



Indian and Northern Affairs Canada and Canadian Polar Commission

Performance Report

For the period ending
March 31, 2000

Canada

Improved Reporting to Parliament Pilot Document

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

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Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis the *Part III of the Estimates* document for each department or agency into two separate documents: a *Report on Plans and Priorities* tabled in the spring and a *Departmental Performance Report* tabled in the fall.

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

The Fall Performance Package is comprised of 83 Departmental Performance Reports and the President's annual report, *Managing for Results 2000*.

This ***Departmental Performance Report***, covering the period ending March 31, 2000 provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's *Report on Plans and Priorities* for 1999-00 tabled in Parliament in the spring of 1999.

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government.

The government continues to refine its management systems and performance framework. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

This report is accessible electronically from the Treasury Board Secretariat Internet site: <http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

Comments or questions can be directed to the TBS Internet site or to:

Planning, Performance and Reporting Sector
Treasury Board Secretariat
L'Esplanade Laurier
Ottawa, Ontario, Canada
K1A 0R5
Tel: (613) 957-7167
Fax (613) 957-7044



**Indian and Northern
Affairs Canada
and
Canadian Polar Commission**

Performance Report

For the period ending March 31, 2000

The Honourable Robert D. Nault, P.C., M.P.
Minister of Indian Affairs and Northern Development

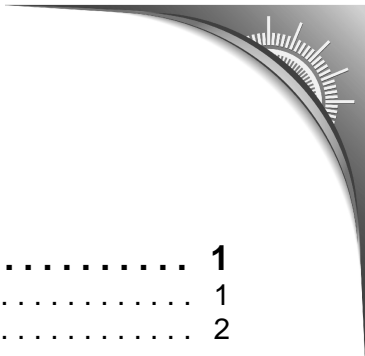


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Section I — Messages

Minister's Message

It gives me great pleasure to present the 1999–2000 Performance Report for Indian and Northern Affairs Canada and the Canadian Polar Commission.

I am encouraged by how much we have achieved in the two years since the launch of *Gathering Strength*. The goals that we set for ourselves in 1998 were ambitious and far-reaching: to address the legacy of our past history with Aboriginal people; to build a climate of trust and cooperation; to narrow the gap in the standard of living between Aboriginal and non-Aboriginal people; and to advance political and sustainable development in the North.

Gathering Strength was always envisioned as a long-term plan that would take commitment and patience to achieve results over time. It was designed to produce fundamental, lasting change. Nevertheless, in two short years we are reporting tangible, solid results. Our comprehensive approach involving Aboriginal people, northerners, other governments, institutions and the private sector has started to produce change, and this year has had its share of highlights.

Every school in Canada has now received public education materials that will help teachers introduce Aboriginal issues to children. Fostering mutual respect and understanding continues at the national and provincial levels, with more and more partnerships between governments and Aboriginal organizations.

The Royal Assent of legislation to enact the Nisga'a Final Agreement is a major milestone in our efforts to strengthen Aboriginal governance. The settlement of 19 specific claims and the signing of seven agreements for the transfer of programs and services to Yukon First Nations also contributed to our goal of stable, legitimate governments that are accountable to their people.

Strong partnerships and stable governments need to result in better living conditions for people, and this remains our ultimate goal. In 1999–00, more than 80 First Nations participated in community-based housing initiatives and 398 were involved in income-security reform projects.

These are just a few of the accomplishments detailed in this year's Performance Report, and I encourage you to learn more by visiting our web site for additional information (<http://www.inac.gc.ca>). I am confident that as you read this report, you will agree that we have every reason to believe that Aboriginal people and northerners will continue to contribute to the fabric of our nation and benefit from all that Canada has to offer.

Executive Summary

First Nations and Inuit communities in partnership with Indian and Northern Affairs Canada (INAC) are endeavoring to improve economic and social conditions in ways that will make a real difference in peoples' lives. First Nations now deliver almost all social and economic programs funded by INAC. About 86 percent of Indian and Inuit Programming funds goes directly to First Nations and their organizations, primarily for basic services such as education, social services, community infrastructure and local government — services that other Canadians receive from their provincial, municipal or territorial governments.

In 1998, the Government of Canada initiated *Gathering Strength — Canada's Aboriginal Action Plan* to provide a bridge between the challenges of the past, the realities of the present and the opportunities for the future. While change is a long-term commitment, we are already seeing encouraging progress in a number of areas that are key to healthy, self-sustaining communities. Concrete results are evident in the areas of education, economic development, community infrastructure and accountability. Furthermore, the department has done considerable work on developing a Performance Framework for *Gathering Strength* with a strong emphasis on outcomes. Future reporting cycles will build on this emphasis on targeted outcomes as part of our commitment to results-based management.

Investments in education have produced concrete results at both an individual and a community level (see page 21). Higher education results in increased workforce participation and higher incomes. The employment-population ratios for Status Indians on reserve are substantially higher for post-secondary graduates (64 percent) than for high school graduates (45 percent). Average employment incomes are \$18,751 for post-secondary graduates versus \$13,996 for high school graduates. The percentage of Status Indians on reserve with some post-secondary education has risen from 26 percent in 1991 to 31 percent in 1996 compared with 51 percent for Canada in 1996.

Investments in economic development have also produced solid results. For example, 181 business projects received a total of \$12.5 million under the Economic Development Opportunity Fund and the Resource Acquisition Initiative. This support resulted in the direct creation of 957 full-time and 494 part-time jobs (see page 23).

Resolution of issues concerning title to land and resources clears the way for investment and economic development. Economic activities have been bolstered by results in the area of claims, with 19 specific claims settled in 1999–00 and some 70 comprehensive land claims under negotiation across the country (see page 15).

With respect to community infrastructure, there have been major improvements over time. Key results include the proportion of houses with water and sewage service, which has reached 98 percent and 94 percent respectively (see page 22). Much progress has also been made in the area of accountability. To this end, 79 percent of First Nations financial audits received a clear (unqualified) opinion from an independent, accredited auditor (see page 18).

In the North, Canada's third territory was created on April 1, 1999. INAC continues to complete the transition to the new government of Nunavut (see pages 26–28). At the same time, INAC led federal efforts to prepare a multi-departmental sustainable development strategy for northern Canada (see page 30).

Although substantial progress has been achieved, tremendous challenges lie ahead. This report highlights some of the key achievements to date; however, *Gathering Strength — A Progress Report* contains additional information, available through our kiosk (at 819-997-0380) or at http://www.inac.gc.ca/gs/pdf/progr_e.html.



Section II — Departmental Performance

Societal Context

Gathering Strength

In 1998, the Government of Canada responded to the 1996 report of the Royal Commission on Aboriginal Peoples with a long-term, broad-based action plan designed to improve the quality of life of Aboriginal people and to promote self-sufficiency.

The vision captured by *Gathering Strength — Canada's Aboriginal Action Plan* is fairly straightforward:

- A new partnership among Aboriginal people and other Canadians that reflects our interdependence and enables us to work together to build a better future.
- Financially viable Aboriginal governments able to generate their own revenues and able to operate with secure, predictable government transfers.
- Aboriginal governments reflective of, and responsive to, their communities' needs and values.
- A quality of life for Aboriginal people comparable to that of other Canadians.

The objectives of *Gathering Strength* are:

Renewing the Partnerships

Mutual Respect, Mutual Recognition and Mutual Responsibility

Renewing the Partnerships focuses on programs and initiatives that help to deal with the problems of the past and move beyond historic grievances, so that together we can meet the challenges of the present — and create opportunities for the future.

Strengthening Aboriginal Governance

A Cornerstone for Progress

Stable governments reflective of, and responsive to, their communities' needs and values are key to ensuring community development and self-sufficiency. Programs designed to strengthen Aboriginal governance are dedicated to enabling Aboriginal communities to make the transition to stable and accountable self-government. Initiatives range from settling comprehensive land claims as quickly as possible to encouraging professional development, and are aimed at ensuring Aboriginal communities have the resources, capabilities and regulatory support needed to achieve self-government.

Developing a New Fiscal Relationship

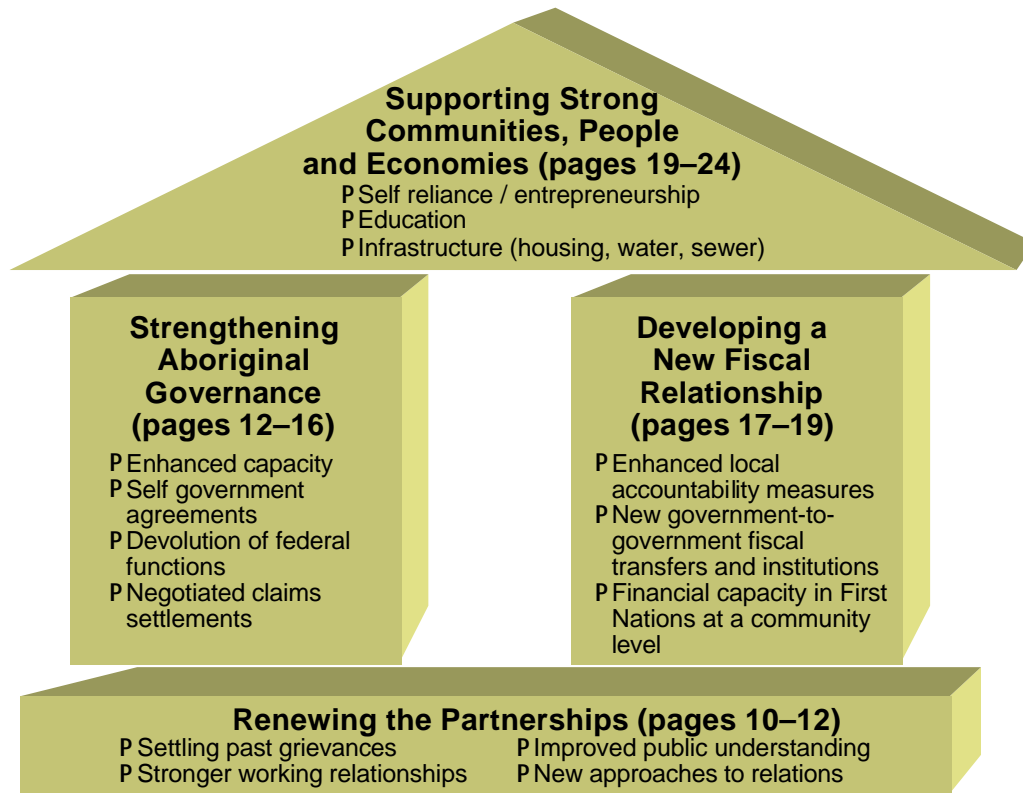
Transparent, Accountable, Self-Reliant

Work with Aboriginal partners creates and supports more stable, transparent fiscal models and strong accountability processes that will strengthen self-reliant Aboriginal governments and enable them to benefit from revenue-generating opportunities such as taxation. We know that economic development and self-sufficiency go hand in hand; developing a new fiscal relationship is truly investing in the future.

Supporting
Strong
Communities,
People and
Economies

Investing in People

Building partnerships and strengthening governance and fiscal relationships supports the core thrust of *Gathering Strength* — making a difference in the lives of individuals and communities. Programs that support strong communities, people and economies are helping Aboriginal people and organizations design and deliver the programs and services that meet their needs, from improving health and public safety to economic development.



The Northern
Agenda

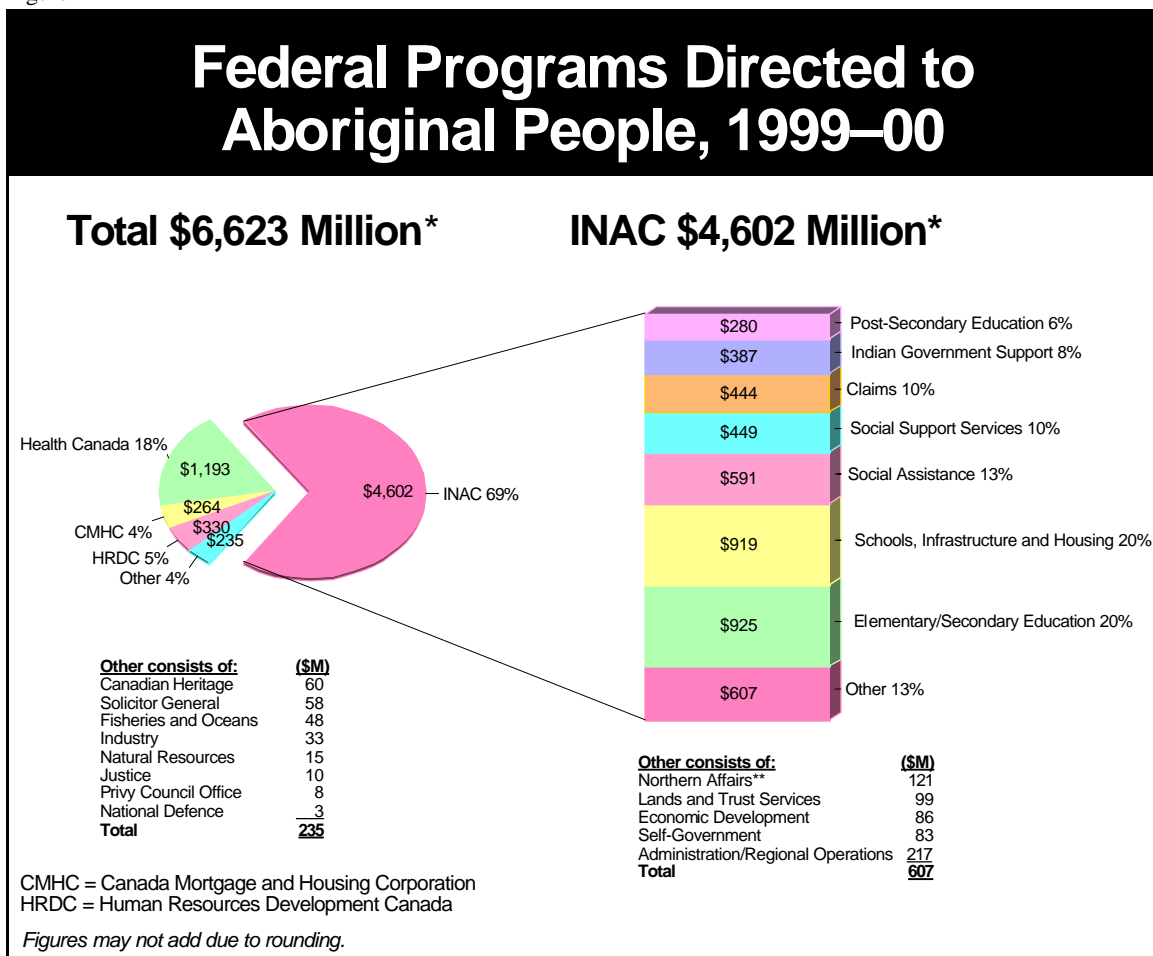
Gathering Strength in Canada’s North (pages 25–31)

Canada’s North is a diverse, vibrant and forward-looking region that is vital to our national identity and to our economy. The Northern Agenda centres on working in partnership with Aboriginal and non-Aboriginal northerners, as well as the three territorial governments and the private sector, to advance social, political and sustainable development for all northerners.

