).

In addition to rating the events, participants were also asked to provide comments. Some of the workshop participants believed that these events would provide direction to Settlement Council, and ultimately improve resource management on the Settlements. Several participants stated that they welcomed the opportunity to network with other Settlements,<sup>20</sup> government, academia, and industry.

<sup>19</sup> When the Settlements commissioned Ecoplan International to develop a traditional land use study, Ecoplan International reported that several events planned with Settlement staff had to be rescheduled because no one from the community attended (Ecoplan International, 1999, p. 4).

<sup>20</sup> It was suggested at one of the events that there are presently few opportunities for the Settlement membership and administration to exchange ideas between communities.

There were two concerns voiced by the Needs Analysis Workshop participants. First, such events lose significance if the issues that are identified are not acted on. This should not be a concern in the short term, as the results from the Needs Analysis Workshops were used to plot the course of the Northern Alberta Métis Project. In the long term, the challenge of acting on the issues identified through the Needs Analysis Workshops ultimately lies with the General Council and the communities that the council represents.

Second, it is important that the needs identified in the Needs Analysis Workshops align with those at the political level of the community. The best way to achieve this goal is to have council participate in the process. Failing that, a mechanism is required to ensure that council has an opportunity to provide input into the analysis.

Overall, the methodology used in the Needs Analysis Workshops was apparently effective in determining the community's priorities regarding resource-based science and technology information.

### *Subsequent Involvement of Workshop Participants*

In general, the workshop attendees were pleased to participate in the event, and the majority, 25 of 29 or 86%, asked to be included in future phases of the project. Unfortunately, no mechanism was put in place to facilitate their participation. As such, an opportunity to build support and momentum for the initiative within the Settlements was missed. In the future, steps should be taken to ensure that community members and other individuals and organizations expressing an interest in the initiative be given an opportunity to participate. At the very least, these individuals should be added to the list of individuals and organizations that receive updates, reports, and publications.

## **Principal Lessons Learned**

Community participation is critical for events of this nature. However, attaining adequate participation from knowledgeable community members can be very challenging.

Short of door-to-door canvassing, and individual invitations to community membership, which are very labor intensive, there are four steps that can be taken to improve community participation in future events. First, more effort and aggressive advertising is required to ensure that more community members are aware of upcoming events. Using community newsletters and local media should help in this regard, while at the same time ensuring that adequate representation is achieved by all of the key target groups. Where appropriate, the list of invitations should be broadened to include other communities with similar interests.

Second, organizers planning future events must be aware of what is happening in the target community. Wherever possible,

events should be scheduled to coincide with lulls in resource-sector activities so that interested individuals from the various resource sectors are able to participate.

Third, it is essential that background information be distributed in advance to participants to encourage active individuals in the community to attend and to allow workshop participants to formulate ideas before the event.

Finally, whenever it is economically feasible, events should occur in the target community. Not unexpectedly, as the distance required to participate in an event increases, average community participation decreases; however, no matter what steps are taken, community participation at such events is likely to be an issue.

## **Youth Selection, Compensation, Supervision, and Code of Conduct**

The concept that became the Northern Alberta Métis Project evolved over time. Each aspect of the component that dealt with youth unfolded over the course of several meetings and discussions with Settlement administration and other partners, culminating in April 2002 when the project leaders met in Edmonton with staff from the Strategic Training Initiatives.

In this section, the report discusses how the process of targeting, selecting, and supervising youth was developed. Compensation for youth and a general code of conduct are also discussed.

### **Youth Targeted by Initiative**

The first task regarding the youth component of the initiative was to determine what group of youth should be targeted. For the purpose of discussion, youth can be divided effectively into three groups: highschool, postsecondary, and mature youth.<sup>21</sup>

To successfully engage in GIS and GPS community-based projects, in the absence of professionals to provide constant guidance, the youth participants had to receive significant training. Starting from zero, it was estimated that the youth participants would require at least one month of intensive training to acquire a level of proficiency in the technology to allow a reasonable independence in the field. This requirement eliminated highschool youth because they would lack the necessary maturity to participate in an intensive training program. Also, one month of training followed by only one month of working on the community projects<sup>22</sup> would not have the desired impact on youth, or yield a suitable return on the training investment for the participating communities.

<sup>21</sup> For the purposes of their programming, Human Resources and Skills Development Canada defines mature youth as individuals who are less than 30 years old, not in school, and unemployed or underemployed.

<sup>22</sup> Highschool youth are available to work full-time only during July and August.

Postsecondary youth were considered the target group for the initiative because they are available for an extended time, usually from May until September, and it was believed that they have the maturity required to participate in the training. However, there are relatively few youth from the Settlements with the appropriate background that fall into this category.<sup>23</sup> Also, many of these youth would not be available to participate in the program, because postsecondary youth seek summer employment much earlier in the year.<sup>24</sup> As well, it would be counterproductive to accomplish the goal of creating resource professionals by drawing on youth already studying at the postsecondary level. Finally, there is relatively little funding to provide such opportunities for postsecondary youth.

After considering all of these factors, it was decided that mature youth, not postsecondary youth, was the appropriate group to target for the Northern Alberta Métis Project because they

- are relatively common on the Settlements;
- are potentially mature enough to participate in the training;
- are available for a sufficient time to benefit from the initiative, and to ensure that significant work is done on the community projects;
- often have significant skills and training that they acquired while working as seasonal laborers in the resource and construction sectors; and
- are eligible for funding related to training and employment opportunities, particularly at-risk<sup>25</sup> youth.

Mature youth were also favored because a positive impact on these individuals has the potential to create entirely new resource professionals for the community, often from a group of individuals who face multiple barriers to employment.

## Mechanism for Selecting Youth Participants

Each Settlement was asked to select four at-risk youth for the initiative who were computer literate and ineligible to collect employment insurance.<sup>26</sup> These conditions were not seen as being too restrictive for two reasons.

<sup>23</sup> According to Table 11.1 of the Métis Settlements General Council Census 1998 (Krahn et al. 1998), 7.3% of adult males and 14.5% of adult females are enrolled in postsecondary education programs.

<sup>24</sup> It was mid-April and the majority of postsecondary youth would have already found summer employment.

<sup>25</sup> At-risk individuals are defined by Human Resources and Skills Development Canada as mature youth who face multiple barriers to employment including low education level, poor life skills, etc.

<sup>26</sup> This last requirement was added so that the initiative could access funding from Human Resources and Skills Development Canada's Youth Service Canada program.

First, it was generally believed that the majority of youth would have some experience with computers. Second, youth aged 15–30 make up approximately 24% of the Settlement population.<sup>27</sup> With less than 20% of the adult population (i.e. age 15 and older) attending school,<sup>28</sup> and the unemployment rate for youth and adults (i.e. age 15–44) ranging from 31 to 43%,<sup>29</sup> it was believed that each Settlement would have numerous youth who met these selection criteria.

Beyond the broad guidelines laid out by the initiative, the ultimate decision regarding youth selections were made by the individual Settlements because they are the actual employers. Each Settlement advertised the positions within the community and conducted interviews to select the most appropriate candidates. The competition was open to any eligible youth living on Settlement, including First Nations, Métis Nation of Alberta members, and non-Aboriginal youth. A job poster was created and circulated to the participating Settlements.

On one of the Settlements, a temporary closure of the administration office required that special measures be taken to allow this community to participate in the initiative. Therefore, a Settlement member associated with the Northern Alberta Métis Project acted on behalf of his community in selecting the youth participants.

In some cases, timing allowed for the job posters to be added to Settlement newsletters. However, advertisement was restricted mainly to posting the job description in the Settlement office, and word of mouth promotion by Settlement administration. By mid-May 2002, the interviews had been completed and the names of youth participating in the initiative were forwarded to the project leaders, along with a profile outlining some of the likely challenges that each youth would have to overcome to be successful.

## Financial Compensation of Youth Participants

Youth participating in the initiative would be paid a training allowance of \$400 per week while receiving class instruction, and \$500 per week while participating in the community projects. The rate for the training allowance was based on three factors. First, the initiative wanted to demonstrate that entering into this field can be a viable career option. Communications with industry and postsecondary institutions suggest that graduates from these programs start at \$15–\$25 per hour, depending on their experience and skills.

Second, the initiative wanted to attract the best youth available. Although it was not possible to match the rate

<sup>27</sup> Krahn et al. 1998, Métis Settlements General Council Census (MSGCS) 1998, Table 2.1.

<sup>28</sup> Krahn et al. 1998, MSGCS 1998, Table 11.1.

<sup>29</sup> Krahn et al. 1998, MSGCS 1998, Table 21.1.

paid by the oil and gas sector, the training allowances provided by the initiative were competitive with other sectors.

Finally, the expectations were that field work and training would be longer than a 40-hour work week. In fact, once the youth returned to their communities, it was expected that 12- to 15-hour days would not be uncommon.

As well, such work is often accompanied by physical exertion and discomfort due to weather, insects, and other factors. If the youth did not receive adequate compensation for their participation in the initiative, we risked losing an inordinate number of youth from the program.

## Options Regarding Supervision of Youth

Supervision is a critical element of any youth initiative. Efficient and effective supervisors direct projects, as well as provide guidance and a steadying influence for the youth participants. In many ways, effective supervision can ensure that youth benefit from the experience of training and working on a community project.

In the case of the Northern Alberta Métis Project, Settlement administration acting in this role had the potential to serve a third function, namely to act as community experts once the initiative was completed. The concern was that after the projects were completed, the youth would move on to other challenges and that there would be no one within the Settlements who knew how to operate the equipment and associated software. A Settlement staff member acting in this role, who receives the same training as the youth, and remains as an employee once the initiative is completed, effectively addresses this concern.

The first suggestion by the project leaders was that the Land Registry technicians from each Settlement be assigned this role. Each Settlement has someone on staff who acts in this capacity. With their training in surveying, the Land Survey technicians are already familiar with the basics of mapping, and therefore they would learn the technology relatively quickly. Unfortunately, because of work load and family commitments, many of these individuals were unable to dedicate the time required to train with the youth and other options had to be considered. Two other options were using community members not currently on staff who have related experience, and using individuals from outside the community who have related experience.

An analysis of the advantages and disadvantages of all three approaches was conducted and circulated to the participating Settlements. The analysis considered cost, amount of training required, and the likelihood that these individuals would remain in the community once the initiative was completed. For the Settlements choosing not to use an existing staff member as their supervisor, a job description was created and circulated within the appropriate communities.

Decisions regarding supervision were made by each Settlement, after considering the circumstances and needs of the community. Between the six participating Settlements, all three supervision options were chosen: Buffalo Lake and East Prairie sent existing staff members; Elizabeth and Paddle Prairie hired new staff for the initiative; and Fishing Lake and Gift Lake, assisted by the project leaders, hired second-year students from the forestry program of the Northern Alberta Institute of Technology (NAIT).

## Code of Conduct for Youth Participants

The project leaders and the Strategic Training technicians drafted a basic code of conduct for the youth to create an environment in which they could effectively learn and benefit from the training program. Three simple rules were drafted and presented to the youth applicants:

1. No drugs or alcohol would be permitted during the training program.
2. Participants driving to the training facility would be required to remain at the training facility while classes were ongoing and even those that lived nearby were required to live and study with the other youth.
3. Participants would be expected to attend classes regularly.

Violation of these rules would result in termination from the program. The impact of the code of conduct, as well as the interaction between the various other aspects of the youth program, are discussed in the next section.

## Youth Training Program

### Development of Training Program

The intent of the Training Program was to provide the youth participants with the skills required to effectively implement the projects chosen by their community. The challenge was to develop a Training Program that accomplished this goal within a reasonable time frame and within the budget of the initiative.

First, the project leaders had to determine how the training would be offered. Two options were discussed. The first option was to offer training separately to the youth from each Settlement. Although this option had the advantage of delivering specialized training at the community level, it was decided that it would be prohibitively expensive.

The second option, which was ultimately chosen, was to provide training in a centralized location for all of the youth participants. This option had several advantages including standardized training for all of the youth, as well as the economic benefit of one organization providing the training versus several groups offering the same training at the community level.



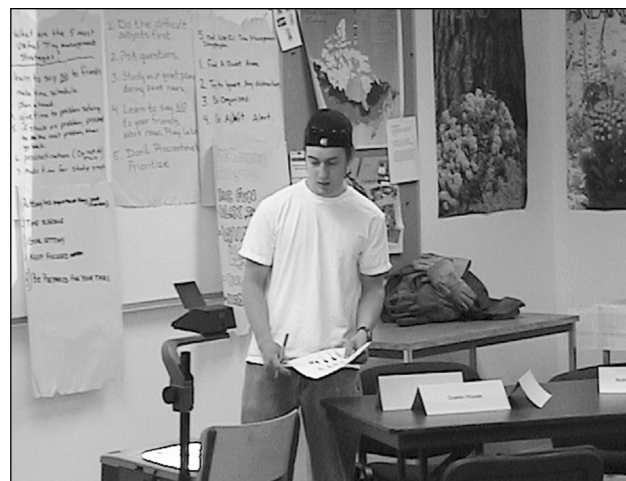
The Grouard campus of Northern Lakes College was chosen to offer the training for four key reasons. First, the college expressed an interest in participating in the initiative. Northern Lakes College has an excellent reputation with the Settlements, and it is always looking to enhance its relationship with Aboriginal communities. Second, through its natural resources program, Northern Lakes College already offered related programming and had the expertise to train the youth.<sup>30</sup> Third, staff and facilities required to accommodate and train the youth were available within the timetable of the initiative. Finally, it was the general consensus of individuals and organizations that deal with youth that the Grouard campus was the only centrally located institution, relative to the Métis Settlements, capable of accommodating the initiative's participants.

Finally, the actual training program had to be developed. The potential projects identified through the Needs Analysis Workshops touched on issues in several resource sectors. Potential projects were the development of forest inventories, mapping Settlement infrastructure, and the preparation of community emergency plans.

Every project identified required two distinct skill sets, namely generalized training relating to the operation of GIS and GPS systems, and training specific to whatever project was ultimately chosen by each Settlement. Given the diverse range of potential projects,<sup>31</sup> time limitations,<sup>32</sup> and economies of scale, staff from Northern Lakes College advised the project leaders that it was not feasible to offer specialized training to the youth. Instead, it was suggested that all of the youth receive the same basic training in GIS, GPS, and forestry. Forestry was chosen as the third topic because all of the Settlements had the potential to engage in projects related to this sector.

Training in GIS and GPS was provided by staff from the college, while training in forestry was provided jointly by a staff member from the college and by the two students from NAIT who also supervised the youth from two of the Settlements.

In addition to the various technical skills required by the youth, it was pointed out that youth, particularly at-risk youth, would benefit from training in basic life skills.<sup>33</sup> A list of 20 topics was presented to the project leaders and they chose time management, money management, team building, and job-search techniques.



Jay Schaapman teaching at Northern Lakes College, Grouard campus.

Workshops pertaining to three of the four topics were led by college staff, while one of the project leaders and the youth coordinator provided the workshop on money management skills.

In discussions with industry, it was revealed that all-terrain vehicle safety is a must for anyone working in the field. Therefore, the initiative commissioned the college to provide this training, which occurred during the second weekend of the overall training program. Fifteen of the 24 youth and 3 of the 6 supervisors participated.

Finally, youth were given the opportunity to take a one-day course to prepare them for writing their beginner driver's license test. As shown in the next section, 10 of the 24 youth participants are ineligible to operate a motor vehicle. Unfortunately, the course never occurred because several of the youth who registered decided not to participate. Nevertheless, several youth acquired their driver's license during the initiative.

A curriculum for the training program based on the needs of the initiative was developed by staff from the Northern Lakes College and NAIT, and presented to the community representatives for their approval. The training program was very intensive, requiring 22 of the 26 days that the youth were in Grouard.

## Profile of Youth Participants

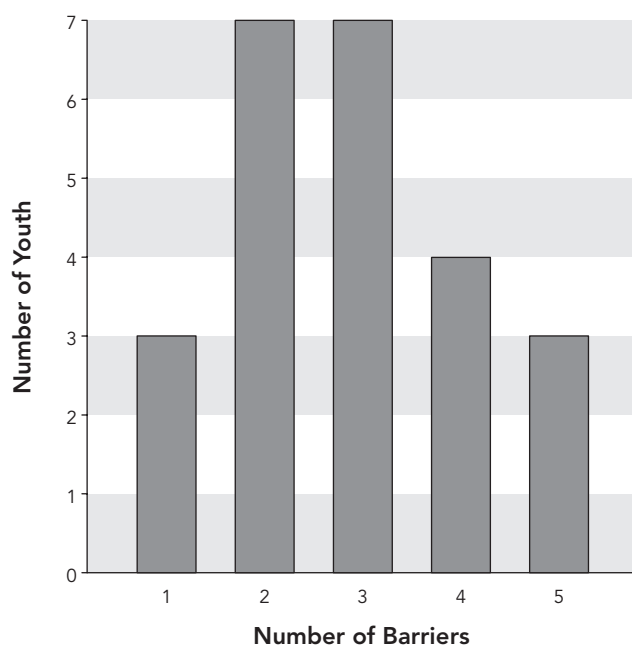
During the first week of the training program, standardized interviews were conducted with the participants. Through a combination of interviews, information provided by the Settlements, and direct observation of the youth, detailed profiles were developed for each youth candidate. A synopsis of this information is shown in Table 10.

<sup>30</sup> Before the initiative, Northern Lakes College offered a two-year program in resource management, principally forestry and fish and wildlife. Part of this program included an introduction to GIS and GPS.

<sup>31</sup> Several Settlements did not decide on a project until their youth returned from the training in Grouard, which precluded offering them specialized training.

<sup>32</sup> Facilities and instructors at the Northern Lakes College were available for one month, June 2002. It was determined that providing basic GIS and GPS training would take most of the available class time within that month.

<sup>33</sup> Offering life-skills training was also strongly encouraged by organizations that deal with and fund youth-related programs.



**Figure 2.** Distribution of potential barriers to employment among youth participating in the Northern Alberta Métis Project.

All of the youth participants were Métis and five were listed on both the Settlement registry and the Métis Nation of Alberta list. The participants ranged from 18 to 28 years old, with an average age of 20.9 years.

Eighteen of the 24 participants were male. The ratio of males to females in the initiative is not atypical of employment in the resource sector, whether it be on the Métis Settlements<sup>34</sup> or nationally.

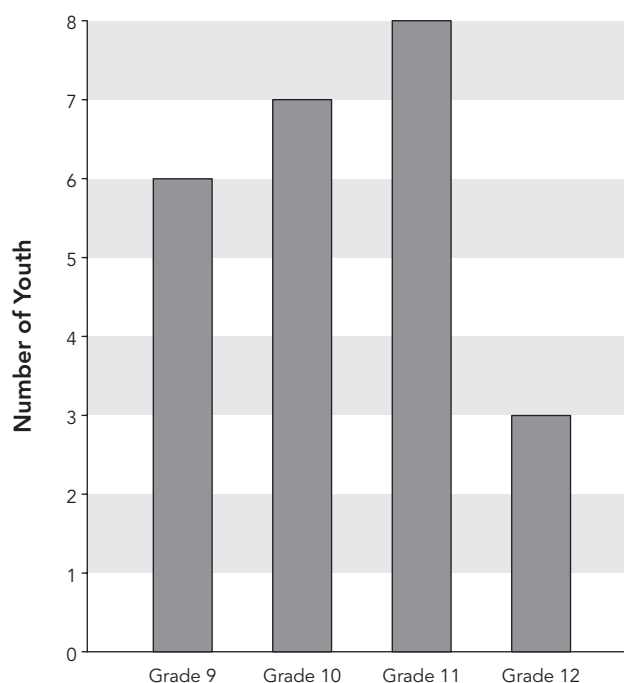
In most cases, the restriction on employment insurance was observed, but there were exceptions made for one or two of the participants.

As anticipated, the youth had potential barriers to employment, the most common of which were low levels of education, poor life skills, and lack of a driver's license (see Table 11). Every barrier experienced by youth can exclude them from the workforce.

However, it is usually a combination of factors or barriers that excludes individuals.<sup>35</sup> In some instances, barriers result from factors that most Canadians take for granted. For example, 10 of the 24 participants are not legally entitled to operate a vehicle because they have neither a valid driver's license nor a beginner's permit. For urban Canadians with access to

<sup>34</sup> Table 20.1 of the Métis Settlements General Council Census 1998 (Krahn et al. 1998).

<sup>35</sup> For example, youth who have their grade 12 diploma and a postsecondary education are less likely to be affected by a lack of training than those individuals who do not have their grade 12 diploma.



**Figure 3.** Last year of secondary education successfully completed by youth participating in the Northern Alberta Métis Project.

mass transit, this is often not a major impediment to employment. However, for Aboriginal people living in isolated communities, not being able to legally drive can have a dramatic impact on employment opportunities.

The average number of potential barriers to employment faced by youth was 2.9 and they were not distributed evenly among them (see Figure 2).

Twenty-one of the 24 youth (87.5%) had not attained their grade 12 diploma, a higher number than expected from a random sample of Métis Settlement youth.<sup>36</sup> The last grade successfully completed by the participants in the Northern Alberta Métis Project ranged from 9 to 12 (see Figure 3), with an average grade of 10.3. Reasons for not completing high school ranged from frustration and boredom to family obligations and discrimination (see Table 12).

What some youth lack in education, they compensate for with diverse training, and to a lesser degree, job experience. Youth participating in the initiative held an average of just under five training certificates. The most commonly held are Workplace Hazardous Materials Information System, H2S Alive, and First Aid (see Table 13). Training is not distributed evenly among the initiative's youth for some have none or relatively little.

<sup>36</sup> As of 1998, approximately 25% of adults on the Settlements 20 and over had completed high school (Table 9.1 of the Métis Settlements General Council Census 1998, Krahn et al. 1998).

Youth have applied their training to several different job opportunities. Nineteen of the 24 youth have worked as manual laborers, in and around the Settlements, while 14 have worked in the forestry sector in some capacity (see Table 14). As with other aspects of the youth profile, there is considerable variation in job experience.

As important as the tangible aspects of the youth profiles are, an understanding of the youth participating in the Northern Alberta Métis Project would be incomplete without considering their initial attitudes and expectations regarding the initiative. When asked why they were there, and what they hoped to accomplish through the training, the most common response was the belief that the initiative offered an opportunity to develop a potential career (see Table 15).

## Implementation of Training Program

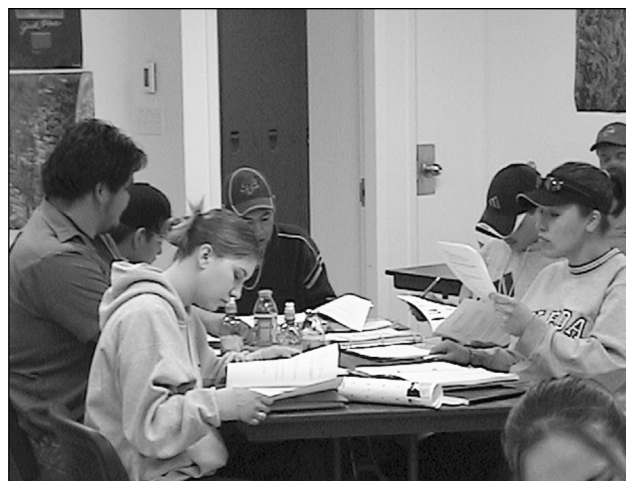
On June 1, 2002, youth from the participating Settlements arrived at the Grouard campus of Northern Lakes College. Before their arrival, youth were provided with a list of items that they would be required to bring. Clothing and toiletry items were recommended, as were basic athletic and work clothing. Youth were reminded about the ban on alcohol and drugs and were asked not to bring too many valuables with them. Overnight guests were not permitted during the training program, but an exception was made on the weekends for the youth participants with children.

While in Grouard, accommodations for the youth were provided in a college residence, the Buffalo Bay Centre, while the majority of the meals were provided by the college's cafeteria staff. Accommodations at the Buffalo Bay Centre were dormitory style, with four people per room. Common areas for cooking, eating, and relaxing were available within the residence and youth were also given access to the recreational facilities on the Grouard campus.

For the training phase of the initiative, a youth coordinator was hired to organize recreational opportunities for the youth, act as a liaison between college staff and the youth, and ensure that the youth attended their classes. The youth coordinator lived with the youth throughout the training, as did four of the six community supervisors. The project leaders also took turns living with the youth in the residence for three of the four weeks of the training program.

Midway into the training program, the project leaders, youth coordinator, and instructors met to discuss the progress of each participant. A report card was prepared for each youth, with consideration for aptitude and attitude. Each youth was given the opportunity to review the report card and attach comments before it was forwarded to his/her community.