Key Co-delivery Partners

Working more effectively and horizontally among departments involved in Aboriginal programs is a key thrust of *Gathering Strength — Canada's Aboriginal Action Plan*. Altogether, 12 federal departments and agencies, including INAC, offer programs for Aboriginal people, with total expenditures of approximately \$6.6 billion in 1999–00 (see Figure 1). This money enabled Aboriginal people to have access to basic services within their communities comparable to the services other Canadians receive through provincial, territorial and municipal governments. In fact, basic, province-type services accounted for more than 80 percent of total on-reserve funding. For further information on types of programs and policies for each department or agency, see Co-delivery Partner Contacts on page 59.

Figure 1



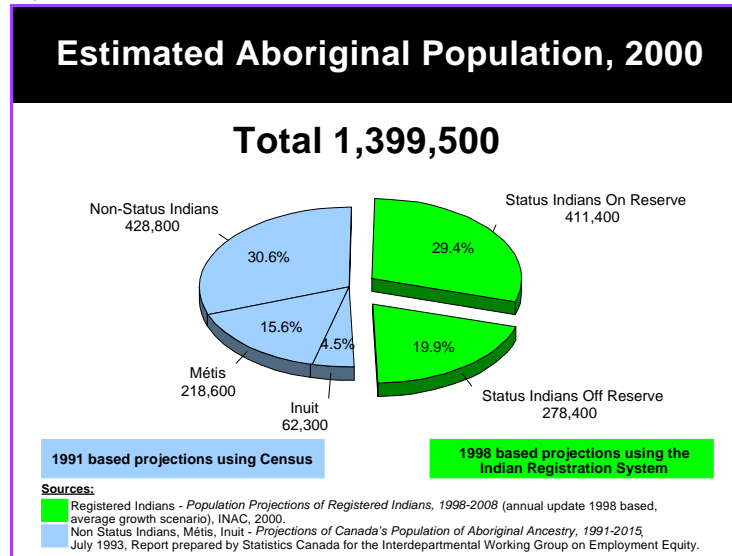
* Expenditures in Figure 1 are budgetary only.

** Reflects Aboriginal-specific programs and a proportion of non-Aboriginal-specific programs.

Profile of Canada's Aboriginal Population

The total Aboriginal population in Canada is estimated at 1,399,500 in 2000 (see Figure 2). Aboriginal people are the descendants of the original inhabitants of North America. The Canadian *Constitution Act, 1982* recognizes three groups of Aboriginal people — **Indians, Métis people** and **Inuit**. In addition, the *Indian Act* delineates the legal definitions that apply to **Status Indians** in Canada: a Status Indian is an Indian person who is registered under the *Indian Act* (they are also called Registered Indians). A **Treaty Indian** is a Status Indian who belongs to a First Nation that signed a treaty with the Crown. A **Non-Status Indian** is an Indian person who is not registered as an Indian under the *Indian Act* (perhaps because his or her ancestors were never registered, or because he or she lost Indian status under former provisions of the Act). INAC's responsibilities with respect to Aboriginal people relate primarily to Status Indians living on reserve and Inuit.

Figure 2



Approximately 4.5 percent of all Canadians have Aboriginal ancestry. There are 611 First Nations, comprising 52 nations or cultural groups and more than 50 languages. Indians on reserve represented about 60 percent of the Status Indian population.

Although Aboriginal people live all across Canada, there is very significant representation in the territories (representing 85 percent of Nunavut, 49 percent of Northwest Territories and 23 percent of Yukon based on the 1996 Census), as well as in the western provinces.

Approximately 63 percent of First Nations communities have fewer than 500 residents – only five percent have more than 2,000. Overall, 36.4 percent of on-reserve Indians live in urban areas, while 44.4 percent live in rural areas, 17.4 percent in special-access areas and 1.7 percent in remote zones. In Canada's three territories (comprising 40 percent of Canada's land mass) there are some 93 communities, most of them home to small populations of First Nations, Métis or Inuit people. Widespread distribution of the Aboriginal population increases the costs of providing services.

Chart of Key Results Commitments

Indian and Northern Affairs Canada and Canadian Polar Commission		
To provide Canadians with:	To be demonstrated by:	Achievements reported in:
an environment that fosters a more promising future for all First Nations and Inuit people by addressing past grievances and the discrepancies in living standards between First Nations and Inuit and non-Aboriginal people; and promotes enhanced skills and expertise leading to more sustainable and accountable Aboriginal governments, increased self-sufficiency and economic independence	<ul style="list-style-type: none"> renewing the partnerships with First Nations and Inuit peoples strengthening Aboriginal governance developing a new fiscal relationship with Aboriginal governments supporting strong communities, people and economies 	<p>pages 10–12</p> <p>pages 12–16</p> <p>pages 17–19</p> <p>pages 19–24</p>
management of the federal Northern Agenda to strengthen territorial governance systems that are sensitive to Aboriginal rights and interests while meeting the needs of all northerners; safeguarding the environment and promoting sustainable development in the North	<ul style="list-style-type: none"> managing federal interests in the North promoting northern sustainable development 	<p>pages 26–28</p> <p>pages 29–31</p>
an effective national and international presence in relation to polar science and technology that contributes to a broader understanding of polar issues	<ul style="list-style-type: none"> developing and disseminating knowledge with respect to the polar regions 	<p>pages 36–38</p>

Performance Terminology

The measurement of departmental performance involves short-term, intermediate and long-term outcomes as well as activities and outputs defined below:

Performance Term	Measured by (selected examples)
Long-term or ultimate outcomes involve changes in trends in social, cultural and economic circumstances for Aboriginal people and northerners. These trends are subject to significant outside influences.	school completion rates, health factors, economic indicators (employment, income)
Short-term/intermediate outcomes involve incremental changes that affect the capacity of Aboriginal people and northerners to achieve long-term outcomes.	signing agreements, improved program capacity, increased skills, changes in physical infrastructure, changes in operating practices
Activities and outputs involve processes and the production of tangible products and deliverables.	continue to negotiate, develop a strategy/policy, conduct research

Performance Accomplishments

Indian and Northern Affairs Canada (INAC) consists of three integrated and related programs — Indian and Inuit Affairs, Northern Affairs, and Administration. In addition, the Canadian Polar Commission reports to Parliament through INAC.

Indian and Inuit Affairs Program

Why Are We in the Business?

To provide Canadians with an environment that fosters a more promising future for all First Nations and Inuit people by addressing past grievances and the discrepancies in living standards between First Nations and Inuit and non-Aboriginal people; and promotes enhanced skills and expertise leading to more sustainable and accountable Aboriginal governments, increased self-sufficiency and economic independence.

The Indian and Inuit Affairs Program consists of two business lines: Indian and Inuit Programming, and Claims.

How Much Did It Cost?			
	Indian and Inuit Programming	Claims	Total
Planned Spending	\$4,002,964,000	\$383,569,000	\$4,386,533,000
<i>Total Authorities</i>	<i>\$3,991,034,404</i>	<i>\$444,152,505</i>	<i>\$4,435,186,909</i>
1999–00 Actuals	\$3,946,343,444	\$444,152,078	\$4,390,495,522

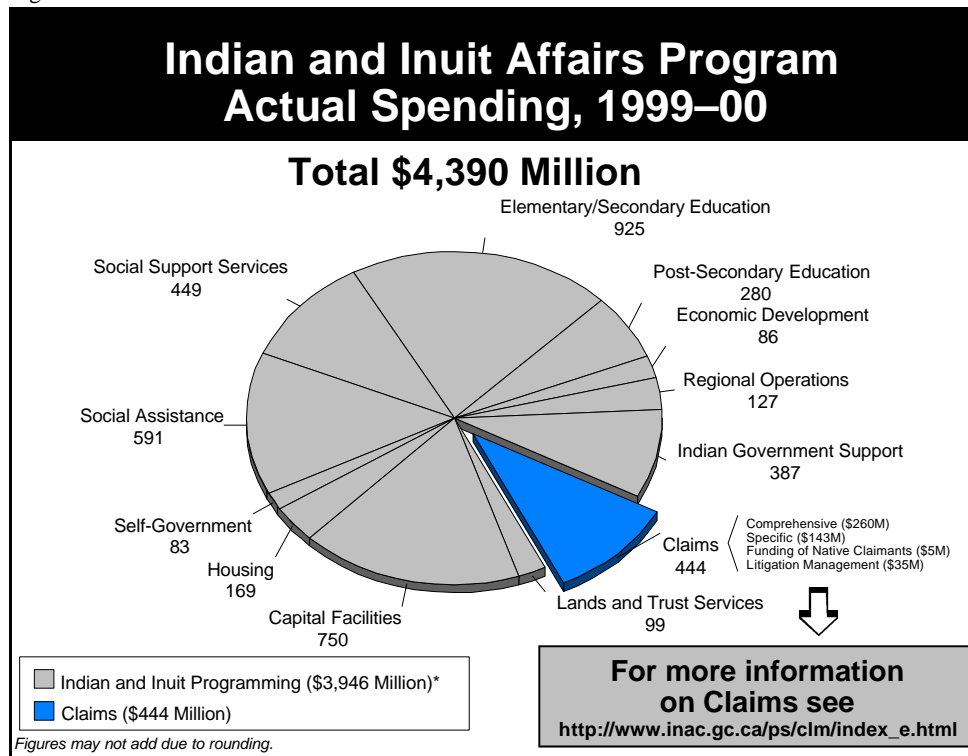
Explanation of Variance

Indian and Inuit Programming: The variance of approximately \$45 million between total authorities and actual spending is primarily attributable to the carry forward to future years of operating resources (\$10 million) and resources to fund the payment of guaranteed loans issued out of the Indian Economic Development Account (\$33 million).

Claims: The variance of approximately \$61 million between planned spending and total authorities is primarily attributable to incremental funding made available for specific claims (\$44 million), litigation management (\$10 million) and negotiation preparedness (\$7 million).

Figure 3 shows how the \$4.4 billion in expenditures for First Nations and Inuit was allocated in 1999–00.

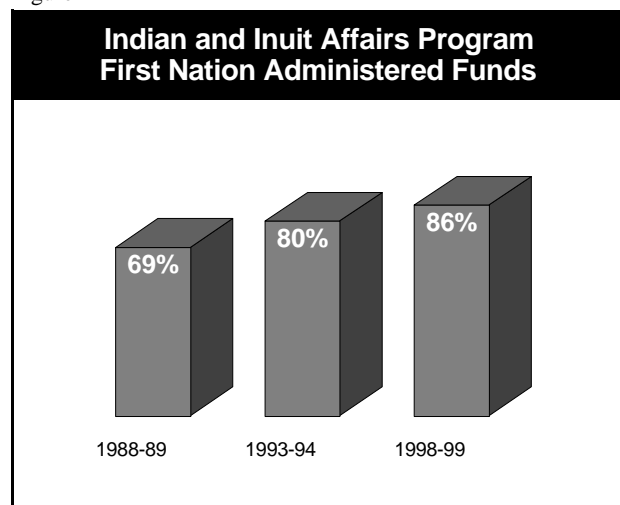
Figure 3



* Year-over-year growth includes approved expenditure growth of two percent and other specific adjustments for items such as *Gathering Strength* and Davis Inlet.

It should be noted that First Nations now deliver almost all programs funded by INAC. About 86 percent of Indian and Inuit Programming funds goes directly to First Nations and their organizations for services such as education, social services, infrastructure and local government (see Figure 4) — services that are provided to other Canadians by provinces, territories and municipalities. As such, First Nations have a dual accountability, to their communities and to the federal government. The department and First Nations have put in place a range of initiatives to ensure strong accountability (see pages 17–19). A further eight percent of program funds are transferred to the provinces for program services to First Nations and Inuit communities. The department directly administers only about six percent of funds.

Figure 4



What Are the Strategic Objectives for the Indian and Inuit Affairs Program?

The strategic objectives of this program, consistent with *Gathering Strength* and the department's Sustainable Development Strategy (http://www.inac.gc.ca/sd/index_e.html), are as follows:

- Renewing the partnerships
- Strengthening Aboriginal governance
- Developing a new fiscal relationship
- Supporting strong communities, people and economies

For each of the strategic objectives, the following pages outline demonstrated accomplishments and an assessment of value for money.

Strategic Objective: Renewing the Partnerships

What Did We Promise to Achieve?

The **ultimate outcome** of this strategic objective will be a renewed partnership through helping First Nations and Inuit communities bring closure to inequities and grievances by means of reconciliation and resolution, through increasing public awareness of Aboriginal issues, and through working together to identify priorities and propose practical solutions that meet the needs of Aboriginal people.

Direct/Intermediate Outcomes	Outputs (to be demonstrated by)
<ul style="list-style-type: none"> • Stronger Working Relationships with Aboriginal Peoples and Organizations 	<ul style="list-style-type: none"> • Initiatives to Strengthen Effective Working Relationships
<ul style="list-style-type: none"> • Understanding of First Nations and Inuit issues by the Canadian Public 	<ul style="list-style-type: none"> • Initiatives to Increase Public Awareness of First Nations and Inuit Issues
<ul style="list-style-type: none"> • Reconciliation and Community Healing 	<ul style="list-style-type: none"> • Reconciliation Through Healing and Settling Grievances
<ul style="list-style-type: none"> • New Approaches to Federal, Provincial and Territorial Relations with First Nations and Inuit 	<ul style="list-style-type: none"> • Federal, Provincial, Territorial, First Nations and Inuit Partnership Initiatives



What Did We Deliver in 1999–00?

Key Achievements:

- All schools in Canada have received public education materials.
- Federal, provincial and territorial ministers responsible for Aboriginal affairs and leaders of the five national Aboriginal organizations met for the first time in two years.
- National and regional partnership think tanks were conducted.

Initiatives to Strengthen Effective Working Relationships:

- Continued Aboriginal Workforce Participation Initiative (AWPI) and supported employment initiatives and partnerships with educational institutions.
- The AWPI continued to promote and support initiatives for the recruitment of Aboriginal employees by the private and public sectors. In accordance with its mandate, AWPI is responsible for making more than 10,000 employers aware of the advantages of hiring Aboriginal people.
- Supported the Congress of Aboriginal Peoples in developing a Strategic Directions Paper to facilitate engagement and dialogue between on- and off-reserve Status Indians.
- Continued to work with the Inuit Tapirisat of Canada on the development and implementation of an Inuit Action Plan.
- Established, with the Assembly of First Nations (AFN), the Formal Partnership Development Unit to assist in preparing for the transfer of lands and trust services to First Nations.

Initiatives to Increase Public Awareness of First Nations and Inuit Issues:

- Provided students with interactive learning on First Nations and Inuit issues through school visits pilot project.
- Conducted the largest ever distribution of National Aboriginal Day materials, including new products produced by or in partnership with Aboriginal people.
- Delivered local public education initiatives through Regional Offices.
- Aboriginal educators developed *The Learning Circle* for INAC. A set of three guides to help teachers introduce First Nations issues to children under the age of 14, it meets a pressing need for basic information on First Nations in a classroom-friendly format.

Reconciliation through Healing and Settling Grievances:

- Settled 17 general litigation cases out of court.
- Established nine pilot projects, locally designed by claimants and defendants, to test the potential of alternate dispute resolution approaches to litigation arising from residential schools. Settlements were reached in cases related to 62 individuals.

Federal, Provincial, Territorial, First Nations and Inuit Partnership Initiatives:

- Agreement among national Aboriginal leaders and federal, provincial and territorial ministers responsible for Aboriginal affairs to meet annually and to establish an ongoing process to achieve practical results through cooperative initiatives.
- Initiated regional partnering strategies as part of work under way among federal, provincial and territorial officials to develop more positive bilateral working relationships on Aboriginal issues. These strategies advocate a horizontal approach within the federal government and at national and regional levels, and focus on areas where practical approaches can produce sustainable and measurable results for all parties.

- The Federal-Provincial-Territorial Ministerial Council on Social Policy Renewal, along with national Aboriginal leaders, affirmed that national Aboriginal organizations will be engaged in implementing the Social Union Framework Agreement (SUFA) wherever it has implications for Aboriginal people and agreed to develop a process for the three-year review of SUFA.

What Factors Influenced Performance?

All levels of government must move beyond debates over jurisdictions, work cooperatively and employ new approaches that support partnerships to achieve practical results that improve the quality of life in First Nations and Inuit communities.

The increased volume of litigation presents a significant challenge for renewing partnerships with Aboriginal people. Over the past decade, there has been a six-fold increase in the number of general litigation cases (from 99 cases in 1987 to 666 cases by the end of March 2000). In the past three years, cases arising from residential schools have increased from 88 cases at the beginning of 1997 to 3,348 cases involving 6,188 individuals by the end of March 2000.

The adversarial nature of litigation impairs the achievement of the long-term policy objectives of *Gathering Strength* and frustrates the aspirations of Aboriginal people. Early resolution of litigation through strategies that include alternate dispute resolution, out-of-court settlements and the vigorous defence of cases to judgement are now being used to resolve grievances and inequities.

How Does This Achieve Value for Money?

It will take time to establish new working relationships with Aboriginal people and increase public awareness of Aboriginal issues. However, investments in renewed partnerships will provide a solid basis from which to develop sustainable and accountable First Nations and Inuit governments, leading to healthy and economically viable communities.

Strategic Objective: **Strengthening Aboriginal Governance**

What Did We Promise to Achieve?

The **ultimate outcome** of this strategic objective will be strengthened Aboriginal governance through the development of stable, legitimate and accountable Aboriginal governments that have the power and resources to solve problems locally and provide programs and services comparable to those received by other Canadians; and through resolution of outstanding grievances and negotiated title to land and resources.

Direct/Intermediate Outcomes	Outputs (to be demonstrated by)
<ul style="list-style-type: none"> Enhanced Aboriginal Governance Capacity Self-government Agreements Devolution of Federal Functions Negotiated Settlement of Outstanding Grievances * 	<ul style="list-style-type: none"> Governance Capacity-building Initiatives Number of Negotiated Self-government Agreements Devolved Federal Responsibilities Number of Negotiated Claims Settlements Improved Specific Claims Process Improved Litigation Management

*Additional information on claims available at http://www.inac.gc.ca/ps/clm/index_e.html.

What Did We Deliver in 1999–00?

Key Achievements:

- Supported Parliamentary consideration of legislation for the Nisga'a Final Agreement.
- 19 specific claims were settled.
- Some 70 comprehensive land claims were under negotiation across the country.
- More than 100 professional development projects were completed for Aboriginal administrators.
- Over 250 professional development projects were funded during 1999–00 in support of First Nations and Inuit governance and capacity-building initiatives.
- The *First Nations Land Management Act* received Royal Assent in June 1999. The Act provides the framework to enable the 14 signatory First Nations to establish their own land management regimes and take over the administration and management of their reserve lands.

Governance Capacity-building Initiatives:

- Funded 17 First Nations proposals across the country to address communication needs, governance modelling and capacity-building for the transition to self-government.
- Initiated work with the Federation of Saskatchewan Indian Nations (FSIN) and the AFN to develop a proposal to establish an Aboriginal Governance Transition Centre.
- Continued discussions with the FSIN and the Province of Saskatchewan on issues related to comparability, revenues, accountability, demographic and population data, funding models, and potential governance models for First Nations in Saskatchewan.
- Commenced exploratory discussions with Treaty 8 on treaty and governance.
- Developed foundations for a governance network, including contacts with practitioners from Harvard University, York University and the Institute on Governance.
- Made substantial progress in the comprehensive Canada/Treaty 3 self-government process, moving to active development of governance models, leadership selection, citizen engagement and other elements of governance; supported the nation-rebuilding process to be piloted during fiscal year 2000–01.

- Completed comprehensive self-government Agreements-in-Principle (AIPs) for the nine Meadow Lake First Nations in Saskatchewan and the Sioux Valley Dakota Nation in Manitoba. These AIPs demonstrate the viability of the Inherent Right Policy in historic treaty areas and establish a new model for provincial concurrence and governance.
- Professional development projects amounting to \$17.9 million were carried out at the local, regional and national levels to assist First Nations and Inuit governments to enhance their governance processes/structures and to develop their capacity for public administration in the areas of land management, environmental protection, resource development and general administration.
- Additional training and opportunities related to lands and trust activities were provided to approximately 1,500 First Nations administrators including more than 65 individuals who participated in INAC's comprehensive nine-module Land Management Training Program.

Number of Negotiated Self-government Agreements:

- Continued progress in self-government negotiations at over 80 tables, involving more than half of all First Nations and Inuit communities in Canada:
 - AIP with Labrador Inuit Association, Canada and Newfoundland initialled;
 - self-government and land claim AIP with Dogrib, Northwest Territories and Canada signed;
 - *Nisga'a Final Agreement Act* received Royal Assent;
 - framework agreement with Blood Tribe for negotiation of a child welfare AIP signed;
 - tripartite framework agreement reached with FSIN to guide formal negotiations on province-wide process for self-government;
 - Meadow Lake Tribal Council and Sioux Valley Dakota Nation AIPs approved for signing;
 - Canada and United Anishnaabeg Councils final agreement negotiations near completion;
 - Kahnawake model self-government recognition instrument approved by Cabinet for consultation; and
 - negotiation for Westbank First Nation self-government agreement nearing completion.
- The Nunavik Political Accord, signed by the Inuit, Quebec and Canada on November 5, 1999, subsequently created the Nunavik Commission, which has the mandate to develop and recommend a form of government for the residents of northern Quebec.

Devolved Federal Responsibilities:

- The AFN/INAC Joint Initiative for Policy Development established a process to implement the operational and policy options identified as priorities by First Nations, with a view to transferring the service delivery to First Nations control in the future.
- Five First Nations participated in the Indian Oil and Gas Management Initiative, a pilot project that is expected, over time, to lead to First Nations management and control of oil and gas resources on reserve.
- A total of 127 First Nations participated in INAC's Regional Lands Administration Program. An additional 15 First Nations managed their reserve land during 1999–00 pursuant to Sections 53/60 of the *Indian Act*, and three of the 14 First Nations signatory to the *First Nations Land Management Act* began operating under that Act.



Number of Negotiated Claims Settlements:

- Negotiators initialed an AIP with the Labrador Inuit Association (LIA) on May 10, 1999. The LIA membership voted 80 percent in favour of ratifying the AIP.
- The Common Approach with the Mamuitun, which was signed on January 19, 2000, represents a major breakthrough in negotiations between the Innu-Montagnais, Quebec and Canada. The approach deals with key issues such as title and treaty rights to lands, the practice of traditional activities, resource-sharing, self-government, the land quantum, taxation and financial matters.
- Development of a policy framework and funding for Treaty-related Measures, a set of negotiation tools designed to facilitate and accelerate the conclusion of treaties, in British Columbia.
- An AIP was signed on January 7, 2000, for a Dogrib Comprehensive Land Claim and Self-Government Agreement. When finalized the Dogrib Agreement will be the first Aboriginal self-government agreement in the Northwest Territories and the first combined land claim and self-government agreement in the N.W.T.
- Canada and the Manitoba Dene signed a framework for an out-of-court settlement of the *Samuel* case. Canada is also discussing a similar framework with the Saskatchewan Denesuline. Negotiations will focus on asserted harvesting rights and related matters north of the 60th parallel.

Improved Specific Claims Process:

- During the 1999–00 fiscal year, the department settled 19 specific claims totalling approximately \$149 million.
- In the same period, 91 claims, previously under assessment, entered into negotiations.
- Greater accountability was achieved through the development and implementation of a specific claims database approved by the Auditor General.

Improved Litigation Management:

- The portfolio approach to litigation management continues to be implemented in INAC. This approach establishes a strong foundation for managing groups of cases from receipt to resolution and provides the means to contain spiralling litigation impacts and costs through process improvements and prevention and resolution strategies. In 1999, two new portfolios were added: Historic Treaties and Operational Litigation. In addition, an organizational structure that ensures an appropriate level of focus on the major priorities was designed in the fall of 1999 and is now being implemented.
- *Alternative Dispute Resolutions Processes:* Exploratory Dialogues for resolving Residential Schools cases, held in 1998–99, have led to the development and delivery of community pilot projects that emphasize healing and resolution.
- *Risk Management:* Guidelines for risk assessment (business and legal risk) have been drafted. The Strategic Case Intake process was implemented in January 2000. A committee of INAC and Department of Justice managers review new cases within a few days of receipt to provide an initial assessment. A reporting mechanism is in place to provide senior management with a summary of new cases and give a “heads up” on pending court decisions.
- *Contingency Planning:* A framework for contingency plans has been developed and tested in reference to several key court judgements.

What Factors Influenced Performance?

The size and isolation of many First Nations communities, combined with the lack of clearly defined relationships with other governments that provide similar services, have a major effect on the ability to carry out operations. Media attention to issues of Aboriginal governance has raised public awareness and expectations for accelerated progress in terms of self-government. An increased focus on accountability and the need to strengthen reporting to the Minister and Parliament has led to an emphasis on initiatives aimed at accountability and professional development, key elements of *Gathering Strength* and the Sustainable Development Strategy.

How Does This Achieve Value for Money?

Settling claims and promoting self-government not only meet legal obligations but also benefit First Nations and all Canadians by providing First Nations communities with the resource and economic base necessary to decrease social dependency and improve socio-economic conditions. Claims settlements remove uncertainty regarding title to land, facilitating business transactions and supporting economic development. Self-government agreements ensure First Nations and Inuit communities have stable, legitimate and accountable governments that have the ability to promote economic well-being by providing the quality of life and standards of service most other Canadians enjoy.

Professional development initiatives focused on capacity-building for public administration by First Nations and on structures/frameworks to enhance First Nations governance and accountability. Creating an environment suitable to long-term, sustainable development will encourage partnerships with other public- and private-sector interests and

An audit of the Claims Research Funding and Negotiation Program concluded that the program is generally well administered.
(http://www.inac.gc.ca/pr/pub/ae/index_e.html)

lead to investment, economic development, employment and greater self-reliance.

Initiatives such as the *First Nations Land Management Act* and comprehensive claims negotiations also contribute significantly to increase First Nations involvement in managing natural resources and establishing effective and culturally appropriate environmental regulatory regimes, as envisioned in the Sustainable Development Strategy.



Strategic Objective: Developing a New Fiscal Relationship

What Did We Promise to Achieve?

The **ultimate outcome** of this strategic objective will be a new fiscal relationship through building institutional capacity by means of fiscal arrangement models that provide more stable and predictable financing, and support the generation of own-source revenues and the accountability of Aboriginal governments and institutions to their members.

Direct/Intermediate Outcomes	Outputs (to be demonstrated by)
<ul style="list-style-type: none">• New Fiscal Arrangement Models	<ul style="list-style-type: none">• New Government-to-Government Fiscal Transfers and Institutions
<ul style="list-style-type: none">• Strong Fiscal Accountability	<ul style="list-style-type: none">• Enhanced Local Accountability Measures
<ul style="list-style-type: none">• Financial Skills and Capacity in First Nations	<ul style="list-style-type: none">• Community Capacity-building Initiatives

What Did We Deliver in 1999–00?

Key Achievements:

- By the end of the fiscal year, 93 percent of First Nations communities completed Community Accountability and Management Assessments.
- A national model was completed for the Canada/First Nations Funding Agreement.
- Supported by *Gathering Strength* funds, the Aboriginal Financial Officers Association awarded its first Certified Aboriginal Financial Managers designations.
- Canada, Saskatchewan and the FSIN completed exploratory discussions in the Common Table process related to both fiscal relations and governance.
- A Memorandum of Understanding was signed in December 1999, launching the operations of a National Table on Fiscal Relations.
- AFN/Certified General Accountants (CGA) partners published a guide to improve reporting (<http://www.cga-canada.org>).

New Government-to-Government Fiscal Transfers and Institutions:

- Canada and the AFN signed a Memorandum of Understanding to establish the National Table on Fiscal Relations.
- Document developed detailing purpose, goals and plans for national fiscal institutions.
- Successful completion of exploratory phase of Canada, Saskatchewan and FSIN Fiscal Relations Table.
- Financial Transfer Agreements renewed with seven self-governing First Nations incorporating the first provisions for offsetting own-source revenues against federal transfers.

Enhanced Local Accountability Measures:

- AFN/Certified General Accountants (CGA) partners published a guide to improve reporting (<http://www.cga-canada.org>).
- Alberta Chiefs completed research and demonstration projects on comparable First Nations Financial Codes.
- First Nations have significantly improved the quality of their annual consolidated financial statements based on standards used by governments in Canada. Since 1984–85, statements that received a clear (unqualified) opinion from an independent and accredited auditor rose from 57 to 79 percent (see Figure 5). Furthermore, these audits are prepared and disclosed to both band members and the federal government on a more timely basis. INAC now receives about 60 percent of First Nations audits within 120 days of fiscal year-end.
- INAC reviews the audits of First Nations and their organizations in order to assess their financial health and compliance with the financial requirements of funding arrangements. As of March 31, 2000, 75 percent of these audits required no further follow-up (672 of 892 audits). Where an audit indicated a problem such as excess indebtedness (First Nations use debt primarily for housing and economic development purposes), an intervention was required. INAC applies three levels of intervention that progress from recipient-managed plans, to co-managed, to those managed by a third party, based on the severity of the problem (see Figure 6).
- In 1999–00, INAC took a number of steps to strengthen the process and consistency around handling allegations and complaints involving First Nations, including: appointing a national coordinator; developing clear definitions for allegations (criminal wrongdoing) and complaints (mismanagement or non-criminal activity); and developing and implementing national guidelines for processing and a national database to track allegations and complaints received by the department.