Youth who were performing poorly were advised that if they wished to advance to the community projects, they would have to improve their performance. In some cases this action



Youth studying at Northern Lakes College, Grouard campus.

was effective, while in others it had no effect or the opposite effect of what was intended.

At the conclusion of the training program, the youth returned to their Settlements, and a report outlining the progress of each youth was prepared. Twenty-one of the 24 youth and 5 of the 6 supervisors were judged by the instructors to have successfully completed this component of the initiative.

The training program experienced some difficulties regarding the conduct of the participants. Principal among these was an incident during the third week of the training program involving local residents. This incident necessitated the relocation of the participants to a hotel in High Prairie for the last week of the training program.

A summary of the events that occurred during training was also circulated to the Settlements. On completion of the training program, the Buffalo Bay Centre was damaged, and there were expenditures for housing youth in a hotel that were not included in the original budget forecast for the initiative. However, the majority of these funds were recovered through deductions to the youth training allowance.

## Discussion

Whenever large numbers of youth are brought together for an extended period away from parental influences, there are bound to be difficulties. This is especially true when you are dealing with at-risk youth, but the challenges encountered during the training phase of the initiative exceeded everyone's expectations (see Appendix 1.05).

Alcohol, soft drugs, and inactivity were the catalysts for most of the incidents. It was tempting to remove the problem youth, but the intent of the Northern Alberta Métis Project was to provide at-risk youth with an opportunity to acquire training and thus a second chance to develop a career.

The project leaders decided early in the process that minor transgressions would be overlooked to allow the youth the full opportunity to complete the program. They believed that once the youth returned to their Settlements, they would benefit from the scrutiny of community members, and apply their training to the project at hand. Some of the worst offenders of the general code of conduct were the best students.

The incidents that occurred during training cannot be blamed entirely on the youth. The problems encountered in Grouard have several underlying factors including

- the intensity of the training program,
- the process used to select the participating youth,
- the environment in Grouard,<sup>37</sup>
- the inexperience of the project leaders and the youth coordinator in dealing with youth issues,
- limited effectiveness of the community supervisors,<sup>38</sup> and
- limited community support during training.<sup>39</sup>

As the youth selection process played a key role in the initiative, an analysis of this aspect follows. An estimate of the effectiveness of the training phase of the initiative is also included.

### **Youth Selection Process**

An estimate of the effectiveness of the youth selection process varies with the individual queried. From the perspective of a majority of the initiative's key participants, the process was effective and appropriate (see Table 16).

The instructors and even some of the youth believed that the youth were not properly screened before entering the initiative. Some youth faced barriers that greatly diminished the likelihood of being successful in the initiative,<sup>40</sup> or they did not have the background necessary to benefit from the training program. For example, if you have never turned on a computer before, how can you be expected to train in a field that requires computer literacy? As pointed out by one of the initiative's key participants, the educational and work requirements associated with the training were "too much for some of the youth to cope with." Other youth had no intention of entering the field on completion of the training. For these youth, the initiative was a means of generating income until "something else came along".

The restrictions imposed by the initiative's timetable affected the selection process which occurred over one month. More time would have allowed for greater advertisement of the job posting, thereby generating more competition for the positions and giving each Settlement more choice. There were not many applicants for the job opportunities offered by the initiative and few of the Settlements had to screen the youth.

### **Effectiveness of Training in Grouard**

There were several indicators used to measure the effectiveness of this component of the initiative (see Table 16). Most of the Settlements stated that the training provided to the youth was not appropriate to their needs. There is a basis for this statement. Due to time restrictions, and the intensity of the training program, the initiative was able to provide only rudimentary training in digitizing. This limitation did affect the ability of the Settlements to implement their projects.<sup>41</sup>

To address this issue, several Settlements and even some of the youth suggested extending the training period. Certainly this suggestion has merit. Extending the training provided to the youth would enhance their value to the communities, and ultimately increase their chances of finding employment on completion of the initiative.

There are two options for extending the youth training period. The first option would be to increase the duration of the training so that all of the relevant aspects of the technology could be covered in a single session. Given the events that occurred in Grouard, this is not a very attractive option.

The second option would be to provide basic (introductory) training to the youth, and then intersperse subsequent training modules with work experience in the community.<sup>42</sup> In addition to ensuring that the training needs of the communities are met,<sup>43</sup> this option has the added advantage of allowing the Settlements to allocate and prioritize their training resources according to the needs, abilities, and aspirations of their youth. Cost would have to be monitored very carefully under this scenario because specialized training, delivered in this manner, could be very expensive.

In the future, there are several changes that could be implemented to enhance the effectiveness of any training program that involves youth. First, a well-defined code of conduct, developed jointly by the project authorities and community

<sup>37</sup> The availability of alcohol and soft drugs in Grouard, as well as the proximity of local residents to the Buffalo Bay Centre, undermined the training program (see Appendix 1.05, Response v).

<sup>38</sup> Two of the supervisors selected by the Settlements contributed to the incidents that occurred with the youth (see Appendix 1.06, Response xvi).

<sup>39</sup> Staff from the Settlements who had relevant experience with youth were able to provide only limited support, as they were not present in Grouard during the training.

<sup>40</sup> It was suggested that one disadvantage of having the communities make the final youth selection was a reluctance of the Settlement to disqualify youth from the program regardless of potential substance issues.

<sup>41</sup> The expectations of the Settlements regarding youth training may not have been realistic given the barriers faced by the youth, and the time that was available for this phase of the initiative.

<sup>42</sup> This action was taken independently by the Paddle Prairie Métis Settlement. This community negotiated a training arrangement with the Little Red River Cree First Nation in which youth participating in the initiative received additional training in using the GIS software while continuing to work on Settlement.

<sup>43</sup> Through specialized training, participants could expand their activities to other areas that are a priority for the communities.

representatives, should be developed and signed by all the youth participants on their acceptance to the program. Anyone violating this code should be dealt with in a consistent, timely and an appropriate manner, with actions including termination from the program.

The code of conduct should not emphasize drugs and alcohol to avoid the backlash experienced in Grouard. Substance issues could be reduced considerably, for instance, by keeping youth thoroughly engaged during training and leisure hours through recreation and group activities, and by encouraging unannounced visitation of prominent members of the community.

Included in the code of conduct should be the understanding that all participants attend a minimum of 80% of classes. This minimum is the standard used by many educational institutions to determine a pass/fail.<sup>44</sup> Anyone failing to meet this requirement fails to go on to the next phase of the initiative, regardless of his/her performance during training.

Second, where possible, training for extended periods should occur in relative isolation. Isolation does present logistical challenges,<sup>45</sup> but ultimately it reduces potential conflict with neighbors, and results in an environment that is relatively drug and alcohol free. Also, training in isolation mimics the conditions of working in the field, at least in the context of surveying and other aspects of work required to enter into the natural resource sector.

Finally, a system of financial rewards and penalties should be implemented based on the behavior and the outcomes of the youth. This system should be outlined in advance, with youth signing on as per the code of conduct.

Examples could include the following: a financial bonus for attending more than 80% of the classes, and completing all assignments on time; penalties for missing classes and/or assignments; and a financial bonus for the best candidate(s) in the program.

One element that must be included in the system of rewards and penalties is a mechanism for deducting the cost of damages and/or other unnecessary expenditures from the participant's training allowance.

Perhaps the most important point regarding the training program is that despite the incidents that occurred in Grouard, more than 85% of the youth participants successfully completed the training program. Comparing this number to the standards of organizations that fund youth initiatives, as well as the expectations of the Settlements themselves, indicates

that this component of the Northern Alberta Métis Project achieved its goal.

## Principal Lessons Learned

There are three main challenges associated with training the youth. First, the decision to target a particular group of youth has to be made very carefully. For the Northern Alberta Métis Project, at-risk youth may not have been the most appropriate choice.<sup>46</sup>

Although the difficulties encountered in Grouard resulted from several different factors, the same ones would likely not have occurred if the same youth, or mature or postsecondary youth, had been exposed to more appropriate conditions.

Second, once the target group has been identified, participants must be adequately screened, which means that

- clear criteria should be drafted regarding the attitude and skills required of the youth applicants, for instance, ensuring that participating youth are focused and want to participate in the training from the outset, and
- the communities should have enough time to properly screen the applicants with these criteria.

To determine the interests of the youth, a questionnaire could be used.<sup>47</sup>

Finally, regardless of the group of youth participating, appropriate support has to be provided to the individuals who are dealing with the youth, which means that

- a better understanding of the issues facing the participants has to be provided before their involvement in the initiative;
- more care has to be taken in selecting supervisors from the communities by advertising the positions for an extended period in the communities or filling these positions with responsible individuals from outside the communities;
- individuals with expertise in dealing with youth have to be part of the entire process, not just the youth selection component; the project leaders and the youth coordinator did not have the appropriate background or the experience required to deal with some of the youth's issues; addressing this issue may require that outside people be brought in to deal with the youth.

Taking these steps will increase the likelihood that the youth participating in the initiative will be successful.

<sup>44</sup> Personal communication, Mary Lou McCue, instructor at Grouard campus, Northern Lakes College.

<sup>45</sup> Challenges include providing recreational opportunities and mechanisms for paying youth, as well as supplying them with personal items; for example, 19 of the 24 youth participants were smokers.

<sup>46</sup> At least one reviewer suggested that senior highschool youth should have been chosen because grade 11 and 12 youth are looking for interesting careers, are relatively mobile, and are generally less affected by issues that affect other youth groups.

<sup>47</sup> To select youth for the Nicola Valley Project, a nomination process was used in which youth completed a questionnaire that identified their interests. This approach was not used by the Northern Alberta Métis Project, mainly due to time constraints.

## Community Projects

### Description of Activities

Youth and supervisors participating in the initiative returned to their respective Settlements at the end of June 2002. As mentioned previously, 21 of the original 24 youth were eligible for this phase of the initiative.

As one might expect, the youth who were successful in the initiative were not distributed evenly among the communities. In four of the Settlements all of the youth succeeded, while the remaining Settlements had three and two youth remaining, respectively.

To ensure that each Settlement had ample opportunity to produce a viable community project, one youth was reassigned to the Settlement in which two youth had been successful in the initiative. This reassignment had the added advantage of allowing the individual to fulfill parental obligations.

Supervisors began working during the first week of July, loading software, arranging transportation, preparing offices, and discussing their project with council and administration. Youth did not resume work until the middle of July due to a delay in completing the paperwork for funding.<sup>48</sup>

During this phase of the initiative, each Settlement was provided with a hand-held GPS unit, software, and base digital data for the community. This equipment and software was identical to what the youth used while training in Grouard and met current industry standards. Paddle Prairie Métis Settlement did not require the base digital data, so it was provided with financial assistance to upgrade its computer. A description of the projects undertaken by the participating youth is provided in Table 17.

To assist with project implementation, one of the project leaders met with the youth and supervisors from the participating Settlements in late July. In addition to resolving minor technical difficulties that the Settlements were experiencing, this round of meetings also increased the profile of the initiative within the political leadership at the community level.

Settlements requiring technical support could consult with experts that were recruited for this purpose, including local industry, the government of Alberta (Alberta Sustainable Resource Development), and Natural Resources Canada (Sustainable Communities Initiative).

In addition to providing technical support, organizations with experience in GIS and GPS were also recruited to provide supplemental training through off-Settlement internships.<sup>49</sup>

<sup>48</sup> Human Resources and Skills Development Canada, Youth Service Canada was a major contributor to this phase of the initiative. The delay resulted from the time required to assemble the various components of the contribution agreement.

<sup>49</sup> One youth did a one-month paid internship with a surveying company and was hired full-time for several months by that company.



Dustin House, Paddle Prairie Métis Settlement, using a deep-canopy GPS unit.

Through these internships, the youth would acquire new skills that they could bring back to their community, and increase their likelihood of finding employment once the initiative was completed.

Funding for the community projects ended in December 2002. From project inception in July to completion in December, the following occurred.

First, of the 21 youth who made it to this phase of the initiative, 12 remained in December. The fate of the participating youth, up to December 2002, is shown in Table 18.

Second, due to attrition of the youth participants, one of the Settlement projects ended prematurely in September. Finally, the initiative experienced significant turnover of the individuals acting as supervisors.

In February 2003, a notice was sent to the six participating Settlements informing them that funding was available for a second round of training to increase the likelihood that the Settlements would use the GIS and GPS technology.

Sixteen staff from the eight Settlements participated in a three-week introductory training program to GIS/GPS in the spring of 2004, provided by Portage College in Lac la Biche, Alberta.

The second round of training proceeded with relatively few difficulties. This is probably due to several factors including the experience gained during the first round of training, a well-defined commitment by the participating Settlements, and changes to the conditions that created the difficulties experienced during the first round of training.

## Discussion

Several factors significantly reduced the progress and the efficiency of the projects initiated by the Settlements including

- technical difficulties because of the age of the computers allocated by the Settlements to the initiative, difficulties in connecting with the Internet, and a shortage of relevant computer skills within the Settlements.
- inconsistent supervision of the youth in several of the Settlements because of turnover in staff assigned to this role, workload of staff assigned this responsibility, and inexperience or a lack of technical expertise at the community level in managing such projects (see Appendix 1.28, Response v, Appendix 1.08, Response xvi, and Appendix 1.22, Response xviii) and
- inadequate preparation at the community level to accommodate the needs of the youth returning to the Settlements from Grouard; in several cases, no provision had been made for transportation and office space and/or a computer had not been dedicated to the youth (see Appendix 1.32, Response v, Appendix 2, Response v, and for youth comments see Appendix 2, Responses iv and viii).

A comparison between the youth who successfully completed the initiative and those who did not follows, along with an estimate of the effectiveness of this phase of the initiative.

### ***Comparison between Youth Successful in Initiative and Unsuccessful***

A comparison between youth who were successful and unsuccessful in the initiative illustrates some interesting differences between the two groups (see Table 20). Statistically, and on average, youth who did not complete the program had attained a lower level of education, had more previous training, and faced more potential barriers to employment than youth who were successful in the program. There was no statistical difference in the age of the youth or previous employment experience of the two groups.

Other results from an analysis of youth statistics include

- not all barriers have the same impact on the employability of youth. Life skills and substance issues appeared to have had the greatest impact on the ability of the youth to be successful in the initiative.
- females were more successful than males at completing the initiative. Their overall statistics appear to be very similar (see Table 21), but the female participants generally had better life skills and none of the substance issues experienced by their male counterparts.
- family obligations may also affect the ability of the youth to successfully complete the initiative, although the contrast between successful and unsuccessful youth is not as well defined as the impact of other factors.
- youth who had extensive training and employment before the initiative were less likely to be successful. This is not to suggest that previous experience serves

as a barrier to successfully completing training. Instead, it reinforces previous observations that several participants were using the initiative to generate income until another opportunity became available.

### ***Effectiveness of Community Projects***

The projects implemented by the Settlements were only partially successful in achieving their goals, based on the responses provided by the initiative's key participants and the criteria that they developed (see Table 19). Critically, the majority of the respondents believe that the project undertaken by the youth will provide a valuable tool for their community (see Appendix 1.30, Response vi, and Appendix 1.09, Responses ix and xvii). But the initiative fell short of its goals in two key areas, namely

- the number of youth who completed the work experience on Settlement, and
- the number of communities that continue to invest in their project.

Regarding the number of youth completing the initiative, several factors affected this indicator, including inconsistent supervision of youth, poor initial screening of the candidates, and inadequate advance community preparation. Most importantly, several youth appeared to use the Northern Alberta Métis Project as a stop-gap measure until another employment or training opportunity became available.<sup>50</sup> Better screening of the youth would have reduced this effect and probably allowed the initiative to meet the criteria established by the key participants.

Regarding the number of communities continuing to invest in the initiative, there are two factors. First, the majority of the participating Settlements appear to have incorporated this technology into their community and resource planning (see Appendix 1.10, Response iv). Two of the Settlements have taken real ownership of their project and expect to continue with their youth participants in the future.

Another two Settlements will incorporate GIS/GPS technology through existing staff members. The remaining two Settlements are not sure which direction they will pursue regarding this technology. These communities could decide to continue investing in their projects, and the next round of training sponsored by the initiative is designed to ensure that this occurs.

Second, even with the next round of training, some of the Settlements may not continue these efforts independently, mainly because their current financial situation restricts the ability of the communities to support new activities

<sup>50</sup> Communications with the youth and the representatives from the Settlements revealed that several of the youth who withdrew or were terminated from the initiative were very quickly enrolled or employed in other training or employment opportunities. Many of these opportunities required advance registration.

(see Appendix 1.30, Response xvii). A previous study<sup>51</sup> and comments provided by the initiative's key participants suggest that the political leadership of several of the Métis Settlements does not recognize investment in natural resources as a priority (see Appendix 1.09, Response vi, and Appendix 1.30, Response xviii). Investment, of course, is key to deriving the optimal benefit from natural resources.<sup>52</sup>

Several of the initiative's key participants have suggested that the investment in youth employment should be continued. The question is, what organizations should provide this investment? It is unlikely that the government would be able to continue in this role. The provincial department Alberta Human Resources and Employment does not generally support employment initiatives. Human Resources and Skills Development Canada, a federal organization, and one of the major sponsors of the initiative, supports such projects for up to eight months.<sup>53</sup>

To extend beyond that period requires financial input from the Settlements, industry, and other partners. To date, generally these organizations have been unwilling or unable to provide the resources required to extend the employment period of the youth. Individuals implementing future initiatives should ensure that the employment phase of the initiative proceeds with the maximum available funding.

## Principal Lessons Learned

This phase of the initiative clearly demonstrated that to implement a successful community-based project, it is insufficient to merely bring the required elements together. Integrated planning and coordination by all relevant parties throughout the development and implementation process is required. For example, through better planning and coordination, the technical issues that hampered the Settlement's efforts could have been addressed before the youth returned from training. However, as pointed out by one reviewer, the importance of political support should not be underestimated in resolving challenges encountered during project implementation.

## Resource Science Symposia

### Description of Activities

The priorities identified by the Settlements at the March 2002 Needs Analysis Workshops and the input provided by the community representatives led to the recruitment of experts in natural resources for a series of one-day Resource Science



Dustin House and Lori Wanuch, Paddle Prairie Métis Settlement, presenters at the Resource Science Symposium.

Symposia. The symposia were organized by the project leaders with the representatives from each Settlement playing a pivotal role in event development.

The symposia were held in Paddle Prairie, Grouard, and St. Paul, Alberta, on October 21, 23, and 25, 2002, respectively. These dates were chosen because they coincided with National Science and Technology Week, which would increase the event's profile in the Settlements and in the media.

Presentations at these symposia ranged from 30 minutes to an hour and included a variety of topics:

- climate change;
- federal, provincial, and municipal water regulations as they apply to the Settlements;
- optimal forest management strategies for the Settlements;
- value-added opportunities in forestry;
- nontimber forest products; and
- the impact of resource activities on fish, wildlife, and the environment.

Youth who received training through the initiative also made presentations at the symposia which highlighted their work on the Settlement projects, as well as their experience with the initiative. Dignitaries also presented at the symposia including the Métis Settlements General Council Executive, individual Settlement councils, the mayor of High Level, and the Member of the Legislative Assembly for Lac la Biche–St. Paul.

Programs for the events were prepared and distributed to the participants on their arrival. The program for each symposium varied depending on the interests of the communities involved and the availability of meeting facilities. For the events in Grouard and St. Paul, presentations were organized into

<sup>51</sup> Ecoplan International, 1999, p. 41.

<sup>52</sup> For instance, investing in a resource management plan allows communities to balance competing interests while ensuring that their resources are managed sustainably.

<sup>53</sup> Personal communication, Peter Jongerius, Human Resources and Skills Development Canada.



two concurrent sessions, while the event in Paddle Prairie consisted of one session.

Instructions were issued in advance to each presenter regarding the most appropriate presentation style for the audience. Each presenter was also given the opportunity to display material. Organizations attending the symposia but not giving presentations were also given an opportunity to display material for a nominal fee.

Information regarding the symposia was distributed to the communities in Settlement newsletters, and leaflets were posted at each location in advance of the event. As well, advertisements promoting the events appeared in several of the area newspapers before National Science and Technology Week.

Admittance to the symposia was free, and open to the general public. In addition to the Métis Settlements, invitations were also issued to industry, various federal and provincial departments, neighboring First Nations, the Métis Nation of Alberta, area schools, municipalities, and municipal districts.

Transportation to and from the symposia was provided for anyone from the Settlements who wished to attend the events. As a further incentive to attend, a complimentary meal was offered to the symposia participants.

Approximately 155 people attended the symposia. Attendance at the three events was mixed and included representatives from several communities and organizations (see Table 22). For future communication purposes, contact information was collected from all attendees.

A postsymposium evaluation was circulated to the symposia participants. Participants were asked to score the various aspects of the symposia including conceptual aspects of the event, technical details regarding the event, and an overall evaluation of the event.

A synopsis of the symposium scores is shown in Table 23. After the symposia, a compilation of the presentation summaries was prepared and distributed to the symposia participants and the Métis Settlements in May 2003 (see List of Associated Documents).

## Discussion

When considering the effectiveness of this component of the Northern Alberta Métis Project, two aspects warrant discussion, namely attendance at the symposia and effectiveness of the symposium model.

### *Attendance at Symposia*

Attendance at the symposia did not meet the expectations of the initiative's key participants, particularly the participation

of the Settlement membership.<sup>54</sup> Although it certainly would have been beneficial to have greater Settlement participation in these events, it is important to maintain realistic expectations when implementing such events. The events attracted 60 of a possible 3500 (see Table 2) or 1.7% of the Settlement residents. Similar events held in major urban centers do not attain this level of attendance.

Attendance by Settlement membership is even more impressive given that several factors acted to discourage its participation at these events including (1) inclement weather, particularly for the event in St. Paul; (2) distance from the Settlements to the symposium location, for example, for the event in St. Paul where some of the participants had to travel two hours (or 200 kilometres) to attend; (3) timing; all of the events occurred during the work week so the only working people who could attend were those whose jobs pertained to natural resources and youth; (4) schedule of royalty payments to Settlement membership; one community representative stated that more individuals from her Settlement would have attended the event, but they were shopping in Edmonton, courtesy of a royalty payment that they recently received from the oil and gas industry; (5) cultural and language differences; approximately 10% of the Settlement population lists Cree as their first language<sup>55</sup> and there is no Cree word for symposia—some individuals from the Settlements might not have attended the events because they were not sure what the word meant; (6) limited follow-up with individuals who attended the Needs Analysis Workshops in March 2002; having participated at an earlier stage of the initiative, these individuals would be more likely to attend subsequent phases; (7) lack of interest by Settlement members for events pertaining to science and technology.

As stated previously, it is inherently difficult to persuade community members to attend these events, but community participation can and should be improved on. In the future, events should be promoted at every opportunity within the target community. In addition to submitting advertisements with the local media, project representatives should visit local schools and other venues to promote the initiative and associated events. As well, where it is economically and logistically feasible, future events should be held within the target community.

### *Effectiveness of Symposium Model*

Participants at the Resource Science Symposia were generally satisfied with the events, almost two thirds of the participants rating the events from good to excellent (see Table 23). An equivalent number of people stated that follow-up events

<sup>54</sup> In contrast, and from the perspective of the initiative's key participants, the events were well attended by representatives from industry and government (see Appendix 1.37).

<sup>55</sup> Table 3.1 of the Métis Settlements General Council Census 1998 (Krahn et al. 1998).

would be appropriate and beneficial to the Settlements. The comment was also made that “the [events] delivered information that could assist with the development of employment opportunities for the Settlements.” This general view was shared by the initiative’s key participants (see Table 24), with the majority stating that the topics presented at the events reflected the input provided by the community, were relevant to the interests of the Settlements, and were presented in a manner that allowed the community to understand and to benefit from the information.

But the events were not rated equally by participants. The event in St. Paul received a lower overall rating than either of the two previous events, likely because the audience in St. Paul was dominated by highschool students.

To be effective, presentations to highschool youth must be more “entertaining”. According to the comments from the St. Paul symposium participants, apparently many of the speakers at this event did not make this adjustment. In the future, additional coaching of presenters is needed so that the presentations are more effective for a wider audience.

Three changes were suggested by the symposia participants for future events. The most common change suggested was to reduce the number of presentations and sessions for any event. This suggestion did not come as a complete surprise to the event organizers, as the range of topics requested by the Settlements through the Needs Analysis Workshops was extensive.

Accordingly, addressing these topics in a single day required an intensive schedule. This schedule overwhelmed the participants with the amount of information presented, and generally did not allow sufficient time for dialogue and networking between presenters and participants.<sup>56</sup> Organizers of future symposia must strike a balance between addressing the priorities identified by the community and the intensity of the schedule required by the event.

The second change suggested by the symposia participants was to ensure that sufficient profile is given to the presentations made by the youth. These presentations were of particular interest to the communities because they indicated the progress made by the youth.

Finally, it was observed that there was little overlap between the participants in the Needs Analysis Workshops and the participants at the Resource Science Symposia. Therefore, there was no way to verify whether the issues identified in the Needs Analysis were addressed in the symposia. A solution would be to ensure that some of the community representatives who participated in the Needs Analysis participate in and/or contribute to the symposia.

<sup>56</sup> As a result of the limited opportunity for dialogue between the presenters and community members, the initiative hosted a series of Economic Development Fora for the Métis Settlements.

## **Economic Development Fora**

### **Description of Activities**

At the request of the Settlements participating in the Northern Alberta Métis Project, the initiative hosted two Economic Development Fora in Peace River and St. Paul, Alberta, on August 5 and 7, 2003, respectively,<sup>57</sup> to facilitate resource-based economic development on the Settlements.

To ensure that these events were productive, and that all of the elements required for economic development were in place, invitations were issued to Settlement council and administration, as well as industry, the Métis Nation of Alberta, and federal and provincial agencies that promote economic development and training. Fifty-four people participated in the Economic Development Fora. Attendance at the two events was mixed and included representatives from many of the organizations that were invited to attend (see Table 25).

An agenda for the events was prepared and distributed to the participants before their arrival. Each event consisted of a morning and afternoon session. In the morning session, presentations were made on the following topics:

- aboriginal tourism,
- value-added in forestry,
- nontimber forest products, and
- afforestation (plantation forestry on previously unforested land).

These topics were identified in a questionnaire sent to the Settlements as being of particular interest for the communities.

In the afternoon session, the participants broke out into facilitated discussion groups, with each group focusing on a single resource topic. The process used in the discussion groups was developed by Alberta Community Development.

In the discussion groups, it was determined that all four of the resource areas presented could contribute to economic development for the Métis Settlements. To translate the opportunities into reality, common issues must be addressed including access to start-up capital, training for Settlement members, and a champion to make it happen.<sup>58</sup>

After each event, an evaluation was circulated to the participants to score various aspects of the event. A synopsis

<sup>57</sup> A third event, with 21 participants, was held in Slave Lake. This event was not part of the Northern Alberta Métis Project, but it did use three of the resource professionals who participated in the Peace River and St. Paul events. In addition to sharing speakers, the Slave Lake event was also geared toward sharing information and promoting regional, resource-based economic development.

<sup>58</sup> Although it wasn’t emphasized at the events, feasibility studies, like those done by the Economic Viability Strategy, play a key role in economic development.

of the results from the fora evaluation is shown in Table 26. For future communication purposes, contact information was collected from all attendees. A summary of each presentation, along with a synopsis of the discussion groups, was compiled into a report and circulated to event participants and the Métis Settlements (see List of Associated Documents).

## Discussion

Two aspects of the Economic Development Fora require discussion, namely technical aspects of the events, and effectiveness of the events.

### *Technical Aspects of Fora*

Compared to the other events sponsored by the initiative, the Economic Development Fora were implemented with relatively little difficulty. At one of the events, the facilities were not suited for the number of participants. As per previous recommendations, care is required to ensure that the appropriate facilities are selected for events.

As well, the events were held too close to the holiday season, and this prevented more of the Settlement's political leaders from attending. Once again, careful planning is required to ensure that the optimal time is chosen for future community-based events.

Two recurring points were made by the fora participants about the event structure. First, there was insufficient time for questions and answers following the presentations. Due to the late arrival of the participants, both events were delayed by more than half an hour. Given that community-based events are perpetually late in starting, organizers of future events should consider reducing the number of topics discussed. Second, the fora participants wanted to take part in all of the discussion groups. This could be accomplished, provided that the events were restructured, and again, there were fewer topics.<sup>59</sup>

### *Effectiveness of Fora*

Regardless of the venue, participants at the Economic Development Fora were generally pleased with the events for several reasons. First, from the perspective of the initiative's key participants, the fora were well attended by the Settlement membership and by industry (see Appendix 1.37). Second, in addition to providing relevant information to the Settlements, and generating awareness regarding potential opportunities, early indications suggest that the contacts

that were made at these events were beneficial to the Settlements.<sup>60</sup>

Perhaps most importantly, almost two thirds of the participants (14 of 22) and 80% (8 of 10) of the key participants agreed or strongly agreed that the events would contribute directly to economic development on the Settlements (see Table 27). However, as with other phases of the Northern Alberta Métis Project, the real effectiveness and impact of this component of the initiative will not be known for some time. As pointed out by one of the participants in the Economic Development Fora, ultimately, the "Settlements will have to take it from here." It was also pointed out that the Settlements "may need some direction...before anything...happens."

## Overall Evaluation

### Description of Activities

Evaluations play a key role in project management. Through the evaluation process, the strengths and weaknesses of any methodology can be identified and subsequent modifications recommended. These modifications can be used on a learn-as-you-go basis not only for the current initiative, but for future endeavors as well.

Accordingly, information in the form of hard data (e.g. the number of participants at events, success rate of youth, number of communities participating, etc.), as well as the perspective of the initiative's participants, serves as the foundation for the evaluation process. For the Northern Alberta Métis Project, information was collected throughout implementation, primarily by surveying the initiative's participants for answers to 10 key questions (see Table 28).

The first four surveys listed in Table 28, Needs Analysis, Youth Survey, Symposia Evaluation, and Economic Development Fora Survey, were designed by the project leaders to determine the effectiveness of specific components of the initiative. These surveys were developed with relatively little input from representatives at the Settlement level.

This is in direct contrast to the Evaluation Questions and the Success Criteria that were developed with input from the Settlement representatives to take a holistic approach to evaluating the Northern Alberta Métis Project. These surveys were developed using a three-step process.

First, draft questions and criteria were prepared by the project leaders and submitted to the community representatives for input. Second, the draft questions and criteria were modified and finalized based on the input from the

<sup>59</sup> At the conclusion of the presentations, participants would be divided into three small groups, with each group rotating among the resource professionals until they had a chance to discuss each topic. Under this scenario, each resource topic would be allotted 30 minutes for presentation, and then 2 hours of discussion (per group) for a total of 7.5 hours (excluding lunch and breaks).

<sup>60</sup> For instance, through contacts that were made at one of the events, an agreement has been reached between the Canadian Executive Service Organization (CESO) and the Gift Lake Métis Settlement regarding professional advice for that Settlement's forestry operations (personal communication, Stephan Pertschy, CESO Aboriginal Services).

community representatives. Third, the finalized questions and criteria were submitted to the initiative's most active or key participants (see Table 29) with their input compiled into Appendices 1.00–1.39 and 1.40–1.42 and integrated into this document.

## Discussion

The majority of the initiative's key participants were satisfied with the process used in the evaluation and believe that the report will be a fair and accurate account of the project's accomplishments (Table 30). However, there are several points regarding the evaluation process and the associated surveys that require consideration.

First, to ensure an accurate and unbiased measure of success, evaluation questions and indicators of success should be drafted before project implementation, preferably with extensive input from community. This was not the case with the Northern Alberta Métis Project, which developed these survey tools just before the completion of the initiative, with input from the community representatives.

Second, surveys must be simple, concise, and have a standardized format; although the questions used by each component will vary, the rating system should be uniform. Failure to achieve any of these stipulations will reduce the quality and quantity of the input provided by the community, and diminish the effectiveness of the overall evaluation process.

Third, where possible, key participants in the initiative should be surveyed at the completion of each component to ensure that the response provided is thorough and accurate.

Fourth, where possible, to ensure that the full range of perceptions is captured, survey material must be distributed to any individual or organization that has had significant experience with, or input to, the initiative. This becomes doubly important when the distributed survey material results in a limited response .

Finally, to encourage community representatives to submit their completed evaluations, a portion of project funding should be withheld until final input is received from the community. The mechanism used to withhold funds can involve either a second round of projects, or a final installment on monies owed to the community. The amount of funding withheld should not result in excessive burden for the community. However, it should justify the time invested by the community representatives to complete the final evaluation survey.

## Impacts of Initiative

Based largely on comments from the participants, the *Northern Alberta Métis Project* had several short-term and long-term impacts. A summary of these impacts follows.

## Short-term Impacts

### Identified Science and Technology Information Needs of Settlements

Through the Needs Analysis Workshops, the Northern Alberta Métis Project worked with the Settlements to determine their science and technology information needs regarding natural resources and management. The identification of the Settlement's priorities facilitates two additional impacts.

First, the Settlements are better placed to draft their own research agenda, and to approach potential partners regarding collaboration. Second, research organizations outside of the Settlements can compare the community's priorities with their current research and extension programs and make the appropriate adjustments.

### Addressed Immediate and Short-term Information Needs of Community

Through the Resource Science Symposia, the initiative was able to address the immediate and short-term needs of the Settlements through the transfer of relevant science and technology information. This transfer occurred not only at the political and the professional level, but also at the individual level for members of the Settlements involved in non-commercial and traditional activities. Through the sharing of information, the initiative created potential employment opportunities for the Settlements (see Appendix 1.32, Response xviii).

### Increased Visibility, and Created/Strengthened Partnerships

Visibility within communities, and particularly Aboriginal communities, is an ongoing concern for federal and provincial governments. Through the Northern Alberta Métis Project, the visibility of the federal (Human Resources and Skills Development Canada, Natural Resources Canada, Agriculture and Agri-Food Canada, and the Privy Council Office) and provincial (Alberta Human Resources and Employment) government departments involved with the initiative was increased. This resulted not from confrontation, but from positive collaboration between the Métis Settlements and both levels of government.

Of greater importance than the increased visibility of government within the Settlements is the knowledge that the Métis Settlements and government acquired about each other. Increased knowledge regarding the mandate and activity of government agencies increases the likelihood that the Settlements can access funding in the future. A better understanding of the issues faced by Settlements allows government to provide better service through programming that is relevant to the needs of the communities. Ultimately, with the knowledge acquired through the

initiative, future joint ventures between government and the Métis Settlements are likely.

Two additional points regarding visibility and partnerships are worth considering. First, not all of the partnerships created through the initiative were external to the Métis Settlements. Since its inception in 1999/2000, Strategic Training Initiatives has supported and sponsored over 2700 clients. However, during that time, the Northern Alberta Métis Project is the only instance where several of the Settlements collaborated on a single training initiative.<sup>61</sup>

Second, the knowledge gained by the Settlements was not restricted to government. Indeed, through the Northern Alberta Métis Project, the Settlements established or strengthened a working relationship with several research organizations, industry, and academia.

## Community Investment and Employment

The Northern Alberta Métis Project benefited the Settlements through a direct investment of more than \$600 000. Approximately half of this investment represented new funding for the Settlements.

Through the Training and Community Projects phase of the initiative, the Northern Alberta Métis Project provided 430 weeks of employment (and work experience) for the 24 participating Métis youth. With only 40% of the adult Settlement population working full time, and full-time youth employment ranging from 16 to 47%, any employment of youth within the Settlements can be considered significant.<sup>62</sup>

Also, the youth coordinator and two of the supervisors were Métis, hired specifically to work on the Northern Alberta Métis Project. Collectively these individuals generated an additional 30 weeks of employment and work experience.

## Community Awareness of Importance of Science and Technology Information

Throughout the Northern Alberta Métis Project, the Métis Settlements became aware, at all levels of the community, of the importance of science and technology information in resource management. A lack of awareness, particularly at the political level, has been identified as contributing to underinvestment in natural resources and resource-related infrastructure.<sup>63</sup> Underinvestment presents a major obstacle to resource-based economic development on the Settlements. Increased awareness at the political level has already had an

impact on the Métis Settlements, as several communities have committed to investing in their resource-based infrastructure.

## Progress on National, Provincial, and Corporate Commitments and Recommendations

Through the implementation of the Northern Alberta Métis Project, progress was made on several national, provincial, and corporate commitments and recommendations.

### National Commitments and Recommendations

From a national perspective, the Northern Alberta Métis Project contributed to the following areas:

- Action 7.1 of the National Forest Science and Technology Course of Action calls for the “identification of the distinctive forest research needs of individual Aboriginal communities.” This was accomplished through the Needs Analysis Workshops.
- Action 7.3 of the same document calls for “Increased access by Aboriginal groups to the knowledge generated by the scientific community.” This was accomplished through the Resource Science Symposium.
- Action 7.4 of the same document calls for the “development of capacity-building programs in forest management for Aboriginal peoples, including training and work experience opportunities for youth.”
- The Royal Commission on Aboriginal Peoples report (1996) makes a similar recommendation, noting that “Communities and nations that want to control the wealth available from their resources do not want to leave operation of their economies to outside specialists. Measures are required to encourage Aboriginal people to develop skills in a full range of technical, commercial and professional fields.”
- In a supplemental report,<sup>64</sup> the Royal Commission states that to rebuild Aboriginal economies, these communities need assistance to “build institutional capacity with a well trained and professional staff,” and to “address the disparity between the skills that presently exist in Aboriginal communities, and the skills required by the workforce.”

The Northern Alberta Métis Project made progress toward these goals through the Training and Community Projects phase of the initiative.

### Provincial Commitments and Recommendations

Increasing the capacity to manage resources in Aboriginal communities, and developing partnerships are two elements of the Government of Alberta’s Aboriginal Policy Framework.<sup>65</sup>

<sup>61</sup> Since the Northern Alberta Métis Project, there has been a push within General Council to engage in multi-Settlement projects (personal communication, Tom Ghostkeeper, Director of Strategic Training Initiatives, Métis Settlements General Council).

<sup>62</sup> According to Table 18.2 of the Métis Settlements General Council Census 1998 (Krahn et al. 1998).

<sup>63</sup> Ecoplan International, 1999, p. 41.

<sup>64</sup> Wien, F., The Royal Commission Report: Nine Steps to Rebuild Aboriginal Economies, p. 16 and 23.

<sup>65</sup> Government of Alberta. Strengthening Relationships: The Government of Alberta’s Aboriginal Policy Framework, p. 12.

The Northern Alberta Métis Project made progress toward these goals through the Training and Community Projects phase of the initiative.

### ***Corporate Commitments and Recommendations***

Industry in Canada has also recommended how to work effectively with Métis communities. Among these recommendations<sup>66</sup> are the need for

- the provision of work experience to facilitate access to long-term employment opportunities,
- participation in community-based training programs that provide opportunities for Métis people,
- the development of working partnerships that assist Métis communities and organizations in their efforts to achieve and sustain economic self-sufficiencies, and
- involvement and sponsoring of community events and projects.

Once again, through the Training and Community Projects phase of the initiative, the Northern Alberta Métis Project made progress toward these goals.

## **Long-term Impacts**

### **Increased Capacity and Infrastructure**

Through implementation of the Training and Community Projects phase, the initiative increased the capacity of the Settlements to independently manage their resources. This was accomplished by developing new skills, and acquiring relevant data, software, and mapping equipment. This statement is true even for the Settlements that had only one youth successfully complete the community projects phase of the initiative. For this to be considered a long-term impact, it must be continued and expanded at the Settlement level.

An increase in capacity to manage resources was not restricted to the Métis Settlements. As a result of the training program developed for the initiative, and the subsequent equipment and software purchased on behalf of Northern Lakes College, the college expanded and has seen increased demand for the GIS/GPS training course offered through its natural resource program curriculum.<sup>67</sup>

### **Developed Tools for Improved Resource Management**

One of the principal objectives of the Community Projects phase of the initiative was to produce through digital mapping a tool that the Settlements could use to sustainably

manage their resources. As pointed out by one of the key participants, "mapping and map making is and always will be a very important piece of information in each community." Through the resource and infrastructure inventories that the Settlements conducted, they are now in a much better position to establish sustainable levels of harvest, and to manage their natural resources efficiently. Examples include the optimal construction of access roads, and minimizing the distance between landing areas and processing facilities.

### **Promoted Economic Development on Settlements**

The elements required for economic development at the community level include

- individuals with a marketable skill set,
- access to relevant science and technology information, and
- access to capital for training and start-up costs.

Through the various components of the Northern Alberta Métis Project, culminating with the Economic Development Fora, all of the elements necessary for resource-based economic development on the Settlements were brought together. The onus to make the transition from potential development to actual projects is on the Settlements and the various partners.

### **Impact on Youth**

The Northern Alberta Métis Project had a positive impact on the youth, based on their comments (see Appendix 2) and on observations of the initiative's key participants (see Table 31; Appendix 1.23, Response xviii; and Appendix 1.24, Response xv). This impact is characterized by the development of new skills and the influence on the career path of the youth.

### **Development of New Skills**

In addition to acquiring training in GIS/GPS, youth successfully completing the Northern Alberta Métis Project stated (in the final portion of the Youth Survey),<sup>68</sup> that the initiative provided an opportunity to acquire information regarding a potential career; participate in new ideas within their community; and develop interpersonal skills. These points echo the statements that the youth made while training in Grouard, suggesting that the initiative was successful in meeting the expectations of the youth participants.

The priority the youth assigned to these points varied according to their age and sex (see Appendix 2). Understanding

<sup>66</sup> Proceedings Corporate-Métis Relations in Canada: A Call to Action. April 1998, p. 15-16.

<sup>67</sup> Personal communication, Brian Panasiuk, Director of Career Programs, Northern Lakes College.

<sup>68</sup> The Youth Survey was split into two sections. Youth completed the first section during the training session in Grouard. The second section was completed during the Resource Science Symposia, or in some cases, after the youth were no longer employed by the initiative. Only youth who successfully completed the initiative were available to complete the final portion of the Youth Survey.

the priorities of youth helps those developing and implementing initiatives to make the experience relevant to the participants.

### *Influence on Career Preference*

To determine the impact of the initiative on the career preference of the youth, each participant was asked to choose one of several statements shown in Table 32. The career path of the youth successfully completing the Northern Alberta Métis Project was influenced by the initiative.<sup>69</sup> This observation is consistent with previous comments made by youth, as well as comments made by the community representatives.

Reinforcing a previous interest is important, especially for youth. A value is not attached to this category because these youth would probably have pursued a program in natural resources regardless of whether or not they participated in the program.

Four youth commented that the initiative helped them to choose a career. For example, one participant commented that he/she was considering a career in either natural resources or in childcare/social work. After working eight months with the Northern Alberta Métis Project, this individual is considering pursuing a career in natural resources.

For four youth, participating in the Northern Alberta Métis Project created a completely new interest in natural resources, while for one individual, it eliminated a previous interest. Both outcomes are of value, as they allow youth to make informed decisions regarding potential career opportunities.

Any changes that can be made to the long-term recruitment of Aboriginal people into the professional level of natural resources is positive. Of those seven youth who stated the initiative influenced their career path, six have acted on these intentions and have returned to school, or found a job related to this field (see Table 33).

To capitalize on the stated intentions of the youth, it is important to realize that encouraging youth to enter into a professional career in natural resources is only part of the challenge. The next challenge is to employ these individuals within their communities after they have completed their education and/or training requirements. Failure to do so will result in the youth completing a degree in an area like digital mapping, only to seek employment in some other field, usually outside of their community. When this happens, the community does not benefit fully from its education and training investment.

<sup>69</sup> While it was not tracked as accurately, the initiative also influenced the career preference of youth who did not successfully complete the program. Individuals who work with youth subsequently advised the project leaders that two of the youth who did not complete the program have gone on to engage in resource-related training and employment (personal communication, Susan Barthel, Fishing Lake Métis Settlement).

Due to fiscal constraints of the Métis Settlements, several youth who were surveyed expressed concern that they would be unable to capitalize on their experience with the Northern Alberta Métis Project by pursuing additional training and education. Current funding for postsecondary education is insufficient to meet the demand in many Aboriginal communities.

The majority of the youth participants had received Settlement funding before their involvement in the initiative, but for various reasons they were unsuccessful. The youth suggested that the Settlements are therefore often reluctant to invest further in them.

By participating in the Northern Alberta Métis Project, many of the youth developed an interest in natural resources and a greater degree of maturity. The skills that these youth have acquired, and the passion that they have cultivated for natural resources will be indispensable for the Métis Settlements as they attempt to develop sustainable resource-based economies. To ensure that this hard-won enthusiasm for natural resources is not destroyed by fiscal constraint, Settlement administrators are encouraged to continue investing in the promising youth identified by the initiative.

### *Number of Youth Continuing in Digital Mapping*

The key participants in the Northern Alberta Métis Project stated that for the initiative to be considered successful, 12 (or 50%) of the participating youth must continue working in or studying digital mapping. Among those organizations and individuals that deal extensively with youth, the number required to be successful ranged from 6 to 18 youth or 25–75%. Unfortunately, the initiative fell short of the 50% target because of several factors.

First, given that the youth participating in the initiative were identified as at risk, and the selection process was less than effective in screening for interested youth, the 50% target might not have been realistic. Second, difficulties in implementing the Settlement projects, mainly issues related to supervision, transportation, and utilization of youth, led to the elimination of several participants. Third, funding constraints within the Settlements resulted in only one youth being hired by the communities. Communications with the Settlements suggest that more youth would have been hired if the required funds had been readily available (see Appendix 1.30, Response xvii). Fourth, one of the initiative's key participants pointed out that the youth probably needed post-project counseling. Not all the Settlements provided this service.

Finally, determining the true impact of the initiative on the youth is difficult because it takes time to find a job in the field, or to return to school. Likely, more of the youth who participated in the initiative will be working or studying in this field probably within the next year. Also, even youth who did not finish the community projects phase can apply the skills acquired through the initiative in the future.

## Lessons Learned through Project Implementation

The lessons learned through the development and implementation of the Northern Alberta Métis Project differ from those identified in previous sections in that they can be applied throughout the initiative.

### Importance of a Champion

The importance of a champion was clearly illustrated with the Northern Alberta Métis Project. Participants in the Economic Development Fora made a similar statement. Settlements that had a champion were able to get the most out of their project, even if council did not take an active interest in it. For instance, a full meeting with council never materialized in Paddle Prairie, but the community still produced a very successful project. This was due largely to three individuals in the Settlement administration who actively supported the initiative. At the very least, the person you are working with in each community must support the project. In one community, this was not the case, and it became very difficult to function effectively.

### Comprehensive Terms of Reference Essential

Many of the difficulties experienced by the initiative in planning and implementation would have been reduced considerably with a well-defined and comprehensive terms of reference. Through a terms of reference, objectives are defined, potential jurisdictional issues are identified, and roles and responsibilities for each partner are delineated.

By defining goals, first the gaps in project needs can be identified and then the contributions required from the partners. Preparing a list of items required by the initiative also facilitates the definition of roles for participating organizations.

### Trade-off between Size of Project and Strength of Relationship between Participants

In natural resource industries, there is a tendency for government and communities to strive for large-scale projects because of economies of scale and because large-scale resource-based projects are successful in generating exposure in the media. Working at this scale, however, comes at a price.

Larger scale initiatives tend to be complicated and difficult to implement. Consequently, they require significant time

and energy, particularly when dealing with communities with diverse interests. They also require more fund-raising, and inevitably, more partners. Every partner that funds an initiative has conditions and restrictions on that funding. These conditions in turn require change, and compromises between the goals of the initiative, the community, and the various funding partners. If the individuals responsible for implementing their project are not careful, the compromises required by the various partners can circumvent the original intentions of the initiative.<sup>70</sup>

The Northern Alberta Métis Project was probably too large because the project leaders were not able to

- visit the communities as often as was required;
- provide the one-on-one support required by the Settlements;
- develop a familiarity with the Settlements and their issues, as well as a strong personal relationship with Settlement administrators implementing the project; and
- pursue partnerships with industry and other organizations.

The initiative would have been more successful if it had focused on one group of Settlements, as opposed to attempting to work with all of them. It is unnecessary for every community to participate to be successful, a fact recognized by the communities themselves (see Appendix 1.40).

### Sufficient In-kind Resources Must Be Allocated at Community Level

To ensure that their interests were represented in the initiative, the Settlements appointed individuals within the administration to act on their behalf. Although their participation enhanced the delivery of the initiative, and ensured that the initiative was relevant to the needs and circumstances of the Settlements, it created some challenges as well.

Settlement administrators are quite busy with their primary duties and do not have time available consistently for other activities. The demands imposed by the Northern Alberta Métis Project on these individuals was at times considerable, and the ability and the willingness of staff to meet these demands varied by community.<sup>71</sup> Ultimately, it was very difficult for the community representatives to provide timely input.

When dealing at the community level, it is imperative that

1. the project leaders allow sufficient time for the community representatives to provide input and/or implementation;

<sup>70</sup> The decision to target at-risk youth for the initiative was influenced by the need to access funding. Under different circumstances, the initiative may have been better suited to other youth.