Figure 5

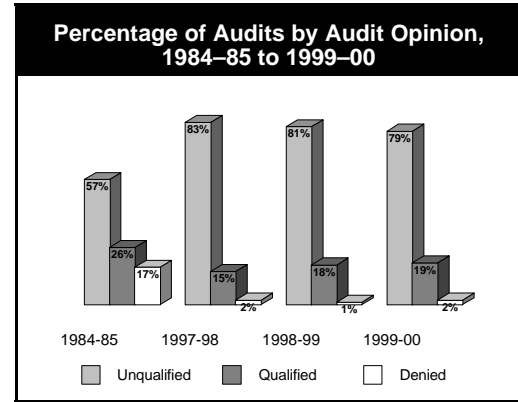
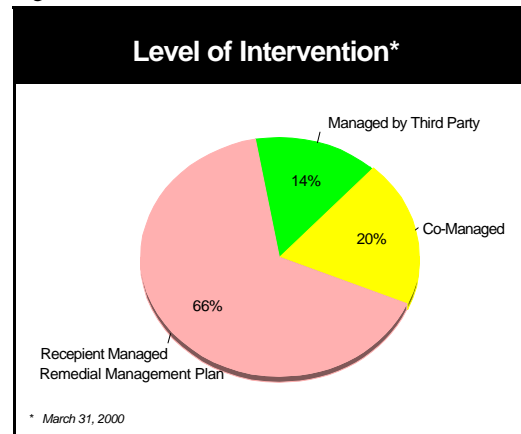


Figure 6



A review of the management of sensitive correspondence found that departmental guidelines pertaining to the management of allegations and correspondence containing allegations involving First Nations have been implemented in every region.
http://www.inac.gc.ca/pr/pub/ae/index_e.html

Community Capacity-building Initiatives:

- Creation of Aboriginal Financial Officers Association of Canada.
- Creation of Certified Aboriginal Financial Managers (CAFM) designation.
- Launch of training plan leading to CAFM designation.



What Factors Influenced Performance?

Discussions concerning own-source revenues must take into consideration the relatively low level of economic development in First Nations communities and concerns on the part of First Nations about the impact of own-source revenues on federal transfers for programs and services. In addition, capacity for the administration of public funds and programs varies considerably among the more than 600 First Nations. Since First Nations governments began assuming greater control over program management and delivery, progress has been made in strengthening capacity and accountability, but there is still work to do. First Nations are increasingly recognizing the importance of articulating an accountability framework that is responsive to community needs and improves credibility with the Canadian public. The department will continue to work with First Nations to develop practical, sustainable governance arrangements built on legitimacy, authority and accountability.

How Does This Achieve Value for Money?

New fiscal relationships take time to develop, but will lead to more stable and predictable funding sources for First Nations and to increasingly self-reliant First Nations governments. These new relationships will support delivery of programs and services, public confidence in the operation of government, greater stability and more effective use of financial resources. Fostering good government and strong accountability in First Nations communities will increase investor confidence, support economic partnerships and improve living conditions.

Strategic Objective: Supporting Strong Communities, People and Economies

What Did We Promise to Achieve?

The **ultimate outcome** of this strategic objective will be a quality of life for First Nations that is comparable to neighbouring communities, achieved by narrowing the gap in socio-economic conditions and working to improve the standard of living. Support for strong communities, people and economies will be achieved through partnerships with First Nations, other governments and the private sector.

Direct/Intermediate Outcomes	Outputs (to be demonstrated by)
<ul style="list-style-type: none">• Increased Self-sufficiency Through Improved Education and Active Social Programming	<ul style="list-style-type: none">• Initiatives to Increase Self-reliance• Enhanced Support for Children and Youth• Improved Education Programming and Achievement
<ul style="list-style-type: none">• Improved Health and Safety Through Improved Housing and Community Infrastructure *	<ul style="list-style-type: none">• Improved Housing On Reserve• Improved Water and Sewer Services On Reserve• Environmental Remediation

* Additional information is available at <http://www.inac.gc.ca/ps/hsg/cih>.

<i>(Continued)</i>	
Direct/Intermediate Outcomes	Outputs (to be demonstrated by)
<ul style="list-style-type: none"> • Strengthened Economic Development Through Improved Access to Economic Opportunity On and Off Reserves 	<ul style="list-style-type: none"> • Economic Partnerships • Business Activity • Resource Access Negotiations (RAN) • Increased Access to Capital • Access to Markets • Labour Force Participation

What Did We Deliver in 1999–00?

<p>Key Achievements:</p> <ul style="list-style-type: none"> • As of March 2000, 148 income security reform demonstration projects involving 398 First Nations communities were under way. • More than 80 First Nations participated in community-based housing initiatives. • Water and sewer systems were provided to 27 communities. • A total of \$12.5 million supported 181 business projects under the Economic Development Opportunity Fund and the Resource Acquisition Initiative, resulting in the creation of 957 full-time and 494 part-time jobs. • The number of houses with water and sewage service has reached 98 percent and 94 percent respectively. • Enrolment of First Nations students in post-secondary education has risen from 250 in 1968–69, to 24,482 in 1994–95, and to approximately 27,200 in 1999–00. • During 1999–00, INAC conducted a further 142 site investigations at a cost of \$1.8 million. In addition, site remediation was carried out on an additional 173 contaminated sites at a cost of \$16.5 million.

Initiatives to Increase Self-reliance:

- 398 First Nations communities are participating in 148 income security reform demonstration projects focused on shifting the emphasis of the social assistance system from passive to active measures.

Enhanced Support for Children and Youth:

- INAC is working with First Nations to implement the National Child Benefit system.
- Consistent with the broad objectives of the National Child Benefit system, First Nations are developing community-based initiatives that promote the employability of parents and the health and well-being of First Nations children.

Improved Education Programming and Achievement:

- INAC is supporting 325 education reform projects through criteria developed with the AFN.
- In 1999–00, the number of First Nations students on reserve attending elementary and secondary schools rose to 119,370 (see Figure 7). This represents a participation rate of 86 percent of the relevant population. Sixty percent of students attended band-managed schools on reserve (see Figure 8).

Figure 7

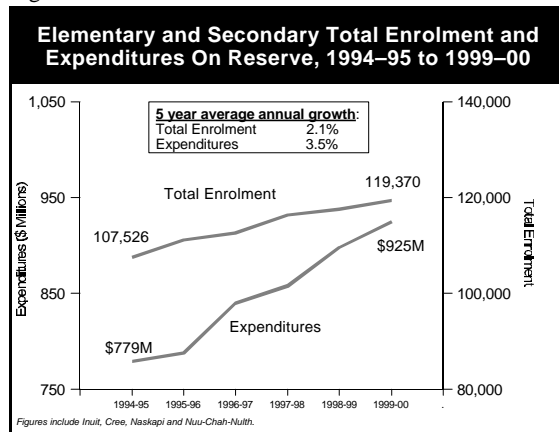
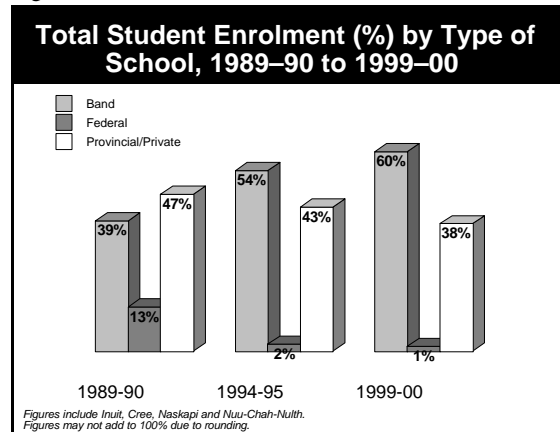
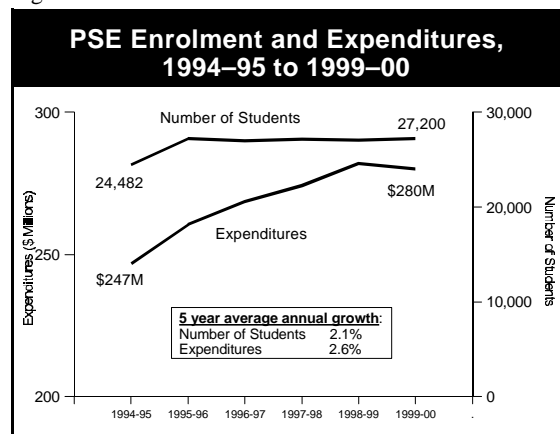


Figure 8



- Progress was maintained in the funding of additional on-reserve school space, which increased from 709,310 m² in 1994–95 to 876,997 m² in 1999–00 (for a five-year average annual growth rate of 4.3 percent).
- Since 1994–95, investments in the post-secondary education budget have increased from \$247 million to \$280 million (see Figure 9). Enrolment of First Nations students has risen from 250 in 1968–69, to 24,482 in 1994–95, and to approximately 27,200 in 1999–00. Employment-population ratios for on-reserve Status Indians are substantially higher for post-secondary graduates (64 percent) than for high school graduates (45 percent).
- Average employment incomes are also higher for post-secondary graduates (\$18,751 versus \$13,996 for high school graduates). The benefits of education are not limited to immediate employment opportunities, because graduates with new skills, trades and abilities are valued assets in supporting a sustainable human resource base in their communities.
- The percentage of on-reserve Status Indians with some post-secondary education has risen from 26 percent in 1991 to 31 percent in 1996, compared to 51 percent for Canada in 1996. During the same period, the proportion of those with less than high school decreased from 69 percent to 63 percent.

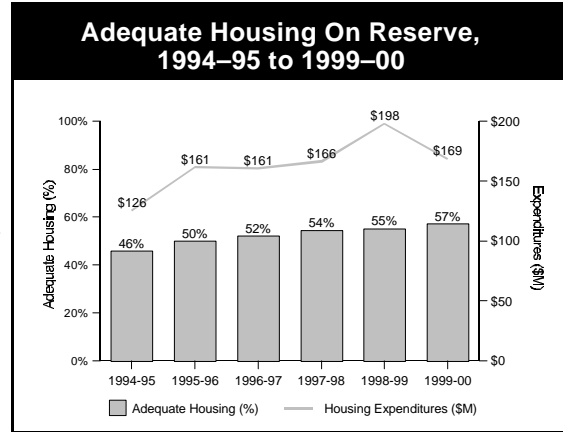
Figure 9



Improved Housing On Reserve:

- A new Housing Innovation Fund is promoting development and innovation in housing. To date, more than 40 projects have been funded and are currently under way. Several of these projects incorporate sustainable development objectives such as reduced water, sewer and energy consumption.
- An evaluation study of five pilot projects undertaken as part of the 1995 First Nations Innovative Housing Initiative found that the use of local construction materials and labour was effective in contributing to First Nations housing.
- The percentage of adequate houses on reserve (housing units that do not require any minor or major renovations or replacement) increased from 46 percent in 1994–95 to 57 percent in 1999–00 (see Figure 10). In 1999–00, 2,313 housing units were completed and 3,243 were renovated.

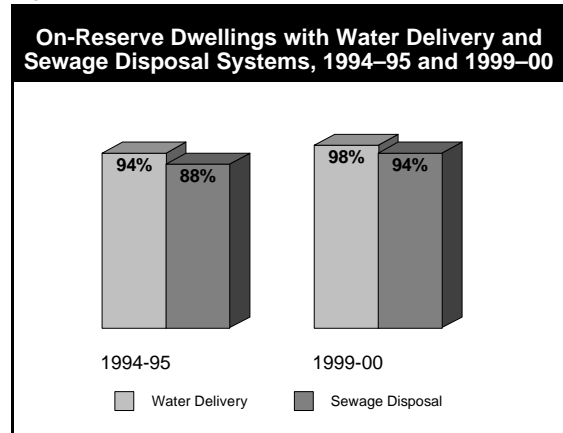
Figure 10



Improved Water and Sewer Services On Reserve:

- The department has placed a priority on increasing the number of homes with basic infrastructure by funding water and sewage projects on reserve. In 1999–00, 98 percent of houses had water delivery and 94 percent had sewage disposal systems, up from 94 percent and 88 percent respectively in 1994–95 (see Figure 11).

Figure 11



Environmental Remediation:

- The department has been working diligently to meet its objectives to identify, assess and remediate contaminated sites. Approximately 2,400 environmental issues have been identified to date. During 1999–00, INAC conducted a further 142 site investigations at a cost of \$1.8 million. In addition, site remediation was carried out on an additional 173 contaminated sites at a cost of \$16.5 million. This brings the total number of sites that have been, or are in the process of being remediated to 592.

Economic Partnerships:

- Under the Federal/Provincial/Territorial Partnership Fund, a total of 13 projects valued at \$18.85 million were approved. INAC contributed \$1.7 million to these efforts. In addition, \$1.6 million was provided to regions to support tripartite regional economic fora to allow for joint planning and early identification of major resource partnering opportunities.



Business Activity:

- A total of \$12.5 million supported 181 business projects under the Economic Development Opportunity Fund and the Resource Acquisition Initiative, resulting in the creation of 957 full-time and 494 part-time direct jobs.
- More than 12,500 reserve land leases, permits and licences were processed and registered during the fiscal year, the majority of which directly support First Nations economic development activities.

Resource Access Negotiations (RAN):

- Through RAN program funding, 213 resource-related negotiations were carried out or commenced, with a view to improving First Nations opportunities connected to development of on- and off-reserve natural resources and to major economic projects that offered potential financial/employment benefits to First Nations communities.

Increased Access to Capital:

- The Aboriginal Business Development Initiative has resulted in six Aboriginal financial institutions using the interest-rate buy-down program to make more than \$9 million in new development loans available to small businesses.

Access to Markets:

- In 1998, the total number of contracts awarded to Aboriginal firms through the federal Procurement Strategy for Aboriginal Business was 8,741, amounting to \$85.3 million in the value of contracts awarded to Aboriginal businesses. This amount reflects an increase of almost 10 percent from \$76.5 million in 1997.

Labour Force Participation:

- The Aboriginal Workforce Participation Initiative continued to promote and support initiatives for the recruitment of Aboriginal people by the private and public sectors.

Results of a study of the INAC-funded Youth Employment Strategy indicated that First Nations and Inuit youth, employers and communities are beginning to see positive results. Phase II of the evaluation is currently under way.

(http://www.inac.gc.ca/pr/pub/ae/index_e.html)

What Factors Influenced Performance?

The challenges inherent in reducing discrepancies in living standards between Aboriginal and non-Aboriginal people are compounded by the fact that the Registered Indian population is growing about twice as fast as the overall Canadian population. Moreover, 57.5 percent of the Registered Indian population is under 30, with about 32.4 percent under the age of 15, further increasing the demand for school space, housing, public infrastructure, social services and jobs.

How Does This Achieve Value for Money?

Results have been mixed. Some First Nations and Inuit communities have achieved significant improvements. However, too many communities remain far behind in terms of most indicators of a healthy community. Investments that create strong communities, people and economies result in a corresponding reduction in health and other social costs. They contribute not only to the health and well-being of on-reserve populations but also to the broader Canadian economy. INAC's efforts to ensure sustainable community development are in keeping with the Sustainable Development Strategy principle of an integrated approach to social, economic and environmental aspects of development.

These investments also demonstrate INAC's commitment to the principles of the Social Union — comparability of service delivery and mobility. Economic development projects benefit neighbouring communities indirectly through job creation and regional economic stability and growth.

Northern Affairs Program

Why Are We in the Business?

To manage the federal Northern Agenda to strengthen territorial governance systems that are sensitive to Aboriginal rights and interests while meeting the needs of all northerners, safeguarding the environment, and promoting sustainable development in the North.

How Much Did It Cost?

Planned Spending	\$165,793,900
<i>Total Authorities</i>	\$221,786,362
1999–00 Actuals	\$216,799,125

Explanation of Variance

The variance of approximately \$56 million between planned spending and total authorities is primarily attributable to the following major items: forest fire suppression in Yukon (\$15 million); community infrastructure for Nunavut (\$6 million); contributions for environmental initiatives/waste management and contaminants program (\$13 million); and operating costs for major initiatives such as Nunavut implementation and Yukon devolution, as well as increased personnel costs in support of program activities (\$21 million).