<sup>71</sup> Similar observations were made by Ecoplan International when it developed a Traditional Land Use Study for the Settlements (Ecoplan International 1999, p. 4).



2. material presented to the community representatives be clear and concise with the input required by the initiative clearly identified;
3. the political element within the communities ensure that their representatives are allotted sufficient time and resources to effectively represent their community's interests.

The allocation of time was an issue not only for the Settlements. On several occasions, the regular duties of the General Council representative prevented this individual from fulfilling the duties required by the project, and project implementation was adversely affected.

### **Communities Limited in Capacity to Contribute to New Initiatives**

Aboriginal communities are often limited in their capacity to make cash and in-kind contributions to new initiatives that may benefit them because the majority of them operate on very tight financial and human resource budgets.

The majority of the resources within the community are dedicated to pre-existing governance and economic development issues, and little remains for new activities. Accordingly, it may be necessary for individuals implementing new initiatives within Aboriginal communities to allocate a portion of the project's resources to the community to ensure that its needs are addressed.

### **Flexibility in Dealing with Communities an Asset**

Flexibility is always an asset when dealing with Aboriginal communities. To be truly effective, any model or approach that is implemented must recognize the particular circumstances of the target community. The degree of flexibility must always be governed by three factors: consistency with the original intent of the model, economic feasibility, and constraints imposed by time. Failure to observe any or all of these factors will create difficulties for the initiative.

### **Managing Expectations Is Crucial**

In addition to time and money management, project management must include managing expectations. Several organizations have aggressively promoted GIS/GPS technology to the Settlements and generated high expectations regarding the potential applications for this technology.

These expectations carried over to the initiative. It is important to remember that "GIS/GPS is only a technology, it is not the answer to all of the challenges facing the Métis."<sup>72</sup>

<sup>72</sup> Ecoplan International 1999, p. 45.

Unfortunately, key individuals on some of the Settlements believed that this technology can do everything (and consequently solve all of their problems). Others believed that the initiative would produce instant professionals. When it became apparent that this was not the case, dissatisfaction ensued. Prevent it from reaching that point early in the process by outlining in advance realistic outcomes and potential limitations of the initiative.

### **Significant Regional Differences Exist in Policies and Relationships**

Within Canada, there is considerable variation in the geopolitical circumstances of each region. Accordingly, the relationship (as well as the rules governing that relationship) between the federal government, the provincial government, and Aboriginal communities will also vary. Even the rules that federal departments apply in each province are different.<sup>73</sup> Two identical initiatives in two different jurisdictions may not have the same success in applying for and accessing funds. In the future, project managers should be aware of the unique criteria applied by organizations from which they are seeking funding.

### **Skepticism within Aboriginal Communities Should Be Expected**

No matter how noble the intentions, representatives from outside organizations will inevitably have to overcome an element of skepticism when dealing with Aboriginal communities. This skepticism is not restricted to the federal government, but also includes the province, municipalities, industry, and even Aboriginal governments, particularly the relationship between General Council and member bands or communities. Therefore, the first objective of any initiative should be to develop a solid relationship with (and within) the target community. Once this is accomplished, community support for the initiative will increase. Naturally, such relationships are developed over time, with dialogue and numerous visits to the target community. Project managers must allocate sufficient time and resources to building this relationship with the target community.

### **Adequate Compensation of Participating Organizations Is Critical**

Failure to adequately compensate participating organizations may result in a reluctance to fulfill their obligations to the project, cover unexpected costs, and participate in future

<sup>73</sup> Through an agreement with the province of Alberta, Human Resources and Skills Development Canada and its provincial counterpart have a labor development agreement that describes the activities that each agency will support. The specifics of this agreement do not exist in any other jurisdiction in Canada.

projects. This lesson was clearly demonstrated through interaction with Northern Lakes College. As mentioned previously, before the training, the initiative donated equipment and software to the college as part of the training program. Without this donation, the college may have reacted differently to the incidents that occurred, and to the damage to the residence used by the training participants.

## **Model Can Be Successfully Applied to Variety of Resource Sectors**

One of the underlying objectives of the Northern Alberta Métis Project was to determine whether the general model used by the initiative would be successful in identifying the Settlement's priorities, sharing information, and developing skills in a variety of resource sectors. Previously, this model was tested exclusively for forestry and forest-related issues in the southern interior of British Columbia. The Resource Science Symposia featured speakers from several different resource sectors. Likewise, the Settlement projects had implications in several resource sectors. Apparently, the general model employed by the initiative is valid, based on the comments from the symposia participants, as well as Settlement members involved with the community projects.

## **Timing Is Important**

Timing is very important when dealing at the community level. In the case of the Northern Alberta Métis Project, timing was less than optimal for two reasons.

First, as pointed out by several participants, the time frame for the initiative was unrealistic. When the initiative was originally conceived, the intent was to engage in consultation and planning for the first year, with project implementation in the second year. Unfortunately, this did not occur, mainly because of extended negotiations required by the regional partners.

Other factors were elections on Settlements and the temporary closing of General Council and one of the Settlement offices. As a result, the timelines set forth by the initiative were compressed and the deadlines were unrealistic.

When implementing an initiative, sufficient time must be allotted for consultation and project delivery. Decisions regarding implementation should be based on what is acceptable and practical for the community, not on artificial deadlines imposed by project funding.

Second, in 2002 when the Youth Training and the Community Projects were implemented, the funds for each Settlement contributed by the agreement with the province declined

by 20%. This reduction in funding affected the operating budget of each community, which in turn affected the ability and the willingness of the Métis Settlements to participate in an initiative that required financial and in-kind resources. Whenever possible, efforts should be made to build on existing momentum within the target community.

## **Importance of Follow-up**

Follow-up is an important component of community-based project implementation. Through follow-up with the communities, a program or initiative increases the likelihood that the work that was initiated will continue. Too often, however, community initiatives that draw heavily on government funding do not receive sufficient follow-up because there is only so much that can be accomplished once the available or designated funding has been depleted. As well, government administrators are frequently under pressure to deal with as many communities as possible and even in-kind contributions from government to communities are difficult to provide once an initiative has been completed.

The Northern Alberta Métis Project provided follow-up for the participating communities mainly through the Economic Development Fora and the second round of community training, neither of which was envisioned when the project was originally developed. The estimated effectiveness of the follow-up with the Settlements would undoubtedly vary, depending on the community.<sup>74</sup> If a project is to be truly sustainable in the long term, the community and other partners must assume ownership and responsibility for it.

In the future, individuals implementing community-based projects should incorporate follow-up into the model that they are using. This may require that funding be set aside for this purpose. At the very least, project managers should be prepared to offer some form of in-kind support once the initiative has been completed.

## **Project Communications**

### **Description of Activities**

Communications associated with the Northern Alberta Métis Project occurred largely on an as-needed basis. As new developments occurred, updates were sent to the Settlements and other partners, usually by e-mail and/or fax. Discussions by telephone were also common between the project leaders and Settlement administration, particularly during the early planning and implementation phases of the initiative.

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<sup>74</sup> The Settlements were not given a formal opportunity to comment on this aspect of the initiative.

As well, the project leaders made several visits to the Settlements. Each visit was preceded by a package of briefing material. Briefing material and memos were also sent to the Métis Settlements General Council Executive, with a mid-project discussion occurring with that group. On-site updates (one each) were also provided to the Métis Settlements General Council Governance Settlement Advisory Committee, and to the Strategic Training Initiatives technicians.

Updates were also provided to the Settlement population as a whole through two articles that appeared in the *Métis Messenger*, the Métis Settlements newsletter. When events sponsored by the initiative occurred, articles and advertisements were posted in the local newspapers.

## Discussion

Effective communication with the client group is an integral component of successful project management. The experience of the Northern Alberta Métis Project demonstrated that there are several aspects to effective project communication that must be taken into account. Included among these are communications

- with communities and other partners,
- internal to communities,
- between communities, and
- external to communities.

Failure of one aspect of communication inevitably affects the others.

## Communications with Communities and Other Partners

Briefing material and reports sent to communities and other partners must be clear and concise to ensure that they will be read and assimilated.

Also, technology can be a barrier to communication with remote Aboriginal communities. E-mail on the Settlements, where it exists, is sporadic and undependable. Surprisingly, even electronic communication with General Council in Edmonton was at times erratic. In the future, project managers should be prepared to confirm delivery of information, accept alternate mechanisms for sending material, send material by more than one mechanism, and allow extra time for the material to be received.

## Communications Internal to Communities

Communications with communities is an essential aspect of project management. Each community was asked to appoint a representative to the initiative. However, even after this has

occurred, it is a mistake to assume that the material pertaining to the initiative will be circulated within the target community.

Council and administration must be involved and informed for a community-based project to be successful. Council does not have to acknowledge all the correspondence pertaining to the initiative. However, when Council must be aware of new developments, some form of acknowledgement from Council, perhaps in the form of a nonbinding agreement, would be beneficial.

To ensure that relevant members of the administration are involved and informed, each community participating in the initiative should designate a primary and secondary contact.

## Communications between Communities

Networking between communities can play a vital role in project management as it allows the different players to benefit from the collective successes and failures of their peers. Unfortunately, there was no formal mechanism for networking between the participating Settlements. In the future, a mechanism is required to ensure that regular discussions occur between the communities participating in an initiative.

## Communications External to Communities

Communications external to the communities are important as they increase the profile of both the initiative and the communities and partners that are participating. Support for the initiative is likely to increase not only from those communities and organizations already participating, but also from organizations that have the potential to contribute. Accordingly, individuals implementing future projects should take every opportunity to promote their initiative with the media.

## Effectiveness of Project Communications

The majority of the initiative's participants were generally satisfied with the updates that they received regarding the project (Table 34). However, several respondents were unaware that the initiative was being promoted within the local media.

## Principal Lessons Learned

Three changes are required to increase the effectiveness of project communications. First, develop a communication plan that uses all of the relevant media, and implement the plan diligently. Second, regularly update the communities and other partners. Finally, ensure that the communities and other partners are notified when articles pertaining to the initiative appear in the local media.

# Fund-raising and Fiscal Management

## Description of Activities

Fund-raising for the Northern Alberta Métis Project began in the spring of 2001 when proposals were submitted to various organizations. Fund-raising efforts were very successful (Table 35). Starting with less than \$20 000 in seed funding, the initiative secured more than \$600 000.

Financial contributions came from a variety of sources including four federal departments, the Métis Settlements and the Métis Settlements General Council, and the provincial government (Table 36). As mentioned previously, all of the funds allocated to the initiative were held in a central General Council account, and dispensed according to that organization's guidelines.

Participating organizations and communities also made in-kind contributions to the initiative that had an estimated value exceeding \$200 000. In total, \$877 327.33 in cash and in-kind contributions were allocated to the project, mostly in 2002, but also in 2001, 2003, and 2004. Significantly, more than 40% of the funding came from the Métis Settlements and General Council in a year in which their base operating budget declined by 20%.<sup>75</sup>

Project resources were allocated as per Table 37. Training and the Community Projects phases of the initiative consumed the majority of project resources, accounting for 25% and 52% of the allocations, respectively. Within each phase of the initiative, the largest expenditures were related to salaries and benefits (35.5%); professional services (16.5%); equipment, data, and software (11.7%); project administration (17.9%); and travel and mileage (10.7%) (Table 38).

## Discussion

Fund-raising is a critical component of project development, and the allocation of funds allows an initiative to proceed. The Northern Alberta Métis Project experienced several challenges during these phases, namely

- the financial unknowns of project management,
- efforts required for fund-raising and reporting,
- the bureaucratic requirements of managing funds, and
- challenges associated with the allocation of funds.

## Financial Unknowns of Project Management

Managing finances for resource-based community initiatives poses a distinct challenge for project managers because they

are never sure how much the initiative will cost until the final invoices are submitted. Estimates are required when applying for funding but they can be very inaccurate. For example, one Needs Analysis Workshop conducted by a previous initiative in the southern interior of British Columbia cost approximately \$8000. In contrast, three events hosted by the Northern Alberta Métis Project cumulatively cost less than \$18 000, as opposed to \$24 000 originally forecast by the initiative.<sup>76</sup>

Although the events in northern Alberta came in under budget, they could have cost more than anticipated. Within the federal system, acceptable variances on expenditures are generally 5%. This variance would be completely unacceptable to Aboriginal government, particularly for an initiative valued at \$610 000. Discussions with General Council suggest that even an overall variance of \$10 000 (or 1.5%) would be unacceptable. Project managers working in Aboriginal communities must strive to deliver their initiative under budget but not too much under budget, as the communities expect to receive full benefit from the funds that were allotted to them. Given the effort that is required for fund-raising, the prospect of returning unused funds is generally unpalatable in Aboriginal communities.

To ensure that projects are delivered on budget, first, before project implementation, conduct detailed research in the region to gauge potential costs. Second, set aside some funds to provide flexibility if priorities change or costs vary. Remaining funds can be allocated to other activities that are consistent with the original intent of the initiative.

## Efforts Required for Fund-raising and Reporting

Fund-raising is an integral component of project management. If project proponents are unable to convince funding organizations that their initiative is worthy of support, then it will likely not occur. It is rare for an initiative to have such a diverse group of funding partners. The initiative was able to secure support from a variety of organizations by aggressive fund-raising, and by maintaining a flexible approach to capacity building.<sup>77</sup> These practices should be continued.

Fund-raising can be a full-time activity, particularly for large initiatives like the Northern Alberta Métis Project. Most importantly, efforts associated with fund-raising do not stop with approval from the funding agency, but continue until the final report is submitted, which sometimes occurs after the

<sup>75</sup> Further reductions in base funding will be phased in until 2007, when the agreement between the Métis Settlements and the province expires.

<sup>76</sup> The low cost of the Alberta events was a result of several factors including lower costs of facility rentals; lower costs for catering (the Alberta events had twice the number of participants as the event in British Columbia, not three times as was originally forecast); the workshops and the analysis were conducted largely by the project leaders, not an external consultant as in the project in British Columbia; and lower costs in general for northern Alberta relative to the southern interior of British Columbia.

<sup>77</sup> The initiative presented a general concept to the potential funding partners. Any suggestions by the funding organizations that were compatible with the concept of the initiative and the needs of the Settlements were incorporated into the evolving project design.

individual assigned to the initiative has moved on to other activities. Sufficient resources must be allocated for adequate reporting or the initiative may find itself in a temporary deficit situation where spending has outpaced contributions from participating organizations.

## Bureaucratic Requirements of Managing Funds

When two organizations commit to working together on a joint initiative, one of the first issues that must be resolved is which organization will manage the project funds. Given that the initiative occurred over three fiscal years, and that flexibility was required to dispense funds, the decision was made to manage the funds through a Métis Settlements General Council account. Holding the funds under any system is challenging, and in the future, project managers must understand the characteristics of the financial system within which they will be working.

## Challenges Associated with Allocation of Funds

The various funding partners have stipulations regarding the allocation of their funds which affect every aspect of project expenditures including

- when and to what phase of the initiative funds can be applied; although every organization requires a final report, few funding agencies are prepared to allocate funds for it;
- the type of expenditures that are permitted, for example, some organizations support equipment-related expenditures while others do not; and
- the amount of funding that can be applied to any particular category, for example, organizations that support equipment purchases limit the funding for this purpose.

These conditions presented some minor difficulties in project implementation which the initiative overcame by taking advantage of the flexibility offered by nonspecific project funds (i.e. funds that are not specific to any particular phase, but have been allocated to the initiative as a whole). When negotiating with funding partners, attempt to maximize flexibility regarding acceptable expenditures.

## Effectiveness of Fund-raising and Fiscal Management

In the context of fund-raising and fiscal management, the majority of the initiative's key participants stated that (Table 39)

- the allocation of funds matched the initiative's objectives,
- the funds were allocated to the Settlements fairly and with flexibility,
- the Settlement's share of project expenditures was reasonable given the outcomes, and

- the Settlement's investment in its project will yield a good return.

Three issues are worth noting. First, administrative staff responsible for fiscal management within the target communities must participate in the early stages of the initiative's planning process. This was not the case with the Northern Alberta Métis Project, and it created some short-term difficulties for the initiative.

Second, while the initiative was successful in its fund-raising efforts, it was unable to secure industry support. Several factors probably contributed to this outcome including

- a lack of understanding by industry of the initiative's objectives;
- the softwood lumber dispute, which diminished the resources available to the forest industry for joint ventures with the Settlements;
- a lack of concerted effort by the project leaders and the community representatives to develop a relationship between the Settlements, the initiative, and industry; and
- a poor relationship between industry and some of the Settlements, and industry's fear that participation in the initiative would leave it liable for future expenditures.<sup>78</sup>

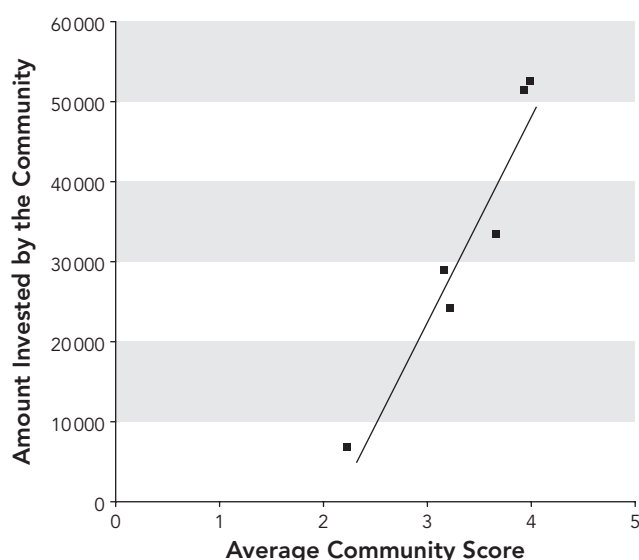
The inability of the Northern Alberta Métis Project to secure industry support is not unique. Indeed, the previous initiative in British Columbia, the Nicola Valley Project, also experienced difficulties in this regard. Clearly a different approach to industry involvement is required. In the future, consider a concerted, community-led approach that emphasizes the benefits to the community and industry.

Finally, financial resources for some phases of the initiative should have been managed at the community level to encourage the communities to maximize the benefit of the funds at their disposal. A mechanism would be required to ensure that the communities were accountable for the funds, and that appropriate and timely reporting regarding the expenditures occurred.

## Overall Effectiveness of Initiative

Several of the evaluation questions posed to the initiative's key participants were designed to gauge the overall effectiveness of the initiative (Table 40). To a lesser degree, these questions also measured the overall satisfaction of the Settlements with the initiative. An estimate of the overall effectiveness of the Northern Alberta Métis Project varied considerably

<sup>78</sup> Personal communication, anonymous industry representative, March 2002.



**Figure 4.** Community investment relative to the average score that the community assigned to the initiative.

among the key participants,<sup>79</sup> as reflected in their comments and the scores that they assigned to the initiative.

The majority of the key participants stated that the initiative

- delivered what was promised during consultations;
- had a positive impact on their community;
- was flexible enough to meet the needs of their community, and the Métis Settlements in general;
- was successful in increasing the capacity of the Settlements to manage their natural resources, and to participate in resource-based economic development; and
- should be replicated in other Aboriginal communities, provided that the changes outlined in this document were made before implementation.

The key participants also believed that the Northern Alberta Métis Project was successful in 78% of the indicators developed and used by the project (Table 41).<sup>80</sup> A final, informal measure of the effectiveness of the initiative is the number of requests to either extend the existing project or to implement another similar program.

The effectiveness and the impact of the Northern Alberta Métis Project were limited by

- communications with and within the Settlements (see Appendix 1.22, Response xviii),

<sup>79</sup> The estimate of the initiative's effectiveness also varied between the Settlements participating in the initiative. The more that a community invested in the initiative, the higher the overall rating that it assigned to the project (Figure 4).

<sup>80</sup> An indicator is considered to be successful when the target is achieved, or a majority of the respondents agree or strongly agree with the statement that was provided in the evaluation.

- the current financial status and priorities of the Settlements, and
- the short-term nature of the initiative, given the complexity of the task.<sup>81</sup>

The overall effectiveness and impact of the initiative will not be known until the Settlements and the youth pursue the opportunities revealed/created by the project. However, the benefits provided by the Northern Alberta Métis Project will be short-lived unless the Settlements and other partners make a strategic investment in the future.<sup>82</sup>

## Conclusion

When considering the merit of the Northern Alberta Métis Project, two perspectives are required. First, the initiative tested a model for transferring resource-based science and technology information to Aboriginal communities, while developing resource-related skills within those communities. Like every pilot project, some of the mechanisms used were successful, while others were not. Accordingly, valuable lessons were learned through project implementation, which should help other communities if this model is replicated elsewhere.

Second, the Northern Alberta Métis Project had three principal goals:

1. to determine the science and technology information needs and priorities of the Métis Settlements regarding natural resources,
2. to address the immediate needs of the Métis Settlements by transferring relevant science and technology information to these communities, and
3. to increase the capacity of the Métis Settlements to sustainably manage their natural resources by developing new skills.

Comments provided by the initiative's participants suggest that the first two goals were achieved. Through the Needs Analysis Workshops and the Resource Science Symposia, the initiative worked with the Métis Settlements to determine their immediate needs and to transfer relevant science and technology information to all levels of the community.

The relationships that have resulted between the Settlements and various organizations, the interest in natural resources that the initiative has generated, and certainly the progress

<sup>81</sup> One reviewer stated that a cradle-to-grave approach involving long-term projects and organizations from all levels of government would have increased success through the uninterrupted development of the participants from trainee to valued and committed employee.

<sup>82</sup> One reviewer pointed out that real success is achieved when unemployment, crime, life expectancy, and other similar measures within Aboriginal communities are comparable with measures found in the rest of Canada.

of the Settlements toward integrating digital mapping into resource management are evidence of this success.

The critical shortage of Aboriginal people skilled in resource-based science has its roots in a host of long-term social, economic, and cultural factors. Accordingly, achieving the third goal will require a long-term vision and approach. Ideally this approach would feature training within the target community, but the cost may be prohibitive.

The model advocated by the Northern Alberta Métis Project attempts to implement a long-term approach by investing in the future, namely Aboriginal youth. This investment often requires several years before it provides a return, a time frame that exceeds the mandate and funding of the initiative.

To fully understand and appreciate the impact of this initiative, it is necessary to track the long-term progress of the project's participants. Informal, long-term tracking will be attempted for as long as possible.

In the interim, efforts are underway to implement similar pilot projects in other regions of the country to build on the work done in northern Alberta. Given the known impacts of the initiative, and the potential for further positive impacts within the community, continued investment by Aboriginal communities, government, and industry in the model used by the Northern Alberta Métis Project is justified.

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## List of Associated Documents

Northern Alberta Métis Project: Report on the Needs Analysis Workshops. 54 p.

Northern Alberta Métis Project: Resource Science Symposia Presentation Summaries. 42 p.

Northern Alberta Métis Project: Report on the Economic Development Fora.

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# Tables

**Table 1.** Canadian Forest Service programs and initiatives.

Program/initiative	Web site
Canadian Forest Service	<a href="http://www.nrcan-rncan.gc.ca/cfs-scf/index_e.html">http://www.nrcan-rncan.gc.ca/cfs-scf/index_e.html</a>
National Forest Strategy	<a href="http://www.nrcan.gc.ca:80/cfs/nfs/strateg/title_e.html">http://www.nrcan.gc.ca:80/cfs/nfs/strateg/title_e.html</a>
First Nations Forestry Program	<a href="http://www.fnfp.gc.ca">http://www.fnfp.gc.ca</a>
Model Forest Program	<a href="http://mf.ncr.forestry.ca">http://mf.ncr.forestry.ca</a>

**Table 2.** Location, size, and population of Métis Settlements participating in the Northern Alberta Métis Project.

Settlement <sup>a</sup>	Region <sup>b</sup>	Size (km <sup>2</sup> )	Characteristic			
			Population of settlement		Density (people per km <sup>2</sup> )	Nearest urban center (population 5000 or more)
			Total <sup>c</sup>	Working <sup>c,d</sup>		
Buffalo Lake	eastern	350	697	357	2.0	Lac la Biche
East Prairie	central	320	366	212	1.1	High Prairie
Elizabeth	eastern	250	578	335	2.3	Cold Lake
Fishing Lake	eastern	370	442	236	1.2	Bonnyville
Gift Lake	central	840	763	387	0.9	High Prairie
Kikino	eastern	448	805	421	1.8	Lac La Biche
Paddle Prairie	northern	1650	665	344	0.4	High Level
Peavine	central	822	545	300	0.7	High Prairie
Total		5050	3511	1871		

<sup>a</sup> Kikino and Peavine Settlements participated in the latter stages of the initiative.

<sup>b</sup> Designation used for the purposes of the project evaluation.

<sup>c</sup> Derived from Métis Settlements General Council Census 1998 (Krahn et al. 1998).

<sup>d</sup> Refers to the Settlement population that is eligible to work (age 15 or older).

**Table 3.** Advantages and disadvantages of mechanisms proposed to build the capacity of community youth to manage resources.

Issue	Mechanism employed		
	Local research	Community project	Remote research
Cost	Lowest <sup>a</sup>	Highest <sup>b</sup>	Intermediate <sup>c</sup>
Benefit to community	Intermediate <sup>d</sup>	Highest <sup>e</sup>	Lowest <sup>f</sup>
Complexity (of planning)	Lowest	Highest	Intermediate
Demands on youth	Lowest <sup>g</sup>	Intermediate <sup>h</sup>	Highest <sup>i</sup>
No. of challenges	Fewest (2) <sup>j</sup>	Greatest (3) <sup>k</sup>	Fewest (2) <sup>j</sup>

<sup>a</sup> Youth salaries.

<sup>b</sup> Youth salaries, training, and equipment.

<sup>c</sup> Youth salaries and accommodation.

<sup>d</sup> Youth develop relevant skills, and community benefits from knowledge of local project.

<sup>e</sup> Youth develop relevant skills, community receives direct benefit from community project, and community benefits from equipment purchased.

<sup>f</sup> Youth develop relevant skills.

<sup>g</sup> Youth live at home while working and training; work and train in a relatively relaxed environment.

<sup>h</sup> Youth receive extensive training (probably away from home), live at home while working, face considerable expectations to produce a viable community product.

<sup>i</sup> Youth train, work, and live away from home for the duration of their involvement with the initiative.

<sup>j</sup> Convince youth to enter into field, produce a viable research or community project.

<sup>k</sup> Convince youth to enter into field, convince communities of value of product, produce a viable community project.

**Table 4.** Timeline and methodology for the Northern Alberta Métis Project.

Timeline	Methodology
February 2001	Exploratory <b>consultation</b> with Métis Settlements, industry, the provincial government, federal partners, and other groups. Letter of Intent from the Métis Settlements General Council Executive expressing interest in collaborating.
November 2001	Meeting in Ottawa between the Canadian Forest Service representative and new Métis Settlements General Council Executive. Concept of resource-based community projects presented and ratified by Executive, with new Letter of Intent issued.
December 2001	Meeting of representatives from the Canadian Forest Service and Métis Settlements General Council to develop <b>implementation plan</b> for the initiative.
January 2002	Follow-up meetings with Settlements in the form of a series of <b>information sessions</b> to generate awareness within the Settlements and to discuss initiative objectives and methodology.  Presentation to a meeting of the Governance Settlement Advisory Committee in High Prairie to generate awareness within the Settlements and to ensure that the communities prepared to participate in the initiative.
March 2002	Three <b>Needs Analysis Workshops</b> with the six participating Métis Settlements to determine their perceived needs for resource-based science and technology information. Based on these workshops, potential community projects were identified and draft programs developed for three <b>Resource Science Symposia</b> scheduled for the fall of 2002. Report on workshops prepared and distributed to the Settlements.
April 2002	<b>Planning sessions</b> with each participating Settlement to determine which specific GIS/GPS project the Settlement wished to pursue. Training program prepared for the GIS/GPS instruction in Grouard.
June 2002	Youth from each participating Settlement met at the Grouard Campus of Northern Lakes College to receive class and field instruction in GIS/GPS technology.
July–December 2002	Youth, on return to their community, received hands-on training implementing the GIS/GPS projects previously identified by their community.
July 2002	Series of follow-up meetings with participating Settlements to help resolve any difficulties regarding the implementation of their community GIS/GPS projects.
October 2002	Three <b>Resource Science Symposia</b> held, their programs based on the priorities identified by the Settlements in the March 2002 Needs Analysis Workshops. Meetings related to the symposia also occurred: community members met with select presenters to discuss opportunities for economic development. A compilation of presentation summaries were prepared and distributed to the Settlements.
August 2003	<b>Economic Development Fora</b> in Peace River and St. Paul to assist the Settlements with targeted, resource-based economic development.
Spring/Summer 2003	Prepare report evaluating the initiative based on comments provided by participants, community members, and youth.
Fall 2003	Evaluation Report presented and distributed to the Settlements and organizations participating in the initiative.
Spring/Summer 2004	Second round of training initiated with the Settlements to build on the momentum generated during the first round of projects.

**Table 5.** Indicators used to measure the effectiveness of consultation and planning.

Indicator type	Aspect/target set	Result
Subjective indicators	Did the Settlements play a pivotal role in the development of the initiative? See Appendix 1 (Statement 1.00) for the range of comments and scores.	6/13, or 46.2%, of respondents agreed or strongly agreed that the Settlements played a pivotal role...
	Did meaningful consultations occur with the Settlements? See Appendix 1 (Statement 1.01) for the range of comments and scores.	9/14, or 64.3%, of respondents agreed or strongly agreed that meaningful consultations occurred...
Objective indicators	How many Settlements needed to participate in the initiative? See Appendix 1 (Statement 1.40) for the range of scores.	6 Settlements needed to participate.

**Table 6.** Organizations and factors influencing the development and implementation of the Northern Alberta Métis Project.

Aspect of the initiative	Organizations and factors				
	Federal government	Métis Settlements General Council	Individual Settlement	Other partners	Other considerations
<b>Structure of model tested</b>	Basic model proposed by federal government representative.	Basic model approved by General Council.	Model refined by Settlements; advised against remote work experience by youth; requested addition of Economic Fora.	Model refined by other partners; advised against youth working with experts in the community.	Funding available for initiatives dealing with Aboriginal youth, natural resources, and capacity building.
<b>Needs Analysis planning and implementation</b>	Basic model proposed by federal government representative.	Basic model approved by General Council representative.	Basic model approved by Settlements; representatives identified participants (from both inside and outside the community).	None	Timing for events influenced by need to establish community priorities before 2002 field season; location of events affected by availability of facilities and optimal travel distance for participants.
<b>GIS/GPS as the basis for community projects</b>	Concept endorsed by federal government representative.	Concept endorsed by General Council representative.	Concept endorsed by some communities; opposed or met with indifference in others.	None	Funding available for GIS/GPS projects; several independent studies recommended that Settlements adopt this technology.

(Continued)

**Table 6.** (Continued) Organizations and factors influencing the development and implementation of the Northern Alberta Métis Project.

Aspect of the initiative	Organizations and factors				
	Federal government	Métis Settlements General Council	Individual Settlement	Other partners	Other considerations
<b>Community project planning and implementation</b>	Support provided to Settlements as they developed and implemented their project.	Support provided to Settlements as they developed and implemented their project.	Settlements identified potential projects through the Needs Analysis; expert analysis conducted on the viability of each project, with analysis presented to Settlements; each Settlement chose which project it wanted to implement.	Projects had to respect basic guidelines from funding organizations, including cost restrictions on equipment and reporting requirements.	Extensive training needed for GIS/GPS technology limited the time available for training in other specialized areas, thus restricting the scope of projects to basic digital mapping; before the initiative, no Settlement had this capacity.
<b>Selection of youth</b>	Requested at-risk, EI-ineligible* youth.	Requested at-risk, EI-ineligible youth.	Selected youth who would participate in the initiative and met most of the requested criteria.	None	At-risk, EI-ineligible youth targeted because funding available for this group.
<b>Selection of supervisors</b>	Recommended that land survey technician be chosen.	Recommended that land survey technician be chosen.	Selected individual that would serve its needs using analysis of potential supervisor options prepared for Settlements.	None	Land survey technicians not always available for training; Settlements had to find other individuals to fill this role.
<b>Resource Science Symposia planning and implementation</b>	Proposed that dates for symposia coincide with National Science and Technology Week.	Proposed that dates for symposia coincide with National Science and Technology Week.	Symposia speakers chosen based on priorities identified by the Needs Analysis Workshops and input from Settlements.	None	Location of events influenced by availability of facilities and optimal travel distance for participants.
<b>Economic Development Fora</b>	Helped develop the process used for the fora.	Helped develop the process used for the fora.	Chose subjects for discussion.	Alberta Community Development helped develop process.	Availability of speakers and facilities and implementation costs.

\* EI = Employment Insurance

(Continued)

**Table 6.** (Concluded) Organizations and factors influencing the development and implementation of the Northern Alberta Métis Project.

Aspect of the initiative	Organizations and factors				
	Federal government	Métis Settlements General Council	Individual Settlement	Other partners	Other considerations
<b>Overall evaluation</b>	Compiled and analyzed input from various sources with assistance of contractor.	Compiled and analyzed input from various sources with assistance of contractor.	Provided input.	Provided input.	Evaluation is a compilation of input from various sources plus commentary by federal government and General Council representatives.
<b>Decision to participate in the initiative</b>	Made by federal government.	Made by General Council (twice).	Made by each participating Settlement.	Made by each partner and funding organization.	Decision influenced by initial economic uncertainty of the initiative versus potential benefits and the priorities of the Settlements and other partners.

**Table 7.** Attendance by target group at Needs Analysis Workshops held in three Alberta communities, March 2002.

Target group	No. from group at workshop			Total <sup>a</sup>
	Paddle Prairie	High Prairie	St. Paul	
Métis Settlements and General Council	10	13	9	32
Industry	3	0	2	5
Academia	0	2	0	2
Provincial government	2	2	0	4
Federal government	2	3	2	7
Total	17	20	13	46

<sup>a</sup> Total number of participants was 46 as 2 attended all three workshops.

**Table 8.** Responses to Needs Analysis Workshop Evaluation.

Question (yes/no response)	No. of responses (%) <sup>a</sup>			
	Yes	No	Other answer	Not answered
Did you understand the purpose of today's workshop before you arrived? (Q. 2)	16 (55.2%)	12 (41.4%)	0 ( 0.0%)	1 (3.4%)
Were you surprised by the extent of resource activities in your community? (Q. 3)	7 (24.1%)	21 (72.4%)	0 ( 0.0%)	1 (3.4%)
Did you feel that something was accomplished here today? (Q. 4)	27 (93.1%)	0 ( 0.0%)	1 (3.4%) <i>Not sure</i>	1 (3.4%)
Were the presentations useful for the group discussions? (Q. 5)	28 (96.6%)	0 (0.0%)	0 ( 0.0%)	1 (3.4%)
Are you interested in participating further in this project? (Q. 9)	25 (86.2%)	0 (0.0%)	1 (3.4%) <i>Possibly</i>	3 (10.3%)

Question (rated response)	No. of responses (%) <sup>a</sup>				
	Excellent	Good	Satisfactory	Poor	Not answered
How would you rate the presentations? (Q. 6)					
Morning: Introduction and Overview of the Needs Analysis Workshop	4 (13.8%)	20 (69.0%)	4 (13.8%)	0 (0.0%)	1 (3.4%)
Afternoon: An overview of GIS/GPS	3 (10.3%)	14 (48.3%)	9 (31.0%)	0 (0.0%)	3 (10.3%)
How would you rate the group discussions? (Q. 7)					
Morning: Determining the resource information needs of the Settlements	5 (17.2%)	20 (69.0%)	3 (10.3%)	0 (0.0%)	1 (3.4%)
Afternoon: Determining the GIS/GPS project for the Settlement	3 (10.3%)	18 (62.1%)	3 (10.3%)	1 (3.4%)	4 (13.8%)
Overall, how would you rate the Needs Analysis Workshop? (Q. 8)	3 (10.3%)	22 (75.9%)	2 (6.9%)	0 (0.0%)	2 (6.9%)

<sup>a</sup> The evaluation was completed by 29 of the 46 participants (2 of whom participated in the three workshops), a participation rate of 63%.

**Table 9.** Indicators used to measure the effectiveness of the Needs Analysis Workshops.

Indicator type	Aspect/target set	Result
Subjective indicators	Was the mechanism employed during the Needs Analysis appropriate and effective? See Appendix 1 (Statement 1.02) for the range of comments and scores.	6/7, or 85.7%, of respondents agreed or strongly agreed that the mechanism was appropriate.
	Were the Needs Analysis Workshops well attended by representatives from the Settlement membership, industry and government? See Appendix 1(Statement 1.37) for the range of comments and scores.	2/8, or 25.0%, agreed or strongly agreed that the events were well attended by Settlement membership, 4/8, or 50.0%...by industry, and 5/8, or 62.5%...by government.
Objective indicators	None	Not applicable

**Table 10.** Synopsis of information collected from profiles of youth.

Attribute measured	Result
Sex ratio, males to females	3:1
Age (avg. years)	20.9
Education completed (avg. grade)	10.3
Training certificates held (avg. no.)	5.6
Sectors previously employed in (avg. no.)	2.9
Potential barriers to employment (avg. no.)	2.9

**Table 11.** Potential barriers to employment experienced by youth.

Potential barriers	No. of youth with barrier
Low level of education <sup>a</sup>	21
Limited mobility <sup>b</sup>	10
Life skills <sup>c</sup>	12
Young parent	7
Limited training <sup>d</sup>	7
Substance issues	7
Other <sup>e</sup>	5
Total no. of barriers	69
Avg. no. barriers per youth <sup>f</sup>	2.9

<sup>a</sup> Have not attained grade 12 or equivalent diploma.

<sup>b</sup> Lack a valid driver's license or a learner's permit.

<sup>c</sup> Deficient in life skills such as the ability to maintain proper hygiene, adherence to a work ethic, time management skills, and interpersonal skills.

<sup>d</sup> Seven participants had considerably fewer training certificates than the other participants.

<sup>e</sup> Youth with a disability and those with limited work experience relative to the other participants.

<sup>f</sup> Based on 24 youth participating in the initiative.

**Table 12.** Explanation provided by youth for premature departure from secondary school.

Explanation	No. of youth with this explanation
Family obligations <sup>a</sup>	4
Bored/frustrated	11
Encountered discrimination	4
Commuting time <sup>b</sup>	5
Left home/had to work	3
Substance issues	1
Learning disability	1

<sup>a</sup> Applied to both male and female participants.

<sup>b</sup> According to the Métis Settlements General Council Census 1998, the average daily commuting time to school for 15–19 year olds is 109 minutes.

**Table 13.** Most common training certificates held by youth.

Training certificates	No. of youth with certificate
Transport of Dangerous Goods	14
WHMIS <sup>a</sup>	18
H2S Alive <sup>b</sup>	16
Chainsaw Safety	11
First Aid	18
Class IV Driver's License	12
Other <sup>c</sup>	47
Total no. certificates	136
Avg. no. certificates/ youth <sup>d</sup>	5.6

<sup>a</sup> Workplace Hazardous Materials Information System.

<sup>b</sup> Training provided to employees working in the oil and gas field.

<sup>c</sup> Most common are All Terrain Vehicle Safety, Power Saw Operation, Type II and III Firefighting, and Bear Awareness.

<sup>d</sup> Based on 24 youth participating in the initiative.

**Table 14.** Previous work experience of youth.

Sector	No. of youth who had worked in sector
Construction	10
Forestry	14
Oil and gas	9
Child care	2
Service and retail	10
Administration	5
Manual labor	19
Total sectors	69
Avg. no. sectors worked/youth <sup>a</sup>	2.9

<sup>a</sup> Based on 24 youth participating in this initiative.

**Table 15.** Initial reasons given by youth for participating in the Northern Alberta Métis Project.

Reason	No. of youth giving this reason
Opportunity to try something different	2
Opportunity to develop a potential career	12
Need employment to make money (and support family)	7
Interested in technology	5
Enjoy working outdoors	2
Opportunity to find employment off Settlement	8
Opportunity to take charge of life	2
Not sure	1
Opportunity to learn and develop new skills	5
Escape the cyclic and menial labor opportunities found in the oil and gas sector	5
Opportunity to develop skills needed to run a business	4
Improve chance of being accepted by academic institutions	1



**Table 16.** Indicators used to measure the effectiveness of youth training.

Indicator type	Aspect/target set	Result
Subjective indicators	Was the mechanism used to select youth from the community appropriate and effective? See Appendix 1 (Statement 1.04) for the range of comments and scores.	8/13, or 61.5%, of respondents agreed or strongly agreed that the mechanism was appropriate and effective.
	Was the training provided to the youth suited to the needs of the Settlements? See Appendix 1 (Statement 1.05) for the range of comments and scores.	2/11, or 18.2%, of respondents agreed or strongly agreed that the training was suited...
	Was the supervision provided for the youth during training in Grouard adequate? See Appendix 1 (Statement 1.06) for the range of comments and scores.	2/12, or 16.7%, of respondents agreed or strongly agreed that the supervision was adequate.
Objective indicators	75% of youth must complete training in Grouard. See Appendix 1 (Statement 1.41) for the range of scores.	87.5% of youth completed training in Grouard.

**Table 17.** Projects undertaken by the youth, July–December 2002, as part of the Northern Alberta Métis Project.

Settlement	Project description
Buffalo Lake	Updating forest inventory and associated infrastructure. Information collected included location of recent cut-blocks and infrastructure, watersheds, vegetation, and fires.
East Prairie	Inventory of resources, focusing on infrastructure, forested areas, water, and agriculture. Information collected included location of well sites and access roads, watersheds, agricultural fields, and vegetation.
Elizabeth	Inventory of resources, focusing on water, agricultural land, forests, and infrastructure, as well as the designing of a buffalo pasture. Information collected included location of infrastructure, watersheds, agricultural fields, vegetation, and fires/burned areas.
Fishing Lake	Inventory of resources, focusing on infrastructure, forested areas, water, and agriculture. Information collected included location of infrastructure, fence lines, watersheds, agricultural fields, vegetation, and fires/burned areas.
Gift Lake	Inventory of resources, focusing on infrastructure, forested areas, water, and agriculture. Information collected included the location of infrastructure, watersheds, agricultural fields, and vegetation.
Paddle Prairie	Mapping roads, cut-blocks, water courses, and agricultural land, along with infrastructure contained within the Settlement. Information collected included the location of infrastructure, watersheds, vegetation, recent cut-blocks, and fires

**Table 18.** Fate of youth who participated in the Northern Alberta Métis Project, up to December 2002.

Fate	No. of youth
Successfully completed the program	12
Withdrew from the program <sup>a</sup>	2
Court-ordered into a drug rehabilitation program	1
Terminated from the program <sup>b</sup>	9

<sup>a</sup> To take advantage of other employment and training opportunities.

<sup>b</sup> Includes three youth terminated during the training phase in Grouard.

**Table 19.** Indicators used to measure the effectiveness of community projects.

Indicator type	Aspect/target set	Result
Subjective indicators	Was the mechanism used to select the community projects appropriate and effective? See Appendix 1 (Statement 1.07) for the range of comments and scores.	5/8, or 62.5%, of respondents agreed or strongly agreed that it was.
	Was supervision of the youth on Settlement adequate? See Appendix 1 (Statement 1.08) for the range of comments and scores.	5/11 or 45.5% of respondents agreed or strongly agreed that it was.
	Will the project undertaken by the youth provide a valuable tool for the community? See Appendix 1 (Statement 1.09) for the range of comments and scores.	8/12, or 66.7%, of respondents agreed or strongly agreed that it would.
Objective indicators	60% of youth need to complete work experience on Settlement. See Appendix 1 (Statement 1.41) for the range of comments and scores.	50% of youth completed work experience on the Settlement.
	5 Settlements need to continue investing in their project or plan to do. See Appendix 1 (Statement 1.40) for the range of comments and scores.	4 Settlements continue to invest in their project, or plan to do so. <sup>a</sup>

<sup>a</sup> Includes Settlements that have incorporated GIS/GPS technology into their resource planning and management activities.

**Table 20.** Comparison between youth who successfully completed the Northern Alberta Métis Project and those who did not.

Attribute measured	Successful	Unsuccessful
Sex ratio, males to females	7:5	11:1
Age (avg. years) <sup>a</sup>	20.4	21.5
Education completed (avg. grade) <sup>b</sup>	10.7	10
Training certificates held (avg. no.) <sup>b</sup>	5.1	6.3
Sectors previously employed in (avg. no.) <sup>a</sup>	2.8	3
Potential barriers to employment (avg. no.) <sup>b</sup>	2.3	3.4

<sup>a</sup> No statistical difference.

<sup>b</sup> Significantly different 19 times out of 20 using a t-test.

**Table 21.** Comparison between male and female youth participating in the Northern Alberta Métis Project.

Attribute measured	Male	Female
Success ratio, successful to unsuccessful	7:11	5:1
Age (avg. years) <sup>b</sup>	20.8	19.3
Education completed (avg. grade) <sup>a</sup>	10.5	10.7
Training certificates held (avg. no.) <sup>b</sup>	6.5	3.2
Sectors previously employed in (avg. no.) <sup>a</sup>	2.8	2.8
Potential barriers to employment (avg. no.) <sup>a</sup>	2.9	2.8

<sup>a</sup> No statistical difference.

<sup>b</sup> Significantly different 19 times out of 20 using a t-test.

**Table 22.** Attendance by target group at Resource Science Symposia held in three Alberta communities, October 2002.

Target group	No. from group at symposium			Total <sup>a</sup>
	Paddle Prairie	Grouard	St. Paul	
Métis Settlements and General Council	27	17	20	60
Industry and resource professionals	9	3	5	13
Academia	1	4	2	7
Youth	2	13	26	41
Provincial government	3	4	7	14
Federal government	5	10	9	12
Municipal government (and districts)	0	1	2	3
First Nations and Métis Nation of Alberta	0	2	1	3
Media	0	1	1	2
Total	47	55	73	155

<sup>a</sup> Totals do not add correctly because some participants attended more than one event.

**Table 23.** Summary of participant responses to the Resource Science Symposium Evaluation.

Question	No. of responses (%) <sup>a</sup>				
	Excellent	Good	Satisfactory	Poor	Not Answered
Were the objectives of the symposium clearly defined?	16 (29.1)	22 (40.0)	10 (18.2)	2 (3.6)	1 (1.8)
Were the objectives achieved?	16 (29.1)	14 (25.5)	16 (29.1)	5 (9.1)	0 (0.0)
Was the symposium well organized?	22 (40.0)	17 (30.9)	7 (12.7)	4 (7.3)	1 (1.8)
Was the program consistent with the objectives?	19 (34.5)	17 (30.9)	12 (21.8)	3 (5.5)	0 (0.0)
Were the presentations interesting and well delivered?	17 (30.9)	11 (20.0)	12 (21.8)	9 (16.4)	2 (3.6)
Was there sufficient time for informal conversation?	11 (20.0)	18 (32.7)	11 (20.0)	10 (18.2)	1 (1.8)
How would you generally rate the symposium?	10 (18.2)	22 (40.0)	14 (25.5)	4 (7.3)	1 (1.8)
Would a follow-up symposium be appropriate?	19 (34.5)	14 (25.5)	8 (14.5)	6 (10.9)	4 (7.3)

<sup>a</sup> Of the 155 people participating, 55 (35.5%) completed the workshop evaluation.

**Table 24.** Indicators used to measure the effectiveness of the Resource Science Symposia.

Indicator type	Aspect/target set	Result
Subjective indicators	Did the topics presented at the Resource Science Symposium reflect the input provided by the community? See Appendix 1 (Statement 1.11) for the range of comments and scores.	9/10, or 90%, of respondents agreed or strongly agreed that they did.
	Were the topics presented at the Resource Science Symposium relevant to the interests of the Settlements? See Appendix 1 (Statement 1.12) for the range of comments and scores.	9/10, or 90%, of respondents agreed or strongly agreed that the topics were relevant...
	Was the subject matter presented in a manner that allowed the community to understand and to benefit from the information? See Appendix 1 (Statement 1.13) for the range of comments and scores.	8/10, or 80%, of respondents agreed or strongly agreed that the subject matter was presented...
	Did the event provide an opportunity to network with relevant professionals and organizations? See Appendix 1 (Statement 1.14) for the range of comments and scores.	7/10, or 70%, of respondents agreed or strongly agreed that the event provided...
	Were the symposia well attended by representatives from the Settlement membership, industry, and government? See Appendix 1 (Statement 1.37) for the range of comments and scores.	1/9 agreed or strongly agreed that symposia were well-attended by Settlement membership, 7/9...by industry, and 6/9 by government.
Objective indicators	None	Not applicable

**Table 25.** Attendance by target group at Economic Development Fora held in two Alberta communities, August 2003.

Target group	No. from group at forum		Total <sup>a</sup>
	Peace River	St. Paul	
Métis <sup>b</sup>	10	19	29
Industry	5	10	11
Provincial government	6	3	8
Federal government	3	3	4
Other <sup>c</sup>	0	2	2
Total	24	37	54

<sup>a</sup> Totals do not add correctly because several individuals attended both events.