The variance of approximately \$5 million between total authorities and actual spending is primarily attributable to the carry forward to future years of funding for operating resources.

What are the Strategic Objectives for the Northern Affairs Program?

Supporting the Northern Agenda by:

- Managing federal interests — \$102.0 million; and
- Promoting northern sustainable development — \$114.8 million.

For each of the strategic objectives, the following pages outline the objectives, expected results and an assessment of value for money.

Strategic Objective: Managing Federal Interests

What Did We Promise to Achieve?

The **ultimate outcome** of this strategic objective will be to manage federal interests by strengthening northern political systems and integrating relationships through management of ongoing federal responsibilities and through a variety of initiatives, including devolution of provincial-type responsibilities for land and resource management to territorial and Aboriginal governments. Until devolution is completed, the primary responsibilities are to continue to manage the North’s resources effectively and to promote development in a sustainable manner.

Direct/Intermediate Outcomes	Outputs (to be demonstrated by)
<ul style="list-style-type: none"> Continued Political Development, including the Devolution of Provincial-type Powers and Programs in a Manner Consistent with the Implementation of Aboriginal Inherent Right of Self-government 	<ul style="list-style-type: none"> Establishing New Intergovernmental Processes in Nunavut and the N.W.T. Completing the Transition to the New Government of Nunavut Completion of a Comprehensive Devolution Transfer Agreement with the Yukon Government Completion of Claims-related Resource Management Legislation Promoting Strong International Arctic Relationships Managing the Northern Air Stage (Food Mail) Program

What Did We Deliver in 1999–00?

<p>Key Achievements</p> <ul style="list-style-type: none"> Completed transition activities related to the new Government of Nunavut, including supporting a major program to upgrade municipal infrastructure in 11 communities. Progress on negotiating the devolution of provincial-type powers, jurisdiction and responsibilities to the Yukon government. Proclaimed Part 4 of the <i>Mackenzie Valley Resource Management Act</i>. Introduced Bill C–62: <i>Nunavut Water and Surface Rights Tribunal Act</i>. Completed Program and Service Transfer Agreements pertaining to Northern Affairs Program’s functions with seven Yukon First Nations.

Establishing New Intergovernmental Processes in Nunavut and the N.W.T.:

Nunavut

- Established a regional office in Nunavut, a Nunavut senior officials working group and a regional Inuit organization/INAC working group, and initiated discussions to establish a Nunavut Federal Council.

N.W.T

- Launched the Intergovernmental Forum to build consensus among federal, territorial and Aboriginal partners on a common agenda for political development in the N.W.T.

Completed the Transition to the New Government of Nunavut:

- Worked with the Government of Nunavut, Nunavut Tunngavik Incorporated and other partners to complete two key initiatives: the Nunavut Incremental Infrastructure Program (the Government of Nunavut's 11 office buildings and 250 employee housing units were built a year ahead of schedule and within budget by the 100 percent Inuit-owned Nunavut Construction Corporation); and the Nunavut Human Resources Development Strategy.

The interim evaluation of the Nunavut Infrastructure Partnering Agreement found that the construction work was delivered on time or ahead of schedule. The new infrastructure is above local standards and the Nunavut Construction Corporation has exceeded local labour requirements, therefore having a positive impact on the local economy.

(http://www.inac.gc.ca/pr/pub/ae/index_e.html)

Completion of a Comprehensive Devolution Transfer Agreement with the Yukon Government:

- Multi-party negotiations to finalize a Devolution Transfer Agreement are ongoing.
- Completion of Program and Service Transfer Agreements with seven First Nations pertaining to land and resource management functions on settlement lands.

Completion of Claims-related Resource Management Legislation:

- Proclaimed Part 4 of the *Mackenzie Valley Resource Management Act*.
- Introduced Bill C-62: *Nunavut Water and Surface Rights Tribunal Act*.

Promoting Strong International Arctic Relationships:

- Assisted the Department of Foreign Affairs and International Trade in the development of the new policy framework entitled the Northern Dimension of Canada's Foreign Policy (<http://www.dfait-maeci.gc.ca/arctic>).
- Continued to support the work of the Arctic Council, including implementation of the initiative on the Future of Children and Youth in the Arctic and introduction of a new capacity-building focus. Supported two new applications for permanent participant status in the Arctic Council from the Gwich'in Tribal Council and the Arctic Athabaskan Council (<http://arctic-council.usgs.gov>).

- Continued work related to the critical socio-economic and environmental situation in the Russian North, including implementing a newly signed Memorandum of Understanding between INAC and its Russian counterpart, through the development of businesses for northern Aboriginal women, and facilitating relations between oil and gas development companies and Aboriginal communities in the Russian North.
- Finalized, with Environment Canada, the Arctic chapter and the national chapters of Canada's National Programme of Action on land-based sources of marine pollution and participated in the ongoing Arctic Regional Programme of Action.

Managing the Northern Air Stage (Food Mail) Program:

- Accommodated a 10 percent increase in the volume of Food Mail shipments without increasing postage rates.

What Factors Influenced Performance?

Completion of a devolution transfer agreement with the Yukon government is closely linked to the finalization of land claims and implementation of self-government agreements. Progress on devolution in the N.W.T. is similarly tied to land claims and self-government agreements and to building consensus among federal, territorial and Aboriginal partners on a common agenda for devolution. Moving forward on devolution in Nunavut will depend on the strategic objectives and capacity of the newly established territorial government. In all three territories, issues around resources, timing and the complexity of issues that need to be dealt with pose challenges for federal, territorial and Aboriginal partners alike. The series of legislative initiatives required to deal with the complex issues of integrated resource management in the territories must be dealt with as part of the broader legislative agenda.

How Does This Achieve Value for Money?

The North is still undergoing major political change. Canada's third territory, Nunavut, became a reality on April 1, 1999. Agreement was reached with the Yukon government and Yukon First Nations on several major elements of a devolution package, laying the groundwork for the Yukon government to assume responsibility for provincial-type responsibilities in managing land, water, mineral and forestry resources. Devolution will result in stronger, more self-reliant territories. In addition, progress continued on enabling northern Aboriginal people to become full partners in the management of the North's natural resources through their involvement in the development and implementation of resource management boards and agencies. In Yukon, seven First Nations with signed self-government agreements entered into agreements with Canada to assume responsibility for funds and program delivery on settlement lands. In the N.W.T., initiatives are getting under way to assess and, where necessary, enhance the capacity of regulatory processes to ensure responsible resource development. Stronger governance institutions and relationships will facilitate the achievement of northern objectives, including a more favorable climate for economic development and consequent opportunities for jobs and growth throughout the North. Subsidizing the shipment of nutritious perishable foods and other essential items to isolated northern communities encourages healthier eating practices and reduces the cost of a nutritious diet.



Strategic Objective: Promoting Northern Sustainable Development

What Did We Promise to Achieve?

The **ultimate outcome** of this strategic objective will be stronger communities with sustainable economies in the North, achieved through northern sustainable development, including management of natural resources and protection of the environment.

Direct/Intermediate Outcomes	Outputs (to be demonstrated by)
<ul style="list-style-type: none">• Sustainable Resource Development and Stronger Northern Communities and Economies	<ul style="list-style-type: none">• Effective Natural Resource Legislation, Regulations and Policies• Continued Protection of the Arctic Environment and Renewable Resources• Facilitating Resource Development Activity• Development of a Federal Northern Sustainable Development Strategy

What Did We Deliver in 1999–00?

Key Achievement

- Began to prepare the first horizontal federal sustainable development strategy for Northern Canada, by hosting a series of multi-departmental and northern consultations.
- The opening of the Ekati diamond mine created 400 jobs in the N.W.T.

Effective Natural Resource Legislation, Regulations and Policies:

- Developed amendments to the *Canadian Environmental Assessment Act* Law List and Inclusion List, which incorporate the new Yukon mining land use regulations to be in force in July 2000.
- Pursuant to the establishment of the Mackenzie Valley Land and Water Board, designed a revised water licensing regime in the Inuvialuit Settlement region and amended the *N.W.T. Waters Act*.
- Developed policy to support the strategic business plans for water monitoring in the N.W.T. and Nunavut over the period 1998 to 2003.
- Developed policies on the decommissioning and remediation of hydrometric stations, and began development of policies on mine abandonment and restoration, security deposits and impact benefit agreements.
- Prepared (Nunavut) and updated (N.W.T.) guide to regulatory requirements and procedures for exploration development and mining in Nunavut and the N.W.T.

Continued Protection of the Arctic Environment and Renewable Resources:

- Participated in the implementation of the United Nations Economic Commission of Europe/Persistent Organic Pollutants (POPs) Protocol and in the United Nations Environment Programme negotiations leading to a global agreement on POPs by 2001.
- Participated in the committee discussions for the North American Free Trade Agreement/Commission for Environmental Cooperation Sound Management of Chemicals/North America Regional Action Plan.
- Supported work of the Yukon Placer Committee to manage placer mining and fish habitat, and completed the Blue Book Review of environmental assessment processes in Yukon.
- Established the Nunavut Environmental Contaminants Committee and the Northern Contaminants Program Web site (http://www.inac.gc.ca/ncp/index_e.html).
- Achieved a Protected Areas Strategy in the N.W.T.

Facilitating Resource Development Activity:

- Established land withdrawals for Tombstone Territorial Park and Fishing Branch Wilderness Preserve in Yukon.
- Opening of the Ekati diamond mine created 400 jobs in the N.W.T.
- Received first royalties from the Ekati diamond mine and completed the Diavik diamonds environmental assessment with the approval of the comprehensive report.
- Completed the Ranger *et al.* pipeline and well project environmental assessment; approved benefits plans and obtained federal Governor in Council consent for the National Energy Board's approval of development plans for three new gas field developments in the N.W.T.; and issued new exploration rights in the Mackenzie Delta for the first time in eight years.
- Negotiated an agreement for the transfer of ownership of the Giant Mine to Miramar.
- Supported, in partnership with the Government of Nunavut and the federal Department of Natural Resources, the Canada Nunavut Geoscience Office in Iqaluit.

Development of a Federal Northern Sustainable Development Strategy:

- Began to prepare a federal sustainable development strategy for the North for 2001 to 2003, by hosting multi-departmental consultations and workshops in northern communities prior to development.

A review of the implementation of INAC's Sustainable Development Strategy (SDS) in the North found that the department has worked with First Nations and northerners in the delivery of many programs that supported the achievement of its SDS goals, objectives and actions. It also found that progress on the SDS actions is tracked and updated on a regular basis.
(http://www.inac.gc.ca/pr/pub/ae/index_e.html)



What Factors Influenced Performance?

Mineral and petroleum development continues to influence workloads in the areas of inspections, permits, claims registration, rights administration, royalty collection, mineral assessment verification, project reviews, benefits plan review and approval, and environmental assessment, all of which are departmental responsibilities. Expanded workloads and new areas of development (e.g., diamonds) continue to challenge the ability of INAC to provide an effective regulatory environment within existing resource levels. Large new gas discoveries in the N.W.T. and renewed interest in developing the huge natural gas potential in the Mackenzie Delta are creating challenges (workload and preparedness) as well as opportunities (wealth creation) for federal and territorial governments and northerners in general.

Positioning Canada and the North to take advantage of these opportunities will require collaboration among a broad range of stakeholders and a number of strategic investments. The decline in mineral prices and the resulting mine closures in the N.W.T. and Yukon since 1997–98 continue to require new strategic management approaches. For example, the financial difficulties at the Giant Mine (N.W.T.) and the Faro Mine (Yukon) have left INAC and the federal government with large environmental liabilities to manage. However, concerted efforts to work in partnership with the private sector to find solutions for continuing operations at the mines have met with some success as exemplified in the transfer of ownership of the Giant Mine to Miramar. Initiatives to find private-sector solutions will, in the longer term, reduce potential Crown liabilities, take advantage of improved markets and provide future employment and government revenues.

Implementation of planned legislative and regulatory obligations will pose other challenges for the department. All stakeholders, including Aboriginal groups, environmental groups and industry, recognize the advantages of establishing a stable legislative and regulatory regime for resource management. Newly established resource management boards, in combination with the department's extensive legislative mandate, will present challenges for staff and northern partners alike; they will, for instance, affect time lines for completion of environmental reviews.

How Does This Achieve Value for Money?

Departmental efforts to create an efficient and stable regulatory regime and to work with northerners, territorial governments and the private sector to take advantage of economic opportunities are having a direct impact on jobs and growth throughout the North. Ensuring that development in the North proceeds in a manner that does not compromise the ability of future generations to meet their own needs is at the core of INAC's sustainable development efforts in the North.

Administration Program

Why Are We in the Business?

The Administration Program provides policy direction and supports sound management of the department for efficient and effective planning, accounting, personnel, communications, information management, information technology and other administrative support.

How Much Did It Cost?

Planned Spending	\$74,526,900
Total Authorities	\$92,141,708
1999–00 Actuals	\$89,874,248

Explanation of Variance

The variance of approximately \$18 million between planned spending and total authorities is primarily attributable to incremental funding required to support systems enhancements and maintenance, departmental restructuring, and associated personnel costs.

The variance of approximately \$2 million between total authorities and actual spending is primarily attributable to the carry forward to future years of operating resources.

What are the Strategic Objectives of the Administration Program?

- Supporting *Gathering Strength* by finding innovative ways of doing business — \$89.9 million.

Strategic Objective: Supporting Gathering Strength by Finding Innovative Ways of Doing Business

What Did We Promise to Achieve?

The **ultimate outcome** of this strategic objective will be an efficient and effective departmental program that provides a high level of quality services in support of First Nations, Inuit and northerners and implementation of the key initiatives contained in *Gathering Strength — Canada's Aboriginal Action Plan*. Providing this support requires innovative ways of doing business, considerable effort and interagency cooperation.



Direct/Intermediate Outcomes	Outputs (to be demonstrated by)
<ul style="list-style-type: none">• An Environment that Promotes Aboriginal Representation; Fosters Sound Management Practices, Leadership, Innovation, Values and Ethics; and Pursues Opportunities Available through Change	<ul style="list-style-type: none">• Increased Aboriginal Representation within a Dynamic and Skilled Workforce• Leadership in Sound Management Practices• Leadership in Sustainable Development

What Did We Deliver in 1999–00?

<p>Key Achievements</p> <ul style="list-style-type: none">• Completed a capacity check of the department’s modern management practices and developed an Action Plan to address opportunities for further development, as part of the government’s Modern Comptrollership initiative (http://www.inac.gc.ca/pr/pub/fn/mmpa_e.html).• Implemented sustainable development commitments, including a best practices manual for real property management and a review of water and energy usage in departmental facilities in the North.
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Increased Aboriginal Representation within a Dynamic and Skilled Workforce:

- The number of Aboriginal employees in the department rose to 1,061, representing 28 percent of the departmental workforce. During the year, 37 percent of all positions staffed from the outside were filled by Aboriginal people.
- INAC again played a significant role in the 1999 National Aboriginal Career Symposium (NACS), which attracted more than 1,000 Aboriginal students to Ottawa in November. NACS 1999 featured the Youth Town Hall Forum, which brought Minister Nault and National Chief Phil Fontaine together in an interactive dialogue with Aboriginal youth.