<sup>b</sup> Includes representatives from the Métis Settlements, Métis Settlements General Council, and the Métis Nation of Alberta.

<sup>c</sup> Includes representatives from the general public and municipal districts.

**Table 26.** Summary of the Responses to the Economic Development Fora Survey.

Question	Strongly Agree	No. of responses (%) <sup>a,b</sup>				
		Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know or unsure
Background material pertaining to the Economic Development Forum provided sufficient information for your group to participate in the event.	3 (13.6%)	13 (59.1%)	5 (22.7%)	0	0	1 (4.6%)
The presentations given at the beginning of the event were effective and played an important role in the discussions that followed.	5 (22.7%)	14 (63.6%)	3 (13.6%)	0	0	0
The process used during the Economic Development Forum was effective in facilitating discussions related to resource-based economic development.	6 (27.3%)	13 (59.1%)	3 (13.6%)	0	0	0
The process used during the Economic Development Forum was effective in generating new contacts related to resource-based economic development.	9 (40.9%)	13 (59.1%)	0	0	0	0
This event will make a direct contribution to economic development for the Métis people.	3 (13.6%)	11 (50.0%)	7 (31.8%)	0	0	1 (4.6%)

<sup>a</sup> Of the 36 people participating, 22 (61.1%) completed the fora evaluation.

<sup>b</sup> Numbers were rounded to total 100%.

**Table 27.** Indicators used to measure the effectiveness of the Economic Development Fora.

Indicator type	Aspect/target set	Result
Subjective indicators	Did the background material provide sufficient information for your group to participate in the event? See Appendix 1 (Statement 1.16) for the range of comments and scores.	10/10, or 100.0%, of respondents agreed or strongly agreed that background material provided...
	Were the presentations given at the beginning of the event effective, and did they play an important role in the discussions? See Appendix 1 (Statement 1.17) for the range of comments and scores.	9/10, or 90.0%, of respondents agreed or strongly agreed that they did.
	Was the process used effective in facilitating discussions related to resource-based economic development? See Appendix 1 (Statement 1.18) for the range of comments and scores.	10/10, or 100.0%, of respondents agreed or strongly agreed that the process was effective...
	Was the process used effective in generating new contacts related to resource-based economic development? See Appendix 1 (Statement 1.19) for the range of comments and scores.	10/10, or 100.0%, of respondents agreed or strongly agreed that the process was effective...
	Were the Economic Development Fora well attended by representatives from the Métis, industry, and government? See Appendix 1 (Statement 1.37) for the range of comments and scores.	7/10 agreed or strongly agreed that events were well attended by Settlement membership, 7/10...by industry, and 4/10...by government.
	Will these events contribute to economic development for the Métis people? See Appendix 1 (Statement 1.20) for the range of comments and scores.	8/10, or 80.0%, of respondents agreed or strongly agreed that the events would contribute...
Objective indicators	None	Not applicable

**Table 28.** Survey tools used to evaluate key aspects of the Northern Alberta Métis Project.

Aspect of the initiative evaluated	Survey tool					Success criteria
	Needs Analysis Evaluation	Symposium evaluation	Fora survey	Youth survey	Evaluation questions	
Consultation and planning					✓	
Needs Analysis Workshops	✓				✓	
Resource Science Symposia		✓			✓	
Training and community projects				✓	✓	✓
Overall Evaluation					✓	
Economic Fora			✓			
Perspective of other partners	✓	✓	✓		✓	✓
Impact on youth				✓	✓	✓
Impact on Métis Settlements	✓	✓	✓		✓	✓
Effectiveness of initiative	✓	✓	✓	✓	✓	✓

**Table 29.** Key participants in the implementation of the Northern Alberta Métis Project.

Organization	Name	Position/title
Buffalo Lake Métis Settlement	Margaret Daniels	Administration
	June Howse	Education/Career Counselor
	Dean Howse	Youth Supervisor
Fishing Lake Métis Settlement	Gerald Tostowaryk	Economic Development Officer
	Susan Barthel	Education/Career Counselor
Paddle Prairie Métis Settlement	Robert Hall	Woodlands Forester
	Mervin Bellerose	Administration
Métis Settlements General Council	Donna Lakey	General Council Executive
	Marcel Desjarlais	General Council Executive
	Gerald Cunningham	General Council Executive
	Darren Kondysar	Administration
	Tom Ghostkeeper	Strategic Training Initiative
Gift Lake Métis Settlement	Sam Hall	Administration
	Necole McCloud	Youth Supervisor and Instructor
East Prairie Métis Settlement	Karen Cunningham	Education/Career Counselor
	Violet Haggerty	Youth Supervisor
Elizabeth Métis Settlement	Zane Collins	Administration
	Ambrose Lepine	Administration
Métis Business Development Corp.	Raymond Wanuch	General Manager
Northern Lakes College	Brian Panasiuk	Administration
	Mary Lou McCue	Instructor
Human Resources Development Canada	Peter Jongerius	Program Services Officer
Alberta Human Resources and Employment	Ken Shewchuk	Regional Director, NE Division
Sustainable Communities Initiative	Tim West	Community Program Manager

**Table 30.** Indicators used to measure the effectiveness of project evaluation.

Indicator type	Aspect/target set	Result
Subjective indicators	Did the Settlements have adequate input into the development of the Project Evaluation? See Appendix 1 (Statement 1.21) for the range of comments and scores.	5/8, or 62.5%, of respondents agreed or strongly agreed that Settlements had adequate input...
	Will the Project Evaluation be a fair and accurate account of the accomplishments of the Northern Alberta Métis Project? See Appendix 1 (Statement 1.22) for the range of comments and scores.	5/8, or 62.5%, of respondents agreed or strongly agreed would be a fair and accurate account...
Objective indicators	None	Not applicable

**Table 31.** Indicators used to measure the impact of the Northern Alberta Métis Project on the youth.

Indicator type	Aspect/target set	Result
Subjective indicators	Was this program a positive experience for the youth? See Appendix 1 (Statement 1.23) for the range of comments and scores.	10/13, or 76.9%, of respondents agreed or strongly agreed that the program was positive...
	Has this program influenced the career path of the youth? See Appendix 1 (Statement 1.24) for the range of comments and scores.	9/12, or 75%, of respondents agreed or strongly agreed that the program influenced...
Objective indicators	45% of youth go to school, or find related work. See Appendix 1 (Statement 1.41) for the range of comments and scores.	25% of the youth returned to school or found related work.

**Table 32.** Response of youth participating in the Northern Alberta Métis Project.

Response	No. of responses	Net change <sup>a,b</sup>
Reinforced a previous interest in natural resources	2	0
Expedited the choice between competing interests	4	4
Created a new interest in natural resources	4	4
Eliminated a previous interest in natural resources	1	-1
Had no influence on their career choice	1	0
Total	12	7

<sup>a</sup> Of potential entry of these individuals into natural resources.

<sup>b</sup> Based on short-term response only. In the long term, the accuracy of this measurement will depend on how many youth are employed in this capacity, or enrol in and successfully complete a program in natural resources.

**Table 33.** Status of youth successfully completing the Northern Alberta Métis Project as of June 2003.

Status of youth	No. of youth
In school <sup>a</sup>	4
Working <sup>a</sup>	5
Engaged in other training or employment opportunities	2
Total	12 youth

<sup>a</sup> Not necessarily to continue studies in digital mapping. The majority of the youth must first attain grade 12 before they can enrol in a natural resources or digital mapping program.

**Table 34.** Indicators used to measure the effectiveness of project communications.

Indicator type	Aspect/target set	Result
Subjective indicators	Were the Settlements informed of the initiative's activities throughout development and implementation? See Appendix 1 (Statement 1.25) for the range of comments and scores.	8/13, or 61.5%, of respondents agreed or strongly agreed that they were informed...
	Were the Settlements satisfied with any stories or information that appeared in the local media? See Appendix 1 (Statement 1.25) for the range of comments and scores.	4/9, or 44.4%, of respondents agreed or strongly agreed that they were satisfied...
Objective indicators	None	Not applicable



**Table 35.** Yearly breakdown of cash and in-kind resources allocated to the Northern Alberta Métis Project.

Year	Contribution (\$)		Total (\$)	% Overall total <sup>a</sup>
	Cash	In-kind		
2001	–	30 470.09	30 470.09	3.47
2002	606 366.15	169 101.81	775 467.96	88.39
2003	–	71 389.28	71 389.28	8.14
Total	606 366.15	270 961.18	877 327.33	

<sup>a</sup> Percentage of overall total: \$877 327.33.

**Table 36.** Cash and in-kind contributions to the Northern Alberta Métis Project.

Level/Organization	Contribution (\$)		Total (\$)	% Overall total <sup>a</sup>
	Cash	In-kind		
<b>Metis Settlements General Council</b>				
Métis Settlements General Council	160 000.00	47 933.94	207 933.94	23.7
Buffalo Lake Métis Settlement	29 473.23	21 260.56	50 733.79	22.1
East Prairie Métis Settlement	18 973.23	4 574.26	23 547.49	
Elizabeth Métis Settlement	21 473.23	6 879.84	28 353.07	
Fishing Lake Métis Settlement	–	6 788.92	6 788.92	
Gift Lake Métis Settlement	22 973.23	9 854.12	32 827.35	
Paddle Prairie Métis Settlement	45 473.23	6, 467.68	51 940.91	
<b>Total Métis investment</b>	<b>298 366.15</b>	<b>103 759.32</b>	<b>402 125.47</b>	<b>45.8</b>
<b>Federal government</b>				
Natural Resources Canada				
Canadian Forest Service	19 500.00	151 546.55	171 046.55	
Sustainable Communities Initiative	90 000.00	3 307.66	93 307.66	
Agriculture Canada				
Canadian Rural Partnership	50 000.00	–	50 000.00	
Privy Council Office				
Professional Capacity Development	30 000.00	–	30 000.00	
Human Resources Development Canada				
Youth Service Canada	88 500.00	1 100.00	89 600.00	
<b>Total federal investment</b>	<b>278 000.00</b>	<b>155 954.21</b>	<b>433 954.21</b>	<b>49.5</b>
<b>Provincial government</b>				
Alberta Human Resources and Employment				
Northeast and Northwest Regions	30 000.00	1 735.65	31 735.65	
<b>Total provincial investment</b>	<b>30 000.00</b>	<b>1 735.65</b>	<b>31 735.65</b>	<b>3.6</b>
<b>Academia and other</b>				
Northern Lakes College	–	8 500.00	8 500.00	
Canadian Executive Service Organization	–	1 012.00	1 012.00	
<b>Total other investment</b>	<b>–</b>	<b>9 512.00</b>	<b>9 512.00</b>	<b>1.1</b>
<b>Total project investment</b>	<b>606 366.15</b>	<b>270 961.18</b>	<b>877 327.33</b>	<b>100</b>

<sup>a</sup> Percentage of overall total: \$877 327.33

**Table 37.** Allocation of cash and in-kind contributions to the various phases of the Northern Alberta Métis Project.

Category	Consultation and planning	Needs analysis	Training <sup>a</sup>		Community projects	Symposia	Economic fora	Overall evaluation	Total
			First round	Second round					
Equipment, data, and software	–	–	–	–	103 036.00	–	–	–	103 036.00
Facility rentals	–	1 001.66	–	–	–	3 825.00	400.00	–	5 226.66
Honorariums	–	–	–	–	–	1 350.00	517.35	–	1 867.35
Materials and supplies	–	445.55	169.77	–	24 164.98	187.40	–	–	24 967.70
Meals and accommodations	–	429.00	6 771.94	–	670.00	5 012.50	755.40	–	13 638.84
Printing and publishing	–	–	–	–	–	9 088.92	–	3 500.00	12 588.92
Professional services	–	–	77 356.40	28 000.00	27 500.00	1 200.00	4 600.00	6 500.00	145 156.40
Project promotions	–	–	–	–	–	2 630.98	–	–	2 630.98
Salaries and benefits	–	–	60 873.71	15 000.00	236 028.51	–	–	–	311 902.22
Travel and mileage	13 486.75	6 442.94	9 821.85	–	30 511.97	21 773.93	10 567.97	2 069.89	94 675.30
Miscellaneous	–	–	1 000.00	–	5 165.72	69.73	–	–	6 235.45
Project administration	35 833.00	8 833.00	13 333.00	8 833.00	26 666.66	11 500.00	15 770.50	36 833.00	157 602.16
Total (\$)	49 319.75	17 152.15	169 326.67	51 833.00	453 743.84	56 638.46	32 611.22	48 902.89	879 527.98
% Total allocation	5.61	1.95	19.25	5.89	51.59	6.44	3.71	5.56	100.00

<sup>a</sup> Collectively the two rounds of training consumed approximately 25% of the project resources.

**Table 38.** Allocation of cash and in-kind resources to the Northern Alberta Métis Project by expenditure category.

Category	% of Total
Equipment, data, and software	11.71
Facility rentals	0.59
Honorariums	0.21
Materials and supplies	2.84
Meals and accommodations	1.55
Printing and publishing	1.43
Professional services	16.50
Project promotions	0.30
Salaries and benefits	35.46
Travel and mileage	10.76
Miscellaneous	0.71
Project administration	17.92
	100.00

**Table 39.** Indicators used to measure financial considerations.

Indicator type	Aspect/target set	Result
Subjective indicators	Was the method used to allocate funds fair and flexible? See Appendix 1 (Statement 1.28) for the range of comments and scores.	7/11, or 63.6%, of respondents agreed or strongly agreed that the method used to allocate funds was fair and flexible.
	Was the Settlement's share of the project expenditures reasonable? See Appendix 1 (Statement 1.29) for the range of comments and scores.	9/10, or 90.0%, of respondents agreed or strongly agreed that the Settlement's...was reasonable.
	Will the Settlement's investment in their project yield a good return? See Appendix 1 (Statement 1.30) for the range of comments and scores.	5/9, or 55.5%, of respondents agreed or strongly agreed that the Settlement's...would yield a good return.
	Was the allocation of funds appropriate given the objectives and the outcomes of the initiative? See Appendix 1 (Statement 1.31) for the range of comments and scores.	Majority of respondents agreed that the allocation of funds was appropriate...
Objective indicators	Which organizations should be making contributions to an initiative of this nature, and what should their relative contribution to the initiative be? See Appendix 1 (Statement 1.42) for the range of comments and scores.	Share of contributions from industry, province, and academia was lower than the optimal contributions identified. Shortfall made up by federal government and Settlement.

**Table 40.** Indicators used to measure the overall effectiveness of the initiative.

Indicator type	Aspect/target set	Result
Subjective indicators	Did the initiative deliver what was promised during consultations? See Appendix 1 (Statement 1.32) for the range of comments and scores.	12/15, or 80.0%, of respondents agreed or strongly agreed that the initiative delivered what was promised.
	Did the initiative have a positive impact on your community? See Appendix 1 (Statement 1.33) for the range of comments and scores.	9/16, or 56.3%, of respondents agreed or strongly agreed that the initiative had a positive impact.
	Was the initiative flexible enough to meet the needs of your community, and the Métis Settlements in general? See Appendix 1 (Statement 1.34) for the range of comments and scores.	8/14, or 57.1%, of the respondents agreed or strongly agreed that the initiative was flexible enough...
	Should the model employed by the initiative be replicated in other Aboriginal communities? See Appendix 1 (Statement 1.35) for the range of comments and scores.	9/13, or 69.2%, of respondents agreed or strongly agreed that the initiative should be replicated...
	Was the initiative successful in increasing the capacity of the Settlements to manage their natural resources and to participate in resource-based economic development? See Appendix 1 (Statement 1.36) for the range of comments and scores.	7/13, or 53.8%, of the respondents agreed or strongly agreed that the initiative was successful in increasing the capacity of the Settlements...
Objective indicators	None	Not applicable

**Table 41.** Indicators used by the Northern Alberta Métis Project and success in achieving these indicators.

Phase of the initiative	No. of indicators used			No. of successful indicators <sup>a</sup>		
	Subjective	Objective	Total	Subjective	Objective	Overall
Consultation and planning	2	1	3	1	1	2
Needs Analysis Workshops	2	0	2	1	0	1
Youth training	3	1	4	1	1	2
Community projects	3	2	5	2	0	2
Resource Science Symposia	5	0	5	5	0	5
Economic Development Fora	6	0	6	6	0	6
Overall evaluation	2	0	2	2	0	2
Impact on youth	2	1	3	2	0	2
Communications	2	0	2	1	0	1
Financial and fund-raising <sup>b</sup>	4	NA	4	4	NA	4
Overall effectiveness	5	0	5	5	0	5
Totals	36	5	41	30	2	32
			% Success	83.3 %	40.0 %	78.0%

<sup>a</sup> An indicator is considered to be successful when the target is achieved, or a majority of the respondents agree or strongly agree with the statement that was provided in the evaluation.

<sup>b</sup> NA = not applicable. The objective indicator originally included in this category is not considered in the analysis because the format of the question that was used is not compatible with this table.

# Appendix 1

## Responses to the Northern Alberta Métis Project Evaluation

The initiative was evaluated through a series of statements posed to key players involved in its implementation, for instance, Settlement administrators, youth supervisors, and representatives of funding organizations. To protect anonymity, a roman numeral was assigned to each of the 21 respondents. However, a respondent may have chosen not to comment on the following statements, either from choice or because of the relevancy of the subject area.

Note also that occasionally, minor editorial changes were made to improve the clarity of the response.

### 1.00 The Settlements played a pivotal role in the development and implementation of the initiative.

Respondent	Comments accompanying score	Score*
i	No comment provided to accompany score.	4
ii	No comment provided to accompany score.	4
iii	No comment provided to accompany score.	1
v	The General Council does not do direct delivery of programs and services in the community. All of these presentations should have been at the community level for total community buy-in.	3
vi	Some did and some did not. I did not think that the majority of Settlements completely understood the full concept and therefore could not see the benefits of this program. More interaction between Settlements is required.	3
vii	The development of the project was already in place before the project came to the Settlements. It would have been good to see greater involvement of Settlement council in the implementation of the initiative.	3
viii	No comment provided to accompany score.	5
xii	No comment provided to accompany score.	3
xiv	No comment provided to accompany score.	3
xvi	No comment provided to accompany score.	4
xvii	I believe that there should have been more up-to-date meetings of the implementation of the initiative, to give the Settlements more time to prepare, and a questionnaire to go to the applicants prior to use as a screening test of their commitment to the project and hopefully the interest.	4
xviii	The identified contact person attended an orientation with all other interested parties to collectively determine the direction and expectations, exchange ideas, network for on-going progress, and encourage a support network.	2
xxi	The Settlements had the opportunity to play a role in the development of the initiative. Unfortunately, two of the Settlements chose not to participate.	4

#### \* Rating system

0, unsure	1, strongly disagree	2, disagree	3, neither agree nor disagree	4, agree	5, strongly agree	NA = not applicable
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**1.01** Meaningful consultations occurred with the Settlements to address their issues pertaining to the initiative.

Respondent	Comments accompanying score	Score*
i	No comment provided to accompany score.	4
ii	No comment provided to accompany score.	4
iii	No comment provided to accompany score.	1
v	Whatever was discussed with the Economic Development Officer [was not relayed to others].	1
vi	No comment provided to accompany score.	5
vii	Effort was made by the project leaders in regards to consultations.	4
viii	MSGC representative was extremely busy [with the project]. Perhaps an assistant and/or additional co-worker should be found to lessen the workload.	4
xii	No comment provided to accompany score.	3
xiii	Specific to our organization, financial reporting was a bit late but did not appear to have an impact on the project. Since the final report, scheduled for December, was delayed it would have been nice to have an interim report. However, since it wasn't required or requested, I can only fault the telepathic capabilities of the project leaders.	4
xiv	No comment provided to accompany score.	4
xvi	No comment provided to accompany score.	4
xvii	Not all our concerns were addressed, nor was there enough consultation with the Settlement prior to the initiative. I feel that it was poorly planned from the start. However, the intentions were good.	2
xviii	Consultation to address issues pertaining to the initiative should be the responsibility of the contact person.	2
xxi	The Settlements had the opportunity to play a role in the development of the initiative. Unfortunately, two of the Settlements chose not participate.	4

**\* Rating system**

0, unsure	1, strongly disagree	2, disagree	3, neither agree nor disagree	4, agree	5, strongly agree	NA = not applicable
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**1.02** The mechanism employed during the Needs Analysis Workshop was appropriate and effective in determining the resource science and technology information needs of the Settlements.

Respondent	Comments accompanying score	Score*
i	No comment provided to accompany score.	4
ii	No comment provided to accompany score.	4
iii	No comment provided to accompany score.	4
v	We were offered choices like Fish and Wildlife, that could not be implemented.	2
vi	No comment provided to accompany score.	5
xiii	The workshops were very effective at bringing out the issues the participants were interested in. It is always a concern that the workshop participants are representative of the community as a whole and do not represent a special interest group or groups.  It is also important that the needs as identified in the workshop also align with those at the political level of the community. I believe you had a mechanism in place to check the outcomes of the workshops with the appropriate administration and political representatives, but if not, there should be one.	4
xiv	No comment provided to accompany score.	4
xv	Unfortunately, at the workshop, we had some people that were more verbal than others. I often wonder if we miss good ideas from some of the quieter people. I don't know how you would do it, but if more people from the Settlement could give their input. It seemed like very few people from each area, and I wonder if their input was representative of the whole Settlement.	4
xvi	No comment provided to accompany score.	4
xvii	A better turnout would have been reached if members were more informed/educated as to exactly what the Needs Analysis Workshop was about.	3
xviii	The lead-time between planning and implementation of the project hindered a practical and more realistic choice of youth participants.	2

**1.03** Please provide any other comments and/or suggested changes which you have regarding the Needs Analysis Workshop.

v	Each project should have been community-specific.	NA
xv	More people from the Settlements would attend the meetings if they took place in the Settlements rather than at distant locations.	NA
xviii	If the Needs Analysis Workshops occurred in the company of all interested parties, they might also have provided an understanding of the potential of the initiative or established a collective direction.	NA

**1.04** The mechanism used to select youth from the community was appropriate and effective.

i	No comment provided to accompany score.	4
ii	No comment provided to accompany score.	4
iii	No comment provided to accompany score.	4
iv	Didn't know how the selection was done.	3

(Continued)

**\* Rating system**

0, unsure	1, strongly disagree	2, disagree	3, neither agree nor disagree	4, agree	5, strongly agree	NA = not applicable
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**1.04** (Concluded) The mechanism used to select youth from the community was appropriate and effective.

Respondent	Comments accompanying score	Score*
v	Not enough time was given to Strategic Training Initiative Technicians to pull it off. "Youth At Risk" should not have been the target group.	2
vi	Too much time spent deciding whether to support this project by council even though the professionals supported this project 100%.	5
ix	I am not sure of the process used, but for the most part the students were eager at first. They seemed to lose interest once they found out there were no consequences.	3
xi	A good and fair process was used.	4
xiv	No comment provided to accompany score.	3
xv	Almost all the students that came in had the ability to do the work. It would have been easier and quicker for them to come in with some basic computer skills, but there were several that had not used a computer before. The result showed me that those who came in without any experience were still able to be successful if they had the desire and were willing to work at it. If there was a way to screen for work ethic and attitude, that would be effective; that is really what we needed for this.	4
xvi	No comment provided to accompany score.	4
xvii	There should have been a questionnaire for the youth to determine their interest, so that the training would not be wasted on the individuals who dropped out.	2
xviii	The interested youth should submit an application with a resume, clearly identifying an interest in pursuing a like or comparable career.	4

**1.05** The training provided to the youth in Grouard was effective and suited to the needs of the Settlements and the youth.

i	Accommodations and events need to be improved. They were not acceptable.	2
ii	Accommodations and events were unacceptable.	2
iii	Bad location.	2
iv	No comment provided to accompany score.	4
v	The locals had it in for our group from the first day, trying to sell illegal substances.	1
vi	This comment is specific to our Settlement; further in-depth training would have benefited our program. Look at extending training another month to forego the requirement of additional Settlement training. Also, more time is required, and computer training would be beneficial as even the most basic task such as setting up and saving a file had to be taught.	3
ix	The course content for GPS/GIS was too much to learn well in the given time.	2
xiv	No comment provided to accompany score.	3
xvi	Not enough supervision at Grouard, drug and booze a problem.	2
xvii	There should have been training for the digitizer and the software that is involved, and more training with the GEO Explorer 3 and so forth. And this training should have involved the Administration staff who are left with it.	3
xviii	The training for the youth offered an awareness of the GPS and GIS, although selection of effective participants who would consider and pursue a related career did not result. A more substantial lead time to consider and select interested participants may have had better results.	4

**\* Rating system**

0, unsure	1, strongly disagree	2, disagree	3, neither agree nor disagree	4, agree	5, strongly agree	NA = not applicable
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**1.06** The supervision provided for the youth during training in Grouard was adequate for their needs and for the needs of the Settlements.