Leadership in Sound Management Practices:

- Increased use and application of INAC’s leadership competencies, values and risk-management principles.
- Completed a capacity check of the department’s modern management practices (http://www.inac.gc.ca/pr/pub/fn/mmpa_e.html).
- Developed an action plan to address opportunities for further developments identified in the assessment of the department’s modern management practices.
- Developed a consistent understanding of risk management at the departmental level.
- Developed an action plan to support front-line operations.

Leadership in Sustainable Development:

- Continued implementation of commitments made under Part 3 of INAC's Sustainable Development Strategy, including a best practices manual for real property management and a review of water and energy usage in department-owned and -operated facilities in the North.
- Completed an audit of the implementation of INAC's strategy under Greening of Government Operations based on the ISO 14001 standard.
- Implemented several of the audit recommendations such as staffing a position to act as a focal point for issues surrounding the Greening of Government Operations and raising staff awareness of relevant policies, activities and responsibilities.
- Signed on to the principles contained in *Sustainable Development in Government Operations: A Coordinated Approach* (Public Works and Government Services Canada).

An audit of the implementation of INAC's sustainable development strategy under Greening of Government Operations found that there has been a significant amount of effort to develop elements of the department's environmental management control framework. However, these efforts have tended to remain within the bounds of headquarters and some regions, and have not led to the systematic implementation of significant environmental stewardship or "greening" initiatives throughout the department.
(http://www.inac.gc.ca/pr/pub/ae/index_e.html).

What Factors Influenced Performance?

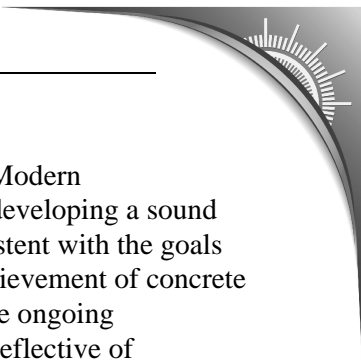
Gathering Strength calls for a new government-to-government relationship. The Administration Program has a key role to play in assisting First Nations and Inuit to develop capacity and policy for strong, sustainable communities and governance structures.

How Does This Achieve Value for Money?

The Aboriginal Workforce Participation Initiative increased and strengthened partnerships with Aboriginal organizations, private-sector corporations, educational institutions and governments.

The Aboriginal Masters Program and the Aboriginal Management Executive Development Program have recruited and/or appointed Aboriginal people to leadership roles in the department.

Throughout the period of this report, Human Resources Learning and Planning Advisors have been promoting leadership, risk management, partnerships and human resource competencies in support of sound management practices. The department is currently finalizing a review of its management practices as part of the comptrollership initiative. A work plan will be developed to address any gaps following the review.



The department is one of the original pilot departments participating in the Modern Comptrollership initiative. INAC has also been in the vanguard in terms of developing a sound Risk Management Framework. Ensuring sound management practices consistent with the goals of modern comptrollership maximizes the effective use of resources and achievement of concrete results. A new initiative, Supporting Front Line Operations, is focused on the ongoing development and support of front-line service providers in a manner that is reflective of *Gathering Strength* and the department's approach to leadership.

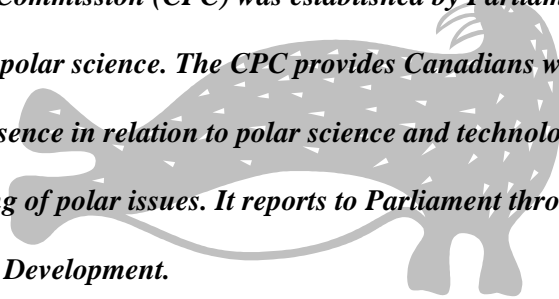
In addition, the implementation of "green" initiatives throughout the department and participation in federal government initiatives to improve the environment will result in long-term savings. Short-term savings have been demonstrated through the downsizing of the departmental fleet and the replacement of vehicles with more fuel-efficient models.

By signing on to *Sustainable Development in Government Operations: A Coordinated Approach*, INAC will be in a better position to identify best practices in seven priority areas of operations (Procurement, Waste Management, Water Conservation and Wastewater Management, Energy Efficiency, Vehicle Fleet Management, Land Use Management, and Human Resources Management). The document proposes a toolbox of common performance measures and concrete targets in each area, allowing measurability and reporting capability across departments. With this document as the foundation, INAC will be able to actively measure progress and identify gaps that exist in its operations. Hence, INAC will be in a better position to ensure compliance with federal legislation, avoid unnecessary risks and ultimately limit potential liabilities to the department in the future.

Canadian Polar Commission

Why Are We in the Business?

The Canadian Polar Commission (CPC) was established by Parliament in 1991 as the lead agency in the area of polar science. The CPC provides Canadians with an effective national and international presence in relation to polar science and technology that contributes to a broader understanding of polar issues. It reports to Parliament through the Minister of Indian Affairs and Northern Development.



How Much Did It Cost?	
Planned Spending	\$969,000
Total Authorities	\$1,036,687
1999–00 Actuals	\$1,020,325

Explanation of Variance

The variance of \$67,687 between planned spending and total authorities is primarily attributable to the carry forward from 1998–99 of funding for operating resources. The variance of \$16,362 between actual spending and total authorities is mainly attributable to the carry forward to future years of funding for operating resources.

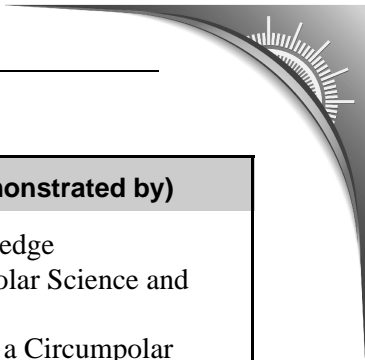
What are the Strategic Objectives of the Canadian Polar Commission?

- Developing and disseminating knowledge of polar regions — \$1.0 million.

Strategic Objective: Developing and Disseminating Knowledge of Polar Regions

What Did We Promise to Achieve?

The **ultimate outcome** of this strategic objective will be public awareness of the importance of polar science to Canada’s social and economic development and an enhanced international profile for Canada as a circumpolar nation. The Canadian Polar Commission will support this outcome by monitoring, promoting, developing and disseminating knowledge of the polar regions, and by recommending polar science and research policy direction to government.



Direct/Intermediate Outcomes	Outputs (to be demonstrated by)
<ul style="list-style-type: none">• A Broader Understanding of Polar Issues and an Effective National and International Presence in Polar Regions and in the Field of Polar Science and Technology	<ul style="list-style-type: none">• Enhanced Polar Knowledge• Public Awareness of Polar Science and Research• International Profile as a Circumpolar Nation• Science and Technology in Polar Regions

What Did We Deliver in 1999–00?

<p>Key Achievements</p> <ul style="list-style-type: none">• Established the Canadian Polar Information Network.• Participated in the Scientific Committee on Antarctic Research and the International Arctic Science Council.
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Enhanced Polar Knowledge:

- Established the Canadian Polar Information Network.
- Continued compiling detailed polar information.
- Updated directory of polar researchers.

Public Awareness of Polar Science and Research (<http://www.polarcom.gc.ca>):

- Publication of newsletters.
- Report on state of polar knowledge.
- Publication of conference proceedings and reports.

International Profile as a Circumpolar Nation:

- Participation in the Scientific Committee on Antarctic Research.
- Participation in the International Arctic Science Committee.
- Participation in the Arctic Council Advisory Committee for Canada and work with the Department of Foreign Affairs and International Trade on the implementation of the Northern Dimension of Canada's Foreign Policy.

Science and Technology in Polar Regions:

- Worked with public- and private-sector research institutes to improve coordination and dissemination of information.
- Tracked appropriate polar science indicators.

What Factors Influenced Performance?

Success will depend on the priority assigned polar research by federal departments and agencies and on support from the polar research community. Availability of funding and resources will determine the extent to which strategic objectives can be completed.

How Does This Achieve Value for Money?

The Commission has provided valuable input into the state of Canadian polar knowledge and has helped focus national attention on the need for world-class research and information infrastructure. The Commission serves as an important source of information on polar research and as a link between the research sector, Aboriginal communities, industry, academia, governments and Canadians (<http://www.polarcom.gc.ca>). It serves as Canada's primary point of contact with the polar research community. Such activities not only complement the Commission's work with respect to domestic research activities but also provide a means of input into multilateral scientific projects of relevance to Canadian interests.



Section III — Consolidated Reporting

Sustainable Development

Progress towards Sustainable Development

The principles of Sustainable Development (SD), as outline in the departmental Sustainable Development Strategy (SDS), complement the spirit and intent of *Gathering Strength*. Achieving sustainable development for Aboriginal communities is the ultimate goal and *Gathering Strength*, if implemented according to the principles of SD, represents an excellent vehicle for moving towards this ultimate goal.

The department is committed to reviewing its operations through the SD lens. The department has embarked on a process to ensure that all departmental programs and policies reflect the principles stated above. The ultimate goal is that all departmental activities will reflect and be compatible with these principles. To date, the eligibility criteria of several key programs, including the Resource Access Negotiations Program and the First Nations Forestry Program have been modified to make reference to the principles of SD. More programs and policies will be analysed and altered to reflect the principles in the upcoming years.

There are positive results on the northern SD front, as INAC began to prepare for the first federal SDS for northern Canada. The following goals were adopted from themes found acceptable by northerners and all departments participating in the development of a SDS for the North:

- Healthy human and natural environments;
- New governance systems and political restructuring in the North;
- Sustainable utilization of northern natural resources;
- Sustainable communities; and,
- Sustainable development integrated in INAC's international activities.

Indian and Northern Affairs Canada (INAC) relies on Public Works and Government Services Canada (PWGSC) to provide office accommodations across the country. Currently, approximately 80 percent of INAC offices are in facilities that are leased through PWGSC. A Memorandum of Understanding between the two departments is being developed to provide clarity to the role that PWGSC provides in the provision of services and valuable environmental data to Administration Services Directorate (ASD) from those facilities. With regard to the greening of government operations, this clarity is necessary to enable ASD to identify precisely the actions, targets and performance measures it will pursue through its next SDS which will be tabled in the House of Commons in December 2000.

Status of Fuel Storage Tanks on Land Owned by Indian and Northern Affairs Canada (INAC)

Annual Report for April 30, 2000.

As required under the CEPA, Part IV, *Registration of Storage Tank Systems for Petroleum Products and Allied Petroleum Products on Federal Lands Regulations*, this report provides the information set out in Schedule II of the aforementioned regulation, updated to December 31, 1999.

1. The following number of aboveground storage tank systems:

Are registered with Indian and Northern Affairs Canada: 926.

Comply with the *Federal Aboveground Storage Tank Technical Guidelines*: 50.

Do not comply with the *Federal Aboveground Storage Tank Technical Guidelines*: 876.

Should be upgraded in accordance with Schedule I of the *Federal Aboveground Storage Tank Technical Guidelines*:

a) 4 in 2000.

b) N/A in 2001.

2. The following number of underground storage tank systems:

Are registered with Indian and Northern Affairs Canada: 286.

Comply with the *Federal Underground Storage Tank Technical Guidelines*: 105.

Do not comply with the *Federal Underground Storage Tank Technical Guidelines*: 181.

Should be upgraded in accordance with Schedule II of the *Federal Underground Storage Tank Technical Guidelines*:

a) 101 in 2000.

b) N/A in 2001.

Section IV — Financial Performance

Financial Performance Overview

How Much Did It Cost?	
Indian and Northern Affairs Canada	
Planned Spending	\$4,626,853,800
<i>Total Authorities</i>	\$4,749,114,979
1999–00 Actuals	\$4,697,168,895
Canadian Polar Commission	
Planned Spending	\$969,000
<i>Total Authorities</i>	\$1,036,687
1999–00 Actuals	\$1,020,325

INAC and the Canadian Polar Commission's financial resources were spent on the delivery of the strategic objectives outlined in this document. Explanations of significant variances and the details on how First Nations, Inuit, Northerners, and other Canadians are receiving value for this spending are elaborated throughout the report by business line, as follows:

Business Lines	Explanation of Significant Variances Reported On:	How Does This Achieve Value for Money Reported On:
Indian and Inuit Programming/Claims	page 8	pages 12, 16, 19, 24
Northern Affairs	page 25	pages 28, 31
Administration	page 32	pages 34, 35
Canadian Polar Commission	page 36	page 38

The following financial summary tables (Tables 1–10) provide additional details with respect to the department's utilization of financial resources.

Financial Summary Tables

Table 1 – Summary of Voted Appropriations

Financial Requirements by Authority (millions of dollars)

Vote		1999-00		
		Planned Spending	Total Authorities	Actual
	Administration Program			
1	Program expenditures	67.0	83.6	81.3
(S)	Statutory payments	7.5	8.5	8.5
	Total Program	74.5	92.1	89.9
	Indian and Inuit Affairs Program			
5	Operating expenditures	227.6	265.4	255.1
7	To write-off from the Accounts of Canada certain debts and obligations due to Her Majesty in right of Canada	-	1.1	1.1
10	Capital expenditures	13.8	3.1	3.1
15	Grants and contributions	3,994.0	3,979.2	3,977.7
(S)	Statutory payments	151.1	186.3	153.6
	Total budgetary	4,386.5	4,435.2	4,390.5
L15	Loans for the construction of houses through the Indian Housing Assistance Account	-	20.0	-
L20	Loans and guarantees of loans through the Indian Economic Development Account	-	46.8	(1.2)
L20	Loans to native claimants	28.1	28.1	28.2
L25	Loans to First Nations in British Columbia for the purpose of supporting their participation in the British Columbia Treaty Commission process	22.8	22.8	22.8
L30	Loans to the Council of Yukon Indians for interim benefits to the Yukon Elders	0.4	0.4	0.4
	Total non-budgetary	51.3	118.1	50.2
	Total Program	4,437.8	4,553.3	4,440.7
	Northern Affairs Program			
35	Operating expenditures	84.8	118.3	113.6
40	Grants and contributions	57.1	77.5	77.1
45	Payments to Canada Post Corporation	15.6	15.7	15.7
(S)	Statutory payments	8.3	10.3	10.3
	Total budgetary	165.8	221.8	216.8
L40	Loans to the Government of the Yukon Territory for making second mortgage loans to territory residents	-	0.3	-
L55	Provision of Inuit Loan Fund for loans to Inuit to promote commercial activities	-	6.5	-
L81	Loans for the establishment or expansion of small businesses in the Yukon Territory through the Yukon Territory small business loans account	-	5.0	-
	Total non-budgetary	-	11.9	-
	Total Program	165.8	233.6	216.8
	Total Department	4,678.1	4,879.1	4,747.4
	Canadian Polar Commission			
50	Program expenditures	0.9	0.9	0.9
(S)	Statutory payments	0.1	0.1	0.1
	Total Agency	1.0	1.0	1.0

Total authorities are Main Estimates plus Supplementary Estimates plus other authorities.
Due to rounding, figures may not add to totals shown.