Respondent	Comments accompanying score	Score*
i	No comment provided to accompany score.	2
ii	No comment provided to accompany score.	2
iii	If the location was different, things might have been OK.	1
iv	No comment provided to accompany score.	4
v	The supervisor who was recommended to us and hired was neither experienced in working with Aboriginal youth nor wanted to do.	2
vi	Supervisors and instructors should have set an example. We were ashamed and somewhat embarrassed by our students extracurricular activities, but driving them to the bar...not impressed.	2
vii	The training location in Grouard was a potential for trouble.	2
ix	The students are young adults and were treated as such. I feel that there should have been consequences for actions such as excess alcohol intake and failure to attend classes.	4
xiv	No comment provided to accompany score.	3
xvi	Supervisors contributed to the problem of alcohol and drug abuse.	1
xvii	Many problems occurred while the students were set up in Grouard. Many if not all the problems that occurred could have been prevented considering the target group of the youth desired for this project.	1
xviii	The supervision of the youth at training should also have included the educating of the contact person about the entire initiative.	2

**1.07** The mechanism used to determine and select the community projects was appropriate and effective in determining the needs of the Settlements.

i	No comment provided to accompany score.	4
ii	No comment provided to accompany score.	4
iii	The project had predetermined goals which we had to strive toward.	2
vi	No comment provided to accompany score.	5
xiv	No comment provided to accompany score.	4
xvi	No comment provided to accompany score.	4
xvii	It was effective in the projects that were given to them, but not all were completed due to unforeseen incidents that occurred during the time of the project.	3
xviii	No comment provided to accompany score.	3

**1.08** Supervision of the youth on Settlement was adequate for their needs.

i	No comment provided to accompany score.	4
ii	No comment provided to accompany score.	4
iii	No comment provided to accompany score.	1
iv	No comment provided to accompany score.	4

(Continued)

**\* Rating system**

0, unsure	1, strongly disagree	2, disagree	3, neither agree nor disagree	4, agree	5, strongly agree	NA = not applicable
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**1.08** (Concluded) Supervision of the youth on Settlement was adequate for their needs.

Respondent	Comments accompanying score	Score*
v	Lost the supervisor after one week.	1
vi	No comment provided to accompany score.	5
ix	For the most part, students were able to get to work on time and perform while they were there. Tardiness was a problem in the beginning but seemed to get better as the project progressed.	5
xiv	No comment provided to accompany score.	3
xvi	We didn't have enough time allotted to this project as there were too many things going on at the same time.	3
xvii	The supervision of the youth on the Settlement could have been monitored better, in the aspects of misuse of the Internet, absentees, etc. I do not believe that an individual should be paid for times missed or lateness that is not excusable. I believe more could have been accomplished if there was proper supervision on the projects.	2
xviii	Upon return, the supervision of the participants was not directed to any one individual department. The interest of the youth decreased because of the lack of supervision and continual direction. Supervision may have been lacking because no individual was familiar with the initiative or appreciated its potential.	2

**1.09** The project undertaken by the youth will provide a valuable tool for the community in the short and long term.

i	No comment provided to accompany score.	5
ii	No comment provided to accompany score.	5
iii	No comment provided to accompany score.	1
iv	No comment provided to accompany score.	5
v	Project was neither completed nor presented to community or staff.	2
vi	Bearing in mind that this may be an impossible task if the powers of control can't or won't understand the benefits.	5
ix	Our Settlement is greatly in need of accurate mapping and timber inventory. The simple maps produced during this project are a good supplement to the existing logging maps. The cut-blocks traversed and mapped will help the development corp. in determining a harvesting sequence.	5
xiii	This is a question that only the communities can answer. I am not in a position to comment and I do not think anyone outside the communities is in a position to comment.  A final note. For someone with a memory like mine, this survey would probably have been more effective if it had been filled in soon after the symposia, rather than 4–5 months later. At my age, time is not memory's friend.	0
xiv	No comment provided to accompany score.	4
xvi	No comment provided to accompany score.	4
xvii	The project undertaken by the youths can be a valuable tool in the future for the community for research in the timber harvest.	4

(Continued)

**\* Rating system**

0, unsure	1, strongly disagree	2, disagree	3, neither agree nor disagree	4, agree	5, strongly agree	NA = not applicable
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**1.09** (Concluded) The project undertaken by the youth will provide a valuable tool for the community in the short and long term.

Respondent	Comments accompanying score	Score*
xviii	The initiative delivered information that could assist the development of employment opportunities for the Settlements or interested participants, although research for opportunities remains to be thoroughly addressed and examined.	3

**1.10** Please provide any other comments and/or suggested changes regarding youth training/community projects.

iv	We collected most of the projects we set out to do. The technology and equipment can be used anytime we need to measure a cut block or a hay field, etc. Right now there are no plans to hire the youth. But in the future, if needed, we can hire them to do measurements for areas that do not need to be surveyed.	NA
v	Should have targeted youth, not youth at risk; tighter supervision; project should have been community driven not government driven.	NA
xv	From my experience with students, I have found that there needs to be rewards for good attendance, good work ethic, and a good attitude, and consequences for poor attendance, poor attitude, and poor work ethic. Perhaps the next time I would set a bench mark for attendance and assignments that they must meet before they could go on to the job. The second thing that I would include would be to see that the consequences for poor behavior would be put into effect. Even though you may lose a few people initially, once the students realized we were serious about it, the rest of the class would buckle down and put the necessary effort into it.	NA
xvi	The education level and work experience was too much for some of our youth to cope with.	NA
xvii	I believe that in the future, regarding the youth training/community projects, the initiative of getting our youth in the programs should have a longer training aspect, and various opportunities for them should be available after the project is completed, either in the work force or to further their education. The self-esteem needs to be carried further than the short-term training allows. I don't believe that their self-esteem in the work force is helped any by dropping them in mid-air with no avenues for them to follow to further education in the field.	NA
xviii	Communication and the sharing of information among the Settlements are vitally important for the success of the project initiatives. The invitation and encouragement for active participation in the planning, development, and implementation phases should be or become a component. The participation would ensure valuable information is communicated to the individual Settlements.  Awareness is the foremost component for the success of endeavors that have a significant impact. Continual communication and networking is fundamental for direction and support, although contact with a central or controlling authority must be present.  An individual aware of the project initiatives should be employed to fulfill the role and responsibilities of managing the projects. Identifying and attending training and educational opportunities to improve the capacity for this position is important and should be considered.	NA

\* Rating system

0, unsure	1, strongly disagree	2, disagree	3, neither agree nor disagree	4, agree	5, strongly agree	NA = not applicable
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**1.11** The speakers and topics presented at the Resource Science Symposium reflected the input provided by the community at the Needs Analysis Workshop.

Respondent	Comments accompanying score	Score*
i	No comment provided to accompany score.	4
ii	No comment provided to accompany score.	4
iii	No comment provided to accompany score.	4
vi	No comment provided to accompany score.	4
xiii	Although the topics addressed during the symposia did reflect the original workshop input, I had a feeling of disconnect between the two events. It was not all that apparent that one flowed from the other. Perhaps a more detailed introduction describing the participants and results of the workshop would help bring the whole process together better. What if community participants from the workshop introduced their results?	4
xiv	No comment provided to accompany score.	4
xv	No comment provided to accompany score.	5
xvi	Very good information was given by the speakers.	4
xvii	No comment provided to accompany score.	3
xviii	The speakers and topics presented at the Symposium were very well organized despite the time allotted for each presentation. Future Symposium should be available for a two-day event, this would allow those in attendance the opportunity to gather or access more information as well as network among organizations.	4

**1.12** The speakers and topics presented at the Resource Science Symposium were relevant to the interests of the Settlements.

i	No comment provided to accompany score.	4
ii	No comment provided to accompany score.	4
iii	No comment provided to accompany score.	4
vi	No comment provided to accompany score.	4
xiii	This is a tough one. The Settlements themselves should be more capable of answering this. Just a thought: Worst case scenario: (1) the workshop participants were not representative of the community; (2) the workshop came up with the wrong subjects; (3) the audience for the symposium was not the same as the workshop participants; (4) the audience for the symposium was not representative of the community. Do you have procedures in place to make sure this doesn't happen?	0
xiv	No comment provided to accompany score.	4
xv	No comment provided to accompany score.	5
xvi	No comment provided to accompany score.	4
xvii	There were some very good speakers and good information provided by each one. Any member could have found the information useful.	4
xviii	The speakers and topics presented were very informative and equally as relevant to development of future economic ventures.	4

**\* Rating system**

0, unsure	1, strongly disagree	2, disagree	3, neither agree nor disagree	4, agree	5, strongly agree	NA = not applicable
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**1.13** The subject matter featured at the Resource Science Symposium was presented in a manner that allowed members from the community to understand and to benefit from the information.

Respondent	Comments accompanying score	Score*
i	No comment provided to accompany score.	4
ii	No comment provided to accompany score.	4
iii	No comment provided to accompany score.	5
vi	No comment provided to accompany score.	4
xiii	Again, the community members could better answer this question, but my perception was that technically, most of the talks were presented at the appropriate level.	4
xiv	No comment provided to accompany score.	3
xv	No comment provided to accompany score.	5
xvi	We did not have enough input from community members.	4
xvii	No comment provided to accompany score.	4
xviii	Individuals in attendance may have detailed descriptions of their role and responsibility to their organization, although the subject matter provided overwhelming information to determine a clear direction.	3
xxi	Should have had more community representation at the events.	5

**1.14** The Resource Science Symposium provided an opportunity to network with relevant professionals and organizations, and to begin investigating new initiatives for the Settlements.

i	No comment provided to accompany score.	4
ii	No comment provided to accompany score.	4
iii	No comment provided to accompany score.	4
vi	Haven't had time to follow up on the symposium.	5
xiii	There appeared to be a number of useful new connections made. The events certainly allowed for and supported networking to take place. There was also enough time for talks outside of the formal presentations.	4
xiv	No comment provided to accompany score.	4
xv	I don't know if there was very much networking between the communities and the presenters.	4
xvi	Information was very good but not enough members participated to benefit from this.	3
xvii	The opportunity for networking was definitely there.	4
xviii	As mentioned, the symposium did not allow sufficient time to network with the presenters or many of the other organizations' representatives.	3
xix	The main purpose of the symposia for me was to fulfill the terms of the contribution agreement. However, the networking opportunities were excellent.	5
xxi	No comment provided to accompany score.	5

\* Rating system

0, unsure	1, strongly disagree	2, disagree	3, neither agree nor disagree	4, agree	5, strongly agree	NA = not applicable
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**1.15** Please provide any other comments and/or suggested changes regarding the Resource Science Symposium.

Respondent	Comments accompanying score	Score*
vi	When we do make time, the information which was provided could be adopted on our Settlement.	NA
xvii	High Prairie—The Science Symposium was an opportunity for the youth to display what they have learned. I was not at all happy with the youth displaying their success at the end of the program when more than 50% of the audience left. The program/project was for the youth. They should have had more involvement with the symposium and had been given time to display their success earlier in the program.	NA
xviii	Much of the networking and discussions occur in an informal environment; having a two-day event would allow representatives the opportunity to communicate at a function scheduled during the evening between presentation days.  The information provided at the Resource Science Symposium was overwhelming because of the insufficient time for each of the presentations. Many presenters gave rushed and ambiguous answers to the participants' questions. The Resource Science Symposium could be a two-day event; this would allow for the exploration of potential resource opportunities between the Settlements and participants.	NA

**1.16** Background material pertaining to the Economic Development Forum provided sufficient information for your group to participate in the event.

i	Community Development within the Settlement will utilize this information.	4
ii	No comment provided to accompany score.	4
iv	Some good information on a lot of things that can be done on Settlement.	4
v	I appreciated getting the e-mailed information!	4
xi	Good presentations!	4
xiv	No comment provided to accompany score.	4
xvi	Not enough time allowed [or questions and discussion.	4
xvii	I felt it went well. Very informative!	4
xviii	I believe the appropriate personnel have a better developed awareness of the potential.	4
xx	No comment provided to accompany score.	4

**1.17** The presentations given at the beginning of the event were effective and played an important role in the discussions that followed.

i	FORINTEK good presentation.	4
ii	No comment provided to accompany score.	4
iv	Everything went all right.	4
v	Quick. A lot of information in a little time. Could have used more time.	4
xi	Came in late...	NA
xiv	No comment provided to accompany score.	4
xvi	Follow-up was great and easy on facilitators.	4

(Continued)

**\* Rating system**

0, unsure	1, strongly disagree	2, disagree	3, neither agree nor disagree	4, agree	5, strongly agree	NA = not applicable
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**1.17** (Concluded) The presentations given at the beginning of the event were effective and played an important role in the discussions that followed.

Respondent	Comments accompanying score	Score*
xvii	Would have liked to have been part of all the small groups.	4
xviii	The information provided sufficient discussion material. Each of the participants was quite adept at providing relevant information.	4
xx	No comment provided to accompany score.	5

**1.18** The process used during the Economic Development Forum was effective in facilitating discussions related to resource-based economic development.

i	Non-Forest Products excellent presentation.	4
ii	Non (Forest/Wood?) Products excellent. Wish we'd had the opportunity to go to some of the others also.	4
iv	No comment provided to accompany score.	4
v	Needed a larger room.	4
xi	Created some potential opportunities.	4
xiv	No comment provided to accompany score.	4
xvi	Had enough time to take it apart and discuss well.	5
xvii	No comment provided to accompany score.	4
xviii	The awareness created effective discussion and information sessions in the afternoon. The resource people are to be commended for their excellent efforts. Thank you again!	4
xx	No comment provided to accompany score.	4

**1.19** The process used during the Economic Development Forum was effective in generating new contacts related to resource-based economic development.

i	Canadian Forest—Afforestation; something that has been discussed at community level.	4
ii	No comment provided to accompany score.	4
iv	Good presentations. The contacts were very easy to talk to and gave good information.	4
v	Extremely interested in the tourism contact.	5
xi	Good format.	4
xiv	No comment provided to accompany score.	4
xvi	Could send more information in pamphlet form to Settlement.	4
xvii	I was very interested in all the areas. I would have loved to attend all the groups. If possible it would have been good to be able to attend all the group sessions.	4
xviii	This event provided contacts needed for investment, and projects. As well, some information about potential investors.	4
xx	Industry needs to be more involved.	4

\* Rating system

0, unsure	1, strongly disagree	2, disagree	3, neither agree nor disagree	4, agree	5, strongly agree	NA = not applicable
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**1.20** The economic fora will make a direct contribution to economic development for the Métis people.

Respondent	Comments accompanying score	Score*
i	The meeting rooms were inadequate (too small for size of groups, break-out rooms way too small).	4
ii	The space was terrible. There are larger places that could have been accessed for these meetings. Also, if you had to rush the presenters, don't book so many, or have it over a longer period. The presenters did great!	0
iv	If more members knew what was available, there might be more interest.	2
v	This event was held during the holiday season, which limited the number of people available to attend.	NA
xi	More awareness.	4
xiv	Did not need industry.	4
xvi	Report to members would be an asset.	4
xvii	No comment provided to accompany score.	4
xviii	The Settlement Council must become aware of the potential opportunities for the Settlements.	5
xx	Should have some examples of economic development currently on Métis Settlements (successful economic development projects).	4

**1.21** The Settlements had adequate input into the development of the Project Evaluation.

i	No comment provided to accompany score.	4
ii	No comment provided to accompany score.	4
iii	No comment provided to accompany score.	0
vi	A lot of people who were asked to comment didn't.	4
xiv	No comment provided to accompany score.	3
xvi	We only had a very few participate.	4
xvii	No comment provided to accompany score.	3
xviii	The Settlements lacked the preceding information about the overall purpose of vision for the project. If the Settlement had been given this vital component, the initiative would have been more successful.	4

**1.22** The Project Evaluation, based on the questions in this survey, and the ensuing report and other collected information will be a fair and accurate account of the accomplishments of the Northern Alberta Métis Project.

i	No comment provided to accompany score.	4
ii	No comment provided to accompany score.	4
iii	I can't predict what the ensuing report will say.	0
vi	No comment provided to accompany score.	5
xiv	No comment provided to accompany score.	5
xvi	No comment provided to accompany score.	4

(Continued)

**\* Rating system**

0, unsure	1, strongly disagree	2, disagree	3, neither agree nor disagree	4, agree	5, strongly agree	NA = not applicable
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**1.22** (Concluded) The Project Evaluation, based on the questions in this survey, and the ensuing report and other collected information will be a fair and accurate account of the accomplishments of the Northern Alberta Métis Project.

Respondent	Comments accompanying score	Score*
xvii	No comment provided to accompany score.	3
xviii	Often, a realistic and honest evaluation of a project is undermined by managing authorities. The involvement and participation of the participants for future projects is consequent to the positive remarks in an evaluation. The success of this project was minimized by the lack of communication, understanding, and involvement. Many of the Settlements' councils and administrations require additional training, support, and assistance to effectively and efficiently manage the operation of projects. The expenditures for many of the projects or programs are not consistent with the desired results. Those Settlements having participated and were successful with developing the project are to be commended. The potential of the project was not fully appreciated.	3

**1.23** This program was a positive experience for the youth participants.

i	No comment provided to accompany score.	5
ii	No comment provided to accompany score.	5
iii	No comment provided to accompany score.	2
iv	Two of the youth will be going to work in the auto industry and forestry.	4
v	From both the community and project coordination aspect, things weren't in place for field work; students got bored, frustrated and quit.	2
vi	No comment provided to accompany score.	5
ix	The students indicated to me that they were there just for a paycheck and had no intentions of pursuing a career in GPS or forestry.	2
xi	I believe it was a positive experience for the youth and provided them with additional options in the field of forestry.	4
xiv	No comment provided to accompany score.	4
xv	Overall for the majority of the youth it was a positive experience.	4
xvi	No comment provided to accompany score.	4
xvii	I believe that every opportunity given to individuals to expand knowledge in any area is a positive experience.	4
xviii	The technical exposure for the youth participants was a very positive experience; the awareness of new and innovative advances provided comprehensive knowledge of the expectancies of thorough training.	4
xix	Awaiting report. However, during mentoring trip my perception was that the experience was beneficial for youth. Would suggest that client screening be extensive to match youth a bit better.	4

**1.24** This program has influenced the career path of the youth participating.

i	Two of the youth went on to upgrading, one went to Digital School.	4
ii	Two of the youth went on to upgrading, one went to Digital School.	4
iii	No comment provided to accompany score.	1

(Continued)

\* Rating system

0, unsure	1, strongly disagree	2, disagree	3, neither agree nor disagree	4, agree	5, strongly agree	NA = not applicable
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**1.24** (Concluded) This program has influenced the career path of the youth participating.

Respondent	Comments accompanying score	Score*
iv	Two of the youth are going back to school.	5
vi	It is all up to the youth who attended the course. Our experience has shown that the money is more important than the job. Again it is now up to the youth.	3
ix	Now they know that they do not want to do this as a career. They found the physical activity unappealing.	4
xi	Yes, I agree; however, additional career planning may be required.	4
xiv	No comment provided to accompany score.	4
xv	Of those I talked with about this after the program, they were seeking to pursue a career in this area.	4
xvi	We started with five and ended up with one.	4
xvii	The career paths of the youth participating to the end of the program has been influenced, but I believe that there should have been an avenue for them to carry on.	4
xviii	The selection process of participants requires review and examination. Individuals who do not now or who do not realistically want to consider further pursuit of a potential career must be identified earlier. This initiative resulted in another band-aid style of employment for many of the participants.	2

**1.25** You were informed of the activities of the Northern Alberta Métis Project throughout its development and implementation.

i	No comment provided to accompany score.	4
ii	No comment provided to accompany score.	4
iii	Poor communication in the planning stage (from both sides). Good communication once the project started.	3
v	As a funding partner, the Strategic Training Initiative community technician responsible for youth recruitment and project inputting, we were not brought on board until two to three weeks prior to the start date. All contacts were done at General Council level with Economic Development Officers!	2
vi	Weekly update needed of the training initiative from Grouard on status of individuals indicating both the positive and negative aspects. I feel some of the extracurricular activity should have been dealt with more severely.	4
vii	There were situations that could have used political support. Communication was not effective. E-mailing of reports was good. Concern: one of the project co-leaders did not have a good understanding of Settlements and how to work with them. He came across as lacking interpersonal skills in some situations.	4
viii	Protocol was adhered to, very little problems communication wise.	4
x	Communication at the beginning was lacking, and caused some confusion. With input from finance beforehand, the financial side could have run a bit smoother. Overall communication was sufficient between the co-leaders and myself. However, information required for the bi-weekly cheque runs was slow to arrive in time to make adjustments. Unsure whether it was due to timing of Settlement reporting, or co-leaders. Some cheques were written and had to be subsequently cancelled.	2

(Continued)

**\* Rating system**

0, unsure	1, strongly disagree	2, disagree	3, neither agree nor disagree	4, agree	5, strongly agree	NA = not applicable
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**1.25** (Concluded) You were informed of the activities of the Northern Alberta Métis Project throughout its development and implementation.

Respondent	Comments accompanying score	Score*
xi	I believe that the project was adequate for what it was intended for "high-risk youths." Otherwise, the coordination of the project required a full-time position with ongoing communications throughout the course of the project with all the stakeholders.	4
xii	Although there was adequate paper flow, I did not feel there was enough of the face-to-face meetings to update the Executive of the progress.	3
xiv	No comment provided to accompany score.	4
xvii	At times the information was unclear.	4
xviii	Ascertain a contact person, for all interested parties, responsible for partaking with the planning, development, and implementation stages for the various projects. This would enhance the success of the projects, because fulfilling the role and achieving the responsibilities of the project would be the duty of the contact person. This individual would maintain communication and direction with the respective Settlement Council and administrator.	2
xix	The project leaders were more than adequate in communicating during the initiation and actual program activity. Afforded me the opportunity to play a more active role. Post-project communication needed improvement.	4

**1.26** You were satisfied with any stories or information pertaining to the initiative that appeared in the local media.

i	No comment provided to accompany score.	4
ii	No comment provided to accompany score.	4
iii	No comment provided to accompany score.	NA
v	I didn't see any advertising posters nor newspaper write-ups in local media; I found it to be poorly advertised and monitored.	1
vi	Good article on our students!	4
xiv	No comment provided to accompany score.	4
xvi	Didn't see anything in media, didn't look.	3
xvii	Should have dealt more with the youth success.	3
xviii	The terms of reference for the contact person should specify his/her role and responsibilities for ensuring all information pertaining to the project is collected, compiled, and continuously updated as a component of the project.	3

**1.27** How can we improve communications with and between the communities in the future?

i	The report and surveys are much too long; shorten them.
ii	Shorten reports, surveys, evaluations, etc. Always too long.
iii	More community input. It is my perception that the Government of Canada foisted its mandate upon us. If you are serious about helping communities, come find out what's important to us, not what you want to hear.

(Continued)

**\* Rating system**

0, unsure	1, strongly disagree	2, disagree	3, neither agree nor disagree	4, agree	5, strongly agree	NA = not applicable
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**1.27 (Concluded)** How can we improve communications with and between the communities in the future?

Respondent	Comments accompanying score	Score*
v	Receive full support from the community prior to achieving funds and making plans on our behalf. Presentations to the communities at Public General Meetings. Settlement Council motions for support and designation/appointment should be made well in advance.	
vi	Forwarding monthly updates from each community, possibly look at end of project meeting with students, supervisors, etc. to go over what each has done, where improvements could be made and future aspirations of both communities and students.	
xiv	Increase frequency of visits to the Settlement.	
xvi	More information to be passed along as it happens.	
xvii	Would have been more productive had the project leaders been able to come to the Settlements more rather than discussing issues over the phone. Their presence would have helped.	
xviii	Terms of reference for the contact person should require his/her continual contact with the central authorities via telephone, fax, e-mail, and/or monthly meetings. The communication would include follow-up, up-dates, progress reports, assistance, support, direction, networking, and final report. Identify an individual responsible for the program/project from all interested parties. Bi-monthly contact from central authorities for follow-up, up-date, progress.	

**1.28** The method used to allocate funds to the Settlements was fair and flexible enough to deal with the individual needs of the Settlements.

i	No comment provided to accompany score.	5
ii	No comment provided to accompany score.	5
iii	Seemed OK but I didn't do an in-depth analysis. Funding was definitely adequate. The goals were unfortunately external.	0
v	Our community had higher needs in terms of a youth supervisor; the supervisor hired became an instructor and failed in his first week at working with our youth on Settlement.	1
vi	No comment provided to accompany score.	4
vii	No comment provided to accompany score.	5
x	I cannot attest to the appropriateness of the funds, due to my limited involvement; however, documentation was provided when required with little difficulty.	4
xiv	No comment provided to accompany score.	4
xvi	No comment provided to accompany score.	4
xvii	I believe the funds should have been monitored by the Settlement, not by the Strategic Training Initiative; therefore, the Settlement would have been able to accurately deduct the necessary time missed and lateness. It was a waste of time sending or faxing the time sheets, as they were not properly monitored.	2
xviii	The individual needs of the Settlements could have been discussed during the collective consultation and planning stage. Identifying the expectations would have identified the funding requirements for the participants.  The respective Settlements require notification upon commencing with the projects. The concept of the project was ideal, although adequate information was not received.	3

**\* Rating system**

0, unsure	1, strongly disagree	2, disagree	3, neither agree nor disagree	4, agree	5, strongly agree	NA = not applicable
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**1.29** The Settlement's share of the project expenditures was reasonable given the objectives and the outcomes of the initiative.

Respondent	Comments accompanying score	Score*
i	No comment provided to accompany score.	4
ii	No comment provided to accompany score.	4
iii	We would be more likely to contribute if we had more meaningful input early on.	5
iv	We provided office space and whatever we had available.	4
v	We got nothing out of this; all youth not employed. Industry near our community had no buy-in, were not able to work the project of our needs. Fish and wildlife, forestry project was started and not completed.	1
vi	No comment provided to accompany score.	5
xiv	No comment provided to accompany score.	4
xvi	No comment provided to accompany score.	4
xvii	Our Settlement provided everything they could to the project; I would suggest that in the future, should a project like this happen again, Settlement administration be part of the process from the start; i.e. being informed in-depth, supervisor involvement from the start.	5
xviii	A collective consultation and planning stage may have enhanced the objectives and outcome of the initiative, provided the opportunity to share information would create the support network.	4

**1.30** The Settlement's investment in the project will yield a good return in the short and long term.

i	No comment provided to accompany score.	5
ii	No comment provided to accompany score.	5
iii	The project flopped, mainly because we were not committed to it for reasons previously explained. There were a few serious planning errors.	1
v	The only advantage that we have is that now we have this equipment, but none here is skilled enough to use it. We now will have to train staff.	2
vi	In the short term, this investment will play an integral part in the updating of the forest inventory and subsequent development of the timber supply analysis. In the long term, further educational needs will have to be met for the students so that they may proceed into industry or the public sector in general. Additionally, long-term initiatives and other uses of this system will have to be brought forward to council, which may take some time to understand the full benefits.	5
xiv	No comment provided to accompany score.	3
xvi	No comment provided to accompany score.	4
xvii	I believe that this project would provide for a good return for our Settlement if we had the funds to provide for the wages as there are a number of projects that require this kind of expertise.	4
xviii	The potential for the initiative to create employment and individual business opportunities is not matched by the interest.	3

**\* Rating system**

0, unsure	1, strongly disagree	2, disagree	3, neither agree nor disagree	4, agree	5, strongly agree	NA = not applicable
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**1.31** The allocation of funds was appropriate given the objectives and the outcomes of the initiative (i.e., were the relative expenditures for each phase justified given the objectives and the outcomes of the initiative?).

Phase of the initiative <sup>a</sup>	% of Total expenses <sup>a</sup>	Score by respondents*								Result
		i	ii	iii	vi	xiv	xvi	xvii	xviii	
Consultation and Planning	5.5%	4	4	4	5	3	4	2	3	5/8 agreed appropriate
Needs Analysis Workshops	2.0%	4	4	4	5	3	4	3	3	5/8 agreed appropriate
Youth and Community Projects	75.5%	4	4	4	5	3	4	4	4	7/8 agreed appropriate
Resource Science Symposia	6.5%	4	4	5	5	3	5	3	4	6/8 agreed appropriate
Overall Evaluation	5.5%	4	4	5	5	3	4	2	4	6/8 agreed appropriate
Totals	95.0 %									

<sup>a</sup> The evaluation was sent to the initiative's key participants before their request that the Northern Alberta Métis Project sponsor the Economic Development Fora. Therefore, the totals do not add to 100%; the allocations required for these events were not included in the evaluation package, and no comment was made regarding the appropriateness of this allocation.

**1.32** The initiative delivered what was promised during consultations (i.e., the initiative met your expectations).

Respondent	Comments accompanying score	Score*
i	No comment provided to accompany score.	4
ii	No comment provided to accompany score.	4
iii	No comment provided to accompany score.	4
v	Strong community support was not obtained prior to, hence the planning for things like transportation, etc. was lacking; left many holes in the program, youth got bored. No youth leader.	3
vi	More training in the use of computer systems and digitizing would have made a whole lot of difference. Students were missing some of the essential tools to complete work-related tasks. Additional training initiatives were provided by our Settlement to acquire these skills.	4
vii	No comment provided to accompany score.	4
viii	No comment provided to accompany score.	5
xi	I believe the initiative's objectives were met and the outcomes very positive leading to direct employment or more career development options.	4
xiii	The commitment of the project leaders was extraordinary and continued throughout the course of the project. Constant support was given to the communities while at the same time addressing diverse partner demands.	5
xiv	No comment provided to accompany score.	4
xvi	No comment provided to accompany score.	4
xvii	I assumed that the youth would have received more training.	3

(Continued)

**\* Rating system**

0, unsure	1, strongly disagree	2, disagree	3, neither agree nor disagree	4, agree	5, strongly agree	NA = not applicable
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**1.32** (Concluded) The initiative delivered what was promised during consultations (i.e., the initiative met your expectations).

Respondent	Comments accompanying score	Score*
xviii	The initiative delivered information that could assist the development of employment opportunities for the Settlements or interested participants, although research for opportunities remains to be thoroughly addressed and examined.  The objectives for the initiative could have been discussed and clarified for each of the interested parties during the consultation and planning process; in addition, discussions may have provided a better understanding about the potential of the initiative.	2
xix	Our initiative has an objective of assisting youth making the transition to work with an expected outcome of a 60% success rate. I am awaiting the report.	4
xxi	As far as my involvement went, yes, the initiative delivered what was promised.	4

**1.33** The initiative had a positive impact on your community.

i	No comment provided to accompany score.	4
ii	No comment provided to accompany score.	4
iii	No comment provided to accompany score.	1
v	No comment provided to accompany score.	2
vi	Yes, but more training is required to make the participants more employable.	5
vii	The importance of this project would be better appreciated if there was a repeat of the project.	5
viii	I believe it is necessary to have a follow-up program as well as continuation of this program. We are seeing far-reaching benefits since the inception of the project.	5
x	No comment provided to accompany score.	0
xi	Yes, the outcomes are very positive.	4
xii	There was a short-term benefit while the project was in place, but do not know as of yet if there will be a long-term benefit. I understand that one participant was able to obtain some employment following the training.	3
xiv	No comment provided to accompany score.	4
xvi	Positive impact on one youth and the Settlement will benefit from his experience.	4
xvii	No comment provided to accompany score.	3
xviii	Aside from offering a period of employment for the youth participants, the impact of the initiative did not exist. Continuous supervision did not result upon return of the youth; some direction was offered, although the community did not understand the potential applications of the technology.	2
xix	Both the initial introduction and the start to building capacity were beneficial. Need to see what evolves.	3
xxi	For those Settlements that participated.	4

**\* Rating system**

0, unsure	1, strongly disagree	2, disagree	3, neither agree nor disagree	4, agree	5, strongly agree	NA = not applicable
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**1.34** The initiative was flexible enough to meet the specific circumstances and needs of your community and the Métis Settlements in general.

Respondent	Comments accompanying score	Score*
i	No comment provided to accompany score.	4
ii	No comment provided to accompany score.	4
iii	Again, my major complaint is that the government had predetermined goals for this project. Our input was really "how are we going to meet these predetermined goals?" This was going to be a GPS project regardless.	1
v	No comment provided to accompany score.	2
vi	Could expand more within the community in general, include other areas (infrastructure) with the right training.	3
vii	No comment provided to accompany score.	5
viii	No comment provided to accompany score.	4
xii	No comment provided to accompany score.	4
xiii	This is a question that only the communities can answer. I am not in a position to comment and I do not think anyone outside the communities is in a position to comment.	0
xiv	When things went off track, steps were taken to get it back on track.	4
xvi	No comment provided to accompany score.	4
xvii	There was definite flexibility. However, with the youth having little training, the flexibility was not there for how we could have used them more efficiently.	2
xviii	The initiative was applied to designing a pasture for buffalo; the flexibility of the initiative, as mentioned, was not pursued. The youth did not demonstrate interest in wanting to pursue a career in this subject or a similar subject.	3
xxi	The project leaders made every effort to accommodate the needs of the Settlements.	4

**1.35** The basic model employed by the Northern Alberta Métis Project should be replicated in other Aboriginal communities **or** the Northern Alberta Métis project can be considered as a "best practice".

i	No comment provided to accompany score	4
ii	No comment provided to accompany score.	4
iii	With considerations for community needs.	3
v	No comment provided to accompany score.	3
vi	The program should be lengthened, and training and application in the community should be integrated.	5
xi	Yes, I agree; however, more planning and coordination would improve the project.	4
xiii	Yes. I believe a little fine-tuning, and a recognition that this model is extremely labor intensive, would make this an excellent "best practices" project.  I would suggest: <ul style="list-style-type: none"> <li>• strengthen the connection between the needs workshop and the science symposium and somehow minimize the time between them;</li> <li>• consider using this model on a community-by-community basis only; and</li> <li>• change your role from a lead role to one of support; provide the model to the community and support them as they implement the process.</li> </ul>	4

(Continued)

**\* Rating system**

0, unsure	1, strongly disagree	2, disagree	3, neither agree nor disagree	4, agree	5, strongly agree	NA = not applicable
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**1.35** (Concluded) The basic model employed by the Northern Alberta Métis Project should be replicated in other Aboriginal communities **or** the Northern Alberta Métis project can be considered as a “best practice”.

Respondent	Comments accompanying score	Score*
xiv	See memorandum, Appendix 3.	3
xvi	But should be tailored to each community's needs; not all are alike.	4
xvii	Changes should be implemented before doing another project in Aboriginal communities.	2
xviii	Communication and awareness are fundamental for success. The initiative possesses considerable potential; the need for Aboriginal communities to understand and appreciate the concept is a prerequisite.	4
xix	Demonstration of groups working together, partnerships (communities as well as those providing funds), economies of scale, placing ownership in the hands of the community.	4
xxi	Sometimes you have to keep doing it until the community fully realizes the benefit.	5

**1.36** Through the sharing of relevant information with the Settlements, and the skills provided to the youth, the initiative was successful in meeting its objective of increasing the capacity of the Settlements to manage their natural resources and to participate in resource-based economic development.

i	No comment provided to accompany score.	4
ii	No comment provided to accompany score.	4
iii	No comment provided to accompany score.	1
v	No comment provided to accompany score.	3
vi	Had to implement supplemental training to reach community objectives.	3
vii	This initiative is one step, a big step towards increasing capacity for the Settlements.	5
viii	I think it would be beneficial after compiling the evaluation to complete another project provided it is revamped to include the highlighted areas of improvement.	4
xii	I have not seen any indication as of yet where the training has been utilized by the Settlements in regards to managing their natural resources any differently or any increased participation in economic development. If there is, please let me know.	2
xiv	Learning took place, but as a one-off initiative, its effectiveness will die.	4
xvi	Mapping and map making is and always will be a very important piece of information in each community.	4
xvii	Personally, I feel this has not been reached through this project.	2
xviii	Concentrating on communities that are prepared to utilize the available funding to pursue development must begin to be recognized. Fostering independence and providing gainful employment for Aboriginal peoples is fundamental for strengthening an Aboriginal community economic foundation.	3
xxi	Yes, the initiative increased the capacity of the Settlements that participated.	4

\* Rating system

0, unsure	1, strongly disagree	2, disagree	3, neither agree nor disagree	4, agree	5, strongly agree	NA = not applicable
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**1.37** Three events sponsored by the initiative were held for the Settlement membership. Considering the nature of these events, were the Needs Analysis Workshops, the Resource Science Symposia, and the Economic Development Fora well attended by Settlement membership, industry, and other relevant groups? How did we do relative to other events held in the community in the past? Please provide a rating for the attendance of each group at the two events.

Event	Participation by:	Score by respondents*														Result
		i	ii	iii	iv	v	vi	xi	xiv	xv	xvi	xvii	xviii	xx		
Needs Analysis	Settlement membership	3	3	3.5			2		4	4	1	2	3		2/9 believe well attended	
	Industry	4	4	1			3		3	5	3	0	4		4/9 believe well attended	
	Government	4	4	3			2		3	5	4	0	4		5/9 believe well attended	
Symposia	Settlement membership	3	3	3			2		2	1	1	1	4		1/9 believe well attended	
	Industry	4	4	1			4		4	5	3	5	4		7/9 believe well attended	
	Government	4	4	3			2		4	5	4	0	4		6/9 believe well attended	
Economic Fora	Settlement membership	5	5		0	1		4	2		4	4	5	5	7/10 believe well attended	
	Industry	NA	3		4	3		4	4		4	4	5	4	7/10 believe well attended	
	Government	NA	3		4	3		4	3		3	4	5	2	4/10 believe well attended	

**1.38** If the Needs Analysis Workshops and the Resource Science Symposia were repeated at some point in the future, what steps could be taken to improve community participation?

Respondent	Comments
i	Ensuring the Council is more involved with project.
ii	Ensure the Council is more involved.
iii	Come with open minds.
v	Individual invitations, faxed agendas, student input into planning.
vi	Get buy-in from the start. Industry in particular did not understand the project.
vii	The symposium (east) was excellent. It was disappointing to see less involvement from the west.
viii	I believe that the project did in fact accomplish what it set out to do; in fact it has caused a positive ripple effect. The community(ies) have not only implemented the acquired skills, but have also taken advantage of several other positive opportunities because of the project.
xii	I think that the training was an excellent idea and it would be great if we could do more to assist the trainees in furthering the training and obtaining some employment as a result of the training.
xiv	Hold events in the community; give away maple syrup.
xvi	Door-to-door information one-on-one. We would need one person to totally canvas every member on Settlement.
xvii	More awareness of the symposium and workshop and what they are about.

\* Rating system

0, unsure	1, strongly disagree	2, disagree	3, neither agree nor disagree	4, agree	5, strongly agree	NA = not applicable
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**1.39** If the Northern Alberta Métis Project was starting over in your community, what improvements or changes would you like to see? Please provide any other comments and/or suggested changes that you have regarding the Northern Alberta Métis Project.

Respondent	Comments
i	Conduct the initial training at alternate site to Grouard. Possibly having a couple to choose from.
ii	Conduct the initial training anywhere but Grouard.
iii	Listen to what is important to us, and how we think it should be implemented before deciding what areas need projects.
v	Provide 50% of salary for existing staff to direct project. Strong Youth Supervisors—knowledgeable. Youth and adult learners together from each community. Community-specific and -driven programming. Higher standard of instruction.
vi	Separate Needs Analysis for community people and government/industry. The latter two groups heavily favor development. This project was a good idea. I don't think that the Settlements have taken this as far as they can.
xiv	See memorandum, Appendix 3.
xvii	More Settlement involvement, more in-depth training, properly laid-out objective and planning to reach the objective.

**1.40** To be considered successful, how many Settlements need to participate in the Northern Alberta Métis Project and how many Settlements need to continue investing after the initiative is completed?

Indicator measured	Score by respondents																	Average <sup>a</sup>
	i	ii	iii	v	vi	viii	xi	xiii	xiv	xv	xvi	xvii	xviii	xii	xx	xxi		
Number of settlements participating	5	5	5	6	4	8	8	6	1	6	8	6	4	8	6	8	6	
Number of settlements investing	5	5	4	4	2	8	8	3	1	4	8	0	4	6	6	8	5	

<sup>a</sup> Rounded to the nearest integer.

**1.41** To be considered successful, what percentage of youth must complete the training in Grouard, complete the work experience on Settlement, and return to school or find related employment?

Indicator measured	Percentage according to respondents																Average % <sup>a</sup>
	i	ii	iii	v	vi	viii	xi	xiii	xiv	xv	xvi	xvii	xviii	xii	xx	xxi	
Percentage of youth that must complete training	75	7	75	80	50	50	25	75	75	75	75	75	100	75	75	75	70
Percentage of youth that must complete work experience on Settlement	75	75	75	80	50	50	25	50	50	75	75	75	25	75	65	50	60
Percentage of youth that must return to school or find related work	75	75	50	60	50	25	25	25	15	50	75	50	25	50	50	50	45

<sup>a</sup> Rounded to the nearest 5%.

**\* Rating system**

0, unsure	1, strongly disagree	2, disagree	3, neither agree nor disagree	4, agree	5, strongly agree	NA = not applicable
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**1.42** Which of the following organizations (or type of organization) should be making financial and in-kind contributions to an initiative of this nature, and what should their optimal contribution to the initiative be?

Relative share of funding by:	Optimal percentage according to respondents												Average % <sup>a</sup>	Actual %
	iii	v	vi	viii	xi	xiv	xv	xvi	xviii	xix	xx	xxi		
General Council	20	0	10	20	51	10	15	5	9	30	10	6	15	23
Métis Settlements	30	10	10	15	4	10	50	15	10	30	50	27	20	22
Federal government	20	50	20	24	15	70	15	30	23	15	10	17	25	50
Provincial government	20	20	20	21	10	0	10	30	46	15	10	17	20	4
Industry	10	20	30	10	20	10	5	20	6	10	20	33	15	0
Academia	0	0	5	10	0	0	5	0	1.5	0	0	0	5	1
Other	0	0	5	0.5	0	0	0	0	4	0	0	0	0	0
Total funding													100	100

<sup>a</sup> Average figures were rounded to the nearest 5%.

**\* Rating system**

0, unsure	1, strongly disagree	2, disagree	3, neither agree nor disagree	4, agree	5, strongly agree	NA = not applicable
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## Appendix 2

### Youth Survey: Summary

Youth who successfully completed the initiative were presented with a list of prepared responses, with each response typifying a particular aspect of the experience offered through participation in the project. The list had been developed and used by youth participating in a previous initiative. With this list as a guide, the youth participating in the Northern Alberta Métis Project were asked to identify the most important aspects of the program. Their input was then compiled, with each of the potential responses ranked according to the collective priority that was assigned to it. A summary of their responses is given below.

#### Priorities identified by youth participating in the Northern Alberta Métis Project and their relative importance.<sup>a</sup>

Priorities identified	Rated importance of priority				
	Ratings averaged				Overall (n=12)
	Based on age		Based on sex		
	Under 20 (n=7)	Over 20 (n=5)	Male (n=7)	Female (n=5)	
Hands-on experience was positive and invaluable	6	2	2	8	3
Participating in this program looks good on a résumé	7	7	6	9	9
Provided insight into science	4	8	6	5	6
Welcomed the opportunity to participate in new ideas	3	6	4	6	4
Provided an opportunity to network with professionals	9	4	7	4	7
Provided an opportunity to acquire new skills	1	1	1	1	1
Learned more about their community	10	5	5	10	8
Provided information regarding a potential career	2	3	3	3	2
Rate of pay was a powerful incentive	8	9	9	7	10
Opportunity to develop interpersonal skills	5	6	8	2	5

<sup>a</sup>1 = first choice, 2 = second choice, etc.

Participants were also asked to provide any additional comments regarding the initiative. Their responses are summarized below. A roman numeral is used to identify the respondents, and occasionally minor editorial changes were made to comments.

Other comments provided by youth participating in the Northern Alberta Métis Project.

Respondent	Comments
i	Conduct the initial training at alternate site to Grouard. Possibly having a couple to choose from.
i	More training on digitizer. This was a good project for the youth. These opportunities do not come often for the youth, and it was beneficial.
ii	I just want to say that I really enjoyed working on the program. I had fun and I'm just thankful that I had the opportunity to do this. Thank you.

(Continued)

(Concluded) Other comments provided by youth participating in the Northern Alberta Métis Project.

Respondent	Comments
iii	More digitizing training was needed. The training in Grouard could have been longer. I enjoyed the work, and the exercise that comes with it. [In the future], consider changing GPS units [to one which can be applied under more diverse conditions].
iv	I personally think that this program could have benefited from further planning with the actual Settlements involved. The lack of preparation on the part of the Settlement was what held up progress in virtually everything we did. I'm sorry to say that the greatest impact this project has had in regards to me is that it only furthered my resolve to work in another field. Aside from that, it was a very well-executed program.
v	Good to have another course with this technology. In the future, would have to screen candidates ahead of time. This was a good experience. Hands-on part useful, better than class.
vi	I learned how to use new skills in my community, meet new people, and learned how to work in a group.
vii	I think that this project should be done elsewhere. Two weeks more training would be of benefit, and in a different location. In the beginning, we were not told what policy would be implemented when we returned to the Settlement regarding attendance. We should have been told at the beginning.
viii	The experience offered through this program was great. Next time, stricter rules at the dorms should be implemented. The Settlement should have been prepared when we returned after training. I was glad to have this opportunity.
ix	This project helped me to experience new things and learn more about the community. Hopefully it gets me somewhere.
x	<p>I think that this project should be done elsewhere. Next time:</p> <ul style="list-style-type: none"><li>• better prescreening of participants is needed;</li><li>• more training on digitizer would be beneficial;</li><li>• should not split sessions for the symposium.</li></ul> <p>Also, you need to address the time card issue. Everyone should be treated the same.</p>

## Appendix 3

### Memorandum from Sam Hall, Gift Lake Métis Settlement

To ▶	Bradley Henry Project co-leader, Northern Alberta Métis Project Canadian Forest Service, Ottawa	Date April 28, 2003
From	Sam Hall Administrator Gift Lake Métis Settlement	
Subject	<b><u>Thoughts regarding the model used in the Northern Alberta Métis Project</u></b>	

Sir:

It is wonderful that [the Canadian Forest Service] did a Settlement project. Everyone, including you, worked very hard on this project. It was a pilot that was moulded over the summer as opportunities and challenges were encountered. Some people learned some things, some people just had a good time for awhile. One of the questions [in the evaluation] dealt with "The Model". That is what I want to think about.

The model appears to be:

- [Canadian Forest Service] outreach from Ottawa
- Amass some funding support
- Ask [Settlement membership] for project ideas/needs
- Get more sponsors/partners
- Train students
- Place in Settlements to use skills
- Have some short term supervisors
- Pay for student wages for several months
- Put together a symposium
- Assess project

The weak areas were as follows:

- [Canadian Forest Service] is a stranger to Métis Settlements
- [federal project co-leader] is a stranger
- [supervisor hired by Settlement] is a stranger
- Too little time to pick trainees
- Trainees did not know what to expect
- [federal project co-leader] did not know what to expect
- Councils did not know what to expect
- Administrators too busy

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- Students not totally committed at Grouard
- On Settlement supervisors faced culture shock
- Trainees too much “on own” at Settlement
- No word “Symposium” in Cree. No one knew what this was—Did not know that they should attend

What should a model have? Lets look at what seems to work with Northern Communities:

- Personal relationships
- Long term projects that build slowly
- Projects tailored to the Settlements needs and skill set (individual settlement)
- Individuals experience merchantable skill development
- A selection process is used to find motivated disciples
- Councils have a buy in/control/can see results

Why does [the Canadian Forest Service] want to do any kind of project?

- So Canada’s Forests are better managed
- Reduce greenhouse gasses
- Clean air
- Biodiversity
- Self sufficiency of population
- Research base
- Knowledge base about ecosystems
- Tourism/Economy

So, perhaps a better model would look like this:

- Not supervised from Ottawa—Too far away
- Get local foresters—one for each Settlement or at least 4 for 8 Settlements.
- They work individually with each Settlement.
- Start by doing basic assessment
- They mentor one or two summer students chosen carefully for aptitude/attitude
- Specific/Practical/Pragmatic work done with individuals to pass on basic forestry knowledge
- On the land—
- Daily contact—Personal relationships
- Expert advice—Hands on help
- Replanting, block cleanup, Forest harvesting procedures, attends logging board meetings.  
Does ecosystem seminars in the Settlement
- Travels with the Settlement environmental monitor to coach
- Helps draft land use/multiple user bylaws



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- Assesses potentials
- Designs new projects (ie. Demonstration log housing)
- Coaches and mentors and encourages members to get jobs in land related occupations/ attend further training etc.
- Helps find funding for land management work
- It only costs \$98,000 per year for a fully equipped RCMP with vehicle, boots, and badge to be stationed in Gift Lake for 40 hours/week.

Some thoughts,

Sam Hall  
Administrator  
Gift Lake Métis Settlement