Table 2 – Comparison of Total Planned to Actual Spending

Departmental Planned versus Actual Spending by Business Line (millions of dollars)

Business Line	FTEs	Operating	Capital	Grants and Contributions	Total Gross Expenditures	Less: Responsible Revenue	Total Net Expenditures
Claims							
(planned spending)	270	56.2	-	327.4	383.6	-	383.6
(total authorities)	375	72.8	3.1	368.3	444.2	-	444.2
(actuals)	375	72.8	3.1	368.3	444.2	-	444.2
Indian and Inuit Programming							
(planned spending)	1,718	193.4	13.8	3,795.8	4,003.0	-	4,003.0
(total authorities)	1,689	233.3	17.2	3,740.5	3,991.0	-	3,991.0
(actuals)	1,689	190.2	17.2	3,738.9	3,946.3	-	3,946.3
Northern Affairs							
(planned spending)	584	108.7	-	57.1	165.8	-	165.8
(total authorities)	617	137.5	6.8	77.5	221.8	-	221.8
(actuals)	617	132.8	6.8	77.1	216.8	-	216.8
Administration							
(planned spending)	695	74.1	-	0.5	74.5	-	74.5
(total authorities)	784	87.0	4.7	0.5	92.1	-	92.1
(actuals)	784	84.7	4.7	0.5	89.9	-	89.9
Total							
(planned spending)	3,267	432.3	13.8	4,180.8	4,626.9	-	4,626.9
(total authorities)	3,465	530.5	31.8	4,186.8	4,749.1	-	4,749.1
(actuals)	3,465	480.5	31.8	4,184.8	4,697.2	-	4,697.2
Other Revenues and Expenditures							
Non-Responsible Revenues							
(planned revenues)							(60.6)
(total authorities)							(117.5)
(actuals)							(117.5)
Cost of services provided by other departments							
(planned spending)							32.0
(total authorities)							44.8
(actuals)							44.8
Net Cost of the Department							
(planned spending)							4,598.2
(total authorities)							4,676.4
(actuals)							4,624.5
Canadian Polar Commission							
(planned spending)	6	1.0	-	-	1.0	-	1.0
(total authorities)	6	1.0	-	-	1.0	-	1.0
(actuals)	6	1.0	-	-	1.0	-	1.0

Total authorities are Main Estimates plus Supplementary Estimates plus other authorities. Due to rounding, figures may not add to totals shown.

Table 3 – Historical Comparison of Total Planned Spending to Actual Spending

Historical Comparison of Departmental Planned Spending versus Actual Spending by Business Line (millions of dollars)

Business Lines	Actual 1997-98	Actual 1998-99	1999-00		
			Planned Spending	Total Authorities	Actual
Budgetary					
Claims	615.7	445.4	383.6	444.2	444.2
Indian and Inuit	3,675.9	4,141.7	4,003.0	3,991.0	3,946.3
Northern Affairs	178.9	256.4	165.8	221.8	216.8
Administration	84.4	81.6	74.5	92.1	89.9
Total Budgetary	4,554.9	4,925.1	4,626.9	4,749.1	4,697.2
Non-Budgetary					
Claims	51.1	53.9	51.3	51.3	51.4
Indian and Inuit	-	(0.1)	-	66.8	(1.2)
Northern Affairs	-	-	-	11.9	-
Administration	-	-	-	-	-
Total Non-Budgetary	51.1	53.8	51.3	130.0	50.2
Total					
Claims	666.8	499.3	434.9	495.4	495.5
Indian and Inuit	3,675.9	4,141.6	4,003.0	4,057.9	3,945.2
Northern Affairs	178.9	256.4	165.8	233.6	216.8
Administration	84.4	81.6	74.5	92.1	89.9
Total Department	4,606.0	4,978.9	4,678.2	4,879.1	4,747.4
Canadian Polar	1.0	1.0	1.0	1.0	1.0

Total authorities are Main Estimates plus Supplementary Estimates plus other authorities.
Due to rounding, figures may not add to totals shown.

Table 4 – Non-Respendable Revenues*

Non-Respendable Revenues by Business Line (millions of dollars)

Business Lines	Actual 1997–98	Actual 1998–99	1999–00		
			Planned Revenues	Total Authorities	Actual
Claims					
Return on investments:					
• Native claimants	5.8	3.3	5.8	6.2	6.2
Other non-tax revenue	9.5	9.5	9.5	5.5	5.5
Sub-total (Claims)	15.3	12.8	15.3	11.7	11.7
Indian and Inuit Programming					
Goods and services tax	0.3	0.3	0.3	0.3	0.3
Return on investments:					
• Indian economic development fund	0.8	0.8	0.8	0.8	0.8
Recovery from guaranteed loans	0.4	0.1	0.4	0.1	0.1
Refunds of previous years' expenditures	16.3	13.0	9.5	14.3	14.3
Adjustment of prior year's payables at year end	1.1	19.7	3.3	0.3	0.3
Privileges, licences and permits	0.2	0.1	0.2	0.1	0.1
Services and service fees	-	-	-	-	-
Proceeds from:					
• Sales	0.2	-	0.2	0.3	0.3
• Disposal of surplus Crown assets	0.1	0.1	0.1	-	-
Other non-tax revenue	-	0.1	0.2	-	-
Sub-total (Indian and Inuit Programming)	19.4	34.3	14.9	16.4	16.4
Northern Affairs					
Goods and Services Tax	0.1	0.1	0.1	0.1	0.1
Return on investments:					
• Norman Wells Project profits	7.0	11.7	7.0	61.3	61.3
• Other	2.3	0.9	2.3	-	-
Refunds of previous years' expenditures	1.0	0.8	1.9	1.1	1.1
Adjustments of prior year's payables at year end	0.1	1.3	0.8	0.2	0.2
Canada mining	6.2	8.2	5.1	10.8	10.8
Yukon quartz mining	1.3	0.8	1.0	0.6	0.6
Placer mining fees	0.2	0.2	0.2	0.3	0.3
Quarrying royalties	0.2	0.2	0.2	1.0	1.0
Coal leases	-	-	-	-	-
Metallic and non-metallic	0.1	-	-	-	-
Oil and gas royalties	8.6	6.0	7.8	9.1	9.1
Oil and gas forfeitures	0.8	1.5	0.8	1.9	1.9
Forestry	3.7	0.9	2.3	1.3	1.3
Land, building and machinery rentals	0.8	0.7	0.3	0.8	0.8
Land use fees	0.2	0.2	0.1	0.2	0.2
Other fees, rentals, licences	-	0.1	0.3	0.1	0.1
Living accommodation and services	0.1	0.2	-	0.2	0.2

Business Lines	Actual 1997-98	Actual 1998-99	1999-00		
			Planned Revenues	Total Authorities	Actual
Proceeds from:					
• Sales	0.3	0.2	0.1	0.2	0.2
• Disposal of surplus Crown assets	-	-	-	-	-
Other non-tax revenues	-	0.7	-	-	-
Sub-total (Northern Affairs)	32.9	34.6	30.3	89.2	89.2
Administration					
Refunds of previous years' expenditures	0.1	0.3	0.1	0.1	0.1
Adjustments of prior year's payables at year end	0.1	0.1	-	0.1	0.1
Living accommodation and services	-	-	-	-	-
Service and service fees	-	-	-	-	-
Proceeds from disposal of surplus Crown assets	-	-	-	-	-
Other non-tax revenues	-	-	-	-	-
Sub-total (Administration)	0.2	0.3	0.1	0.2	0.2
Total Non-Respendable Revenues (Department)	67.8	82.0	60.6	117.5	117.5
Canadian Polar Commission	-	-	-	-	-

Due to rounding, figures may not add to totals shown.

* These revenues were formerly called "Revenues credited to the Consolidated Revenue Fund".

Table 5 – Statutory Payments

Statutory Payments by Business Line (millions of dollars)

Business Lines	Actual 1997–98	Actual 1998–99	1999–00		
			Planned Spending	Total Authorities	Actuals
Claims					
Grant to the Inuvialuit Regional Corporation under the <i>Western Arctic (Inuvialuit) Claims Settlement Act</i>	32.0	-	-	-	-
Grants to Aboriginal organizations designated to receive claim settlement payments pursuant to Comprehensive Land Claim Settlement Acts	124.6	127.9	127.8	127.8	127.8
Grassy Narrows and Islington Bands Mercury Disability Board	-	-	-	-	-
Payment pursuant to Section 30 of the <i>Crown Liabilities and Proceedings Act</i> in respect of judgement in favour of the Blueberry and Doig River Bands	147.0	-	-	-	-
Court awards	3.2	0.1	-	0.3	0.3
Contributions to employee benefit plans	2.2	3.1	3.2	6.0	6.0
Sub-total (Claims)	309.0	131.1	131.0	134.2	134.2
Indian and Inuit Programming					
Forgiveness of loans issued from Indian housing assistance account	-	-	-	-	-
Liabilities in respect of loan guarantees made to Indians for housing and economic development (<i>Indian Act</i>)	1.5	0.1	2.0	0.3	0.3
Indian annuities (<i>Indian Act</i>)	1.5	1.7	1.4	1.8	1.8
Payment from the Consolidated Revenue Fund of guaranteed loans issued out of the Indian economic development account	0.3	-	-	32.8	-
Contributions to employee benefit plans	13.2	18.6	16.7	16.9	16.9
Refunds of amounts credited to revenues in previous years	-	-	-	0.3	0.3
Spending of proceeds from the disposal of surplus Crown assets	0.1	0.1	-	0.1	0.1
Sub-total (Indian and Inuit Programming)	16.6	20.4	20.1	52.1	19.4

Business Lines	Actual 1997-98	Actual 1998-99	1999-00		
			Planned Spending	Total Authorities	Actuals
Northern Affairs					
Payments to comprehensive claim beneficiaries in compensation for resource royalties	1.2	1.6	1.5	1.8	1.8
Contributions to employee benefit plans	5.4	7.5	6.8	7.9	7.9
Refunds of amounts credited to revenues in previous years	0.4	0.7	-	0.6	0.6
Spending of proceeds from the disposal of surplus Crown assets	-	-	-	-	-
Sub-total (Northern Affairs)	7.0	9.8	8.3	10.3	10.3
Administration					
Minister of Indian Affairs and Northern Development - Salary and motor car allowance	-	-	-	0.1	0.1
Contributions to employee benefit plans	5.6	7.9	7.5	8.5	8.5
Refunds of amounts credited to revenues in previous years	-	-	-	-	-
Spending of proceeds from the disposal of surplus Crown assets	-	-	-	-	-
Sub-total (Administration)	5.6	8.0	7.5	8.5	8.5
Total Statutory Payments (Department)	338.3	169.3	166.9	205.1	172.4
Canadian Polar Commission					
Contributions to employee benefit plans	0.1	0.1	0.1	0.1	0.1

Total authorities are Main Estimates plus Supplementary Estimates plus other authorities.
Due to rounding, figures may not add to totals shown.

Table 6 – Transfer Payments

Transfer Payments by Business Lines (millions of dollars)

Business Lines	Actual 1997-98	Actual 1998-99	1999-00		
			Planned Spending	Total Authorities	Actual
Grants					
Claims	327.8	301.3	250.3	314.5	314.5
Indian and Inuit Programming	165.7	529.9	243.9	208.0	206.5
Northern Affairs	0.7	0.7	0.7	0.7	0.7
Administration	-	-	-	-	-
Total Grants	494.3	832.0	494.9	523.3	521.7
Contributions					
Claims	47.3	55.7	77.1	53.8	53.8
Indian and Inuit Programming	3,351.7	3,440.0	3,551.9	3,532.5	3,532.5
Northern Affairs	83.9	122.4	56.4	76.8	76.4
Administration	0.5	0.5	0.5	0.5	0.5
Total Contributions	3,483.5	3,618.6	3,685.9	3,663.5	3,663.2
Total					
Claims	375.1	357.1	327.4	368.3	368.3
Indian and Inuit Programming	3,517.5	3,970.0	3,795.8	3,740.5	3,738.9
Northern Affairs	84.6	123.2	57.1	77.5	77.1
Administration	0.5	0.5	0.5	0.5	0.5
Total Transfer Payments (Department)	3,977.7	4,450.6	4,180.8	4,186.8	4,184.8
Canadian Polar Commission	-	-	-	-	-

Total authorities are Main Estimates plus Supplementary Estimates plus other authorities.
Due to rounding, figures may not add to totals shown.

Table 7 - Capital Spending

Capital Spending by Business Line (millions of dollars)

Business Lines	Actual 1997-98	Actual 1998-99	1999-00		
			Planned Spending	Total Authorities	Actual
Claims	1.2	0.6	-	3.1	3.1
Indian and Inuit Programming	594.5	494.2	507.1	484.0	484.0
Northern Affairs	3.4	3.3	1.0	6.8	6.8
Administration	2.8	2.2	0.2	4.7	4.7
Total Capital Spending (Department)	602.0	500.3	508.3	498.6	498.6
Canadian Polar Commission	-	-	-	-	-

Total authorities are Main Estimates plus Supplementary Estimates plus other authorities.
Due to rounding, figures may not add to totals shown.

Table 8 – Capital Projects (Projects valued at \$15 million or more)
Capital Spending by Business Line (millions of dollars)

Business Lines	Current Estimated Total Cost	Actual 1997-98	Actual 1998-99	1999-00		
				Planned Spending	Total Authorities	Actual
Indian and Inuit Programming						
Infrastructure						
<i>Atlantic</i>						
Davis Inlet Relocation	112.5	6.9	21.0	45.4	18.0	18.0
<i>Quebec</i>						
Northern Quebec Marine Transportation Infrastructure Program – Docking Facilities	34.9	3.0	3.0	3.0	7.6	7.6
<i>Manitoba</i>						
Sandy Bay – Water and Sewer	17.1	0.2	0.4	0.3	-	-
Red Sucker Lake – Water and Sewer	23.6	-	0.4	-	1.4	1.4
God’s Lake – Water and Sewer	36.1	2.7	2.8	-	2.5	2.5
Oxford House – Water and Sewer	20.4	2.1	-	-	-	-
St. Theresa Point – Water and Sewer	37.0	6.3	4.1	0.5	0.3	0.3
Wasagamack – Water and Sewer	32.0	2.9	-	-	-	-
Sayisi – Water and Sewer	15.9	2.3	-	-	0.1	0.1
Mathias Colomb – Water and Sewer	21.8	8.8	5.1	0.7	1.0	1.0
Sub-total (Infrastructure)		35.2	36.8	49.9	30.9	30.9
Education Facilities						
<i>Manitoba</i>						
Chemawawin School	22.9	-	-	0.3	-	-
Garden Hill School Phase II	31.2	-	-	1.5	12.8	12.8
Peguis School Phase II	23.2	-	-	4.4	-	-
Mathias Colomb School	17.1	-	8.8	6.1	5.6	5.6
St. Theresa Point School Phase I	22.2	8.7	11.5	6.2	2.0	2.0
Sub-total (Education Facilities)		8.7	20.3	18.5	20.4	20.4

Business Lines	Current Estimated Total Cost	Actual 1997-98	Actual 1998-99	1999-00		
				Planned Spending	Total Authorities	Actual
Land Acquisition						
<i>Quebec</i>						
Kanesatake Land Unification	37.4	0.8	0.2	8.7	0.4	0.4
Sub-total Indian and Inuit Programming (projects valued at \$15 million or more)		44.7	57.3	77.1	51.7	51.7
Other Capital Expenditures		557.3	459.3	431.2	446.9	446.9
Total Capital Spending		602.0	516.6	508.3	498.6	498.6

Total authorities are Main Estimates plus Supplementary Estimates plus other authorities.
Due to rounding, figures may not add to totals shown.

Table 9 – Loans

Loans by Business Line (millions of dollars)

Business Lines	Actual 1997-98	Actual 1998-99	1999-00		
			Planned Spending	Total Authorities	Actual
Claims					
Loans to native claimants	28.0	30.1	28.1	28.1	28.2
Loans to the Council of Yukon Indians for interim benefits to the Yukon Elders	0.7	0.2	0.4	0.4	0.4
Loans to First Nations in British Columbia for the purpose of supporting their participation in the British Columbia Treaty Commission process	22.6	23.6	22.8	22.8	22.8
Sub-total (Claims)	51.3	53.9	51.3	51.3	51.4
Indian and Inuit Programming					
Loans - construction of houses (net)	(0.1)	-	-	20.0	-
Loans and loan guarantees through the Indian economic development account (net)	-	(0.1)	-	46.8	(1.2)
Sub-total (Indian and Inuit Programming)	(0.2)	(0.1)	-	66.8	(1.2)
Northern Affairs					
Loans to the Government of the Yukon Territory for making second mortgage loans to territory residents	-	-	-	0.3	-
Provision of Inuit loan fund for loans to Inuit to promote commercial activities (net)	-	-	-	6.5	-
Loans for the establishment or expansion of small businesses in the Yukon Territory through the Yukon Territory small business loans account (net)	-	-	-	5.0	-
Sub-total (Northern Affairs)	-	-	-	11.9	-
Administration	-	-	-	-	-
Total (Department)	51.1	53.8	51.3	130.0	50.2
Canadian Polar Commission	-	-	-	-	-

Total authorities are Main Estimates plus Supplementary Estimates plus other authorities.
Due to rounding, figures may not add to totals shown.

Table 10 – Contingent Liabilities

Contingent Liabilities (millions of dollars)

List of Contingent Liabilities	Amount of Contingent Liability		
	March 31, 1998	March 31, 1999	Current as of March 31, 2000
Loans			
On-reserve Housing:			
• CMHC and other approved lenders	1,014.7	1,158.1	1,215.0
• Farm Credit Corporation	0.2	0.1	0.1
Indian Economic Development Guarantee Fund	2.2	2.5	2.7
Claims and Pending and Threatened Litigation			
Litigation	2,185.5	8,382.9	8,446.3
Non-litigation	173.0	174.5	43.4
Specific Claims	1,436.9	1,361.3	1,652.4
Comprehensive Native Land Claims	771.2	741.6	583.1
Total (Department)	5,583.6	11,821.1	11,943.0
Sick Leave			
Employees are permitted to accumulate unused sick leave. However, such leave entitlements do not vest and can be used only in the event of illness. The amount of accumulated sick leave entitlements which will become payable in future years cannot reasonably be determined and accordingly has not been recorded in the information provided. Payments of sick leave benefits are included in current operations as incurred.			

Due to rounding, figures may not add to totals shown.

Section V — Departmental Overview

Mandate, Mission and Vision

The broad mandate of Indian and Northern Affairs Canada (INAC) is carried out under an extensive legislative base and longstanding policy that includes the *Indian Act*, the *Department of Indian Affairs and Northern Development Act* and legislation pertaining to the territories. For a complete listing of legislation and regulations administered by INAC and Planned Regulatory Initiatives for 2000–2001 please refer to http://www.inac.gc.ca/pr/leg/index_e/html. You may also obtain this information by contacting the departmental information kiosk at (819) 997-0380.

INAC has primary but not exclusive responsibility to meet the federal government's constitutional, treaty, political and legal responsibilities to First Nations, Inuit and northerners. The department's role includes providing funding to enable Status Indians living on reserve to have access to basic services comparable to those available to other Canadian residents from provincial, territorial and municipal governments. These services include education, housing, community infrastructure, social assistance and social support services. In addition, INAC negotiates and oversees implementation of comprehensive and specific land claim settlements and self-government agreements on behalf of the federal government; it also promotes economic development.

In Canada's North, the department promotes political evolution and sustainable development through: supporting with northern partners the development of territorial governance structures; finalizing and implementing land claims and self-government agreements; encouraging economic development while protecting the environment and maximizing social and cultural benefits; and fostering leadership in northern sustainable development and environmental stewardship, both domestically and among circumpolar nations.

In keeping with directives set out in the *Canadian Polar Commission Act*, the Canadian Polar Commission (CPC) operates as an independent agency (<http://www.polarcom.gc.ca>) and reports to Parliament through the Minister of Indian Affairs and Northern Development. Established in 1991 as the lead agency in the area of polar research, the CPC has responsibility for monitoring, promoting and disseminating knowledge of the polar regions; contributing to public awareness of the importance of polar science to Canada; enhancing Canada's international profile as a circumpolar nation; and recommending polar science policy direction to government.

Indian and Northern Affairs Canada

Mission

Working together to make Canada a better place for First Nations, Inuit and other northern peoples.

Vision

An environment that fosters a more promising future for all First Nations, Inuit and other northern peoples and promotes self-sufficiency, economic independence, and a level of accountability similar to other governments in Canada.

Canadian Polar Commission

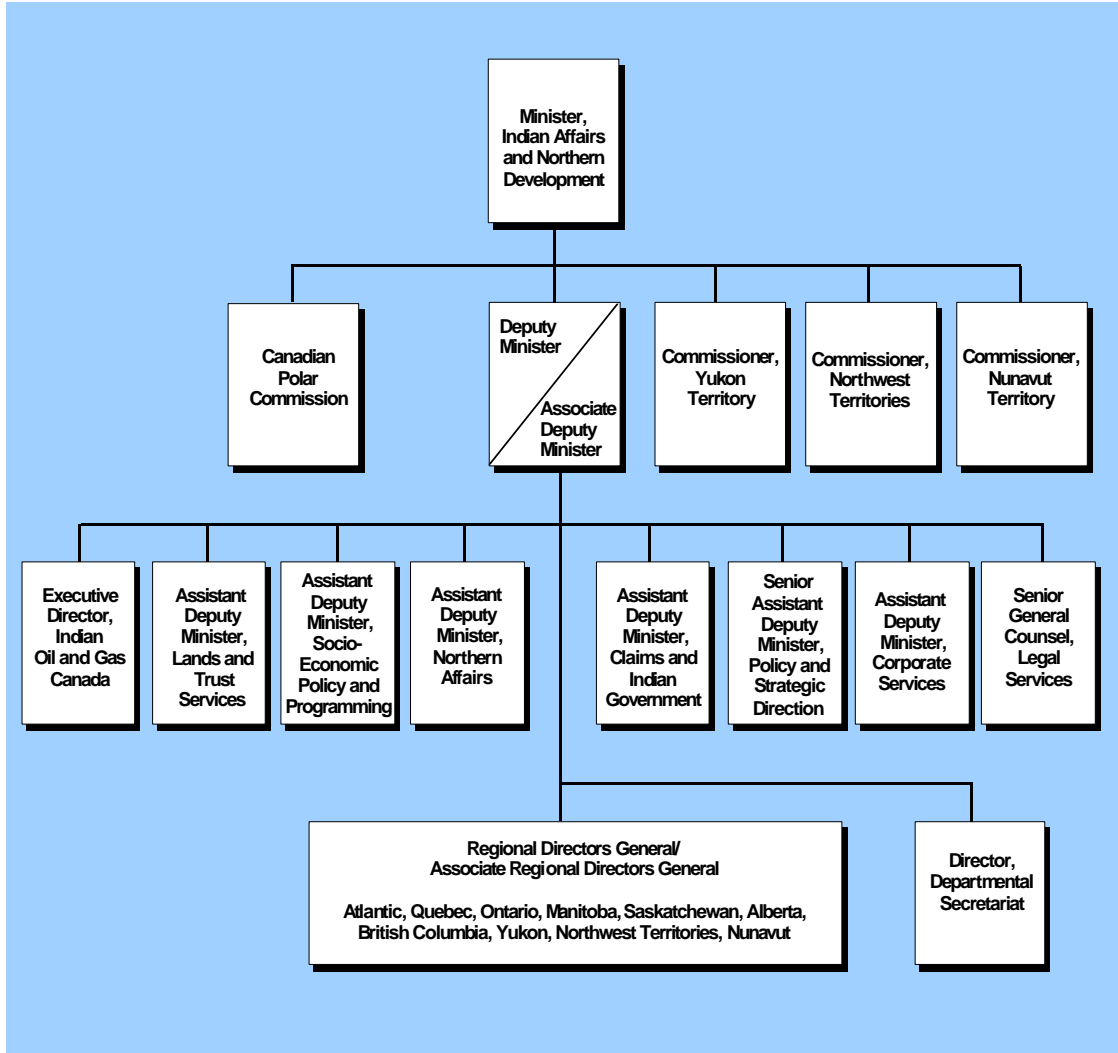
Mission

To be an effective national and international presence in relation to polar science and technology that contributes to a broader understanding of polar issues.

Vision

The CPC will be central to the development and dissemination of polar knowledge, through consultation, communication, and partnership, for the benefit of all Canadians and their responsibilities in the circumpolar world.

Organizational Chart





Business Line Descriptions

Indian and Inuit Affairs Program

Claims

Settles accepted comprehensive claims; ensures the government meets its legal obligations as set out in the Indian Act and Treaties by settling specific claims and monitoring implementation agreements; provides research funding to native claimants; and supports the Department of Justice in relation to litigation focusing on First Nations.

Indian and Inuit Programming

Supports Indians and Inuit in achieving their self-government, economic, educational, cultural, social, and community development needs and aspirations; and to fulfil Canada's constitutional and statutory obligations and responsibilities to Indian and Inuit people.

Northern Affairs Program

Northern Affairs Programming

This business line provides for the development and implementation of policies and programs related to the political, economic, social and sustainable development of Canada's North. It manages the constitutional relationship between the department and the territorial governments, negotiates and implements resource transfers to northern governments, and provides continuing co-ordination and direction to the management of ongoing federal interests in the North. This business line provides for the management of the North's natural resources and the protection and enhancement of the Arctic environment, both nationally and internationally. It co-ordinates the implementation of northern land claims and enhances Aboriginal interests in the development of the North, as well as in the fur industry throughout Canada. The development and implementation of science and technology-related programs are promoted nationally and internationally.

Administration Program

Corporate Support

Provides policy direction and administrative support to the Indian and Inuit Affairs and Northern Affairs programs through executive direction, policy and strategic direction, and corporate support.

Section VI — Other Information

Contacts for Further Information

Indian and Northern Affairs Canada

Terrasses de la Chaudière
10 Wellington St., North Tower
Hull, Quebec
Postal Address:
Ottawa, Ontario K1A 0H4

Internet
<http://www.inac.gc.ca>

General Enquiries and Public Distribution

- Contact: (819) 997-0380
E-mail: InfoPubs@inac.gc.ca

Departmental Library

- Research Librarians (819) 997-0811
E-mail: Reference@inac.gc.ca
- Inter-Library Loans (819) 994-1347
E-mail: illpeb@inac.gc.ca

Media Relations — Communications

- Contact: (819) 997-8404 or (819) 994-2044

Statistical Enquiries (socio-demographic)

- Contact: (819) 953-9999
E-mail: INSTAT@inac.gc.ca
Socio-Demographic Statistical publications available at: http://www.inac.gc.ca/pr/sts/index_e.html.

Canadian Polar Commission

Suite 1710
Constitution Square
360 Albert Street
Ottawa, Ontario
K1R 7X7
(613) 943-8605 or 1-888-POLAR01
E-mail: mail@polarcom.gc.ca

Internet
<http://www.polarcom.gc.ca>

Media Relations — Communications

- Contact: (613) 943-0716



Co-delivery Partner Contacts / Federal Department or Agency

Health Canada – Call (613) 954-8815 or see Web site at <http://www.hc-sc.gc.ca>.

- Non-Insured Health Benefits. Community Health Services, Environmental Health and Surveillance, and Hospital Services. National Native Alcohol and Drug Abuse Program. Brighter Futures Program – Community Mental Health and Child Development and Aboriginal Head Start. National Children's Agenda. Aboriginal Diabetes Strategy. Aboriginal Health Institute. First Nations Home and Community Program.

Human Resources Development Canada – Call (819) 953-1812 or see Web site at <http://www.hrdc-drhc.gc.ca>.

- Aboriginal Human Resources Development Strategy, First Nations/Inuit Child Care, Urban Aboriginal People Initiative and Youth Employment Strategy.

Canada Mortgage and Housing Corporation – Call (613) 748-2586 or see Web site at <http://www.cmhc-schl.gc.ca>.

- On Reserve – Non-Profit Housing and Residential Rehabilitation Assistance Programs. Off Reserve – Rural and Native Housing, Urban Native Non-Profit Housing, Residential Rehabilitation Assistance and Emergency Repair Programs.

Solicitor General of Canada – Call (613) 991-3283 or see Web site at <http://www.sgc.gc.ca>.

- First Nations Policing Policy – On-Reserve First Nations Policing. Solicitor General Canada and Correctional Service Canada – develop innovative ways to deal with Aboriginal offenders within communities and develop appropriate programs within institutions.

Canadian Heritage – Contact Citizens Participation Directorate at (819) 994-3835.

- Aboriginal Friendship Centres, Northern Native Broadcast Access, Aboriginal Representative Organizations, Aboriginal Women's Program, Aboriginal Languages Initiative, Territorial Aboriginal Language Accords and Urban Multi-purpose Aboriginal Youth Centres.

Industry Canada – Call (613) 992-6033 or see Web site at <http://www.abc.gc.ca>.

- Aboriginal Business Canada – to promote the development, competitiveness and success of Aboriginal business in Canadian and world markets.

Fisheries and Oceans – Contact Aboriginal Affairs Directorate at (613) 993-9161.

- Aboriginal Fisheries Strategy and the Fisheries Access Program – to increase Aboriginal involvement in all aspects of fisheries, fish habitat management and commercial fishing opportunities.

Natural Resources – Contact the Financial Management Branch at (613) 996-6865.

- Canada Lands Surveys, First Nations Forestry Program and capacity building initiatives in resource management.

Justice Canada – Contact the Programs Branch/Aboriginal Justice at (613) 957-3180.

- Native Courtworker Program, Legal Studies for Aboriginal People Program and Aboriginal Justice Strategy Fund.

Privy Council Office – Contact the Federal Interlocutor for Métis and Non-Status Indians at (613) 947-1848 (Privy Council Office); or contact the Indian Specific Claims Commission at (613) 943-1515 or see Web site at <http://www.indianclaims.ca>.

- Aboriginal Self-Government Negotiations and Aboriginal communities and associations representing off-reserve Aboriginal peoples.

National Defence – Contact Corporate Services at (613) 992-6033.

- Canadian Rangers, Bold Eagle, Canadian Forces Aboriginal Entry Program, Headstart (student employment) – these programs hire and train qualified personnel for full and part-time employment in the Canadian Forces.

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