



# Indian and Northern Affairs Canada and Canadian Polar Commission Performance Report

For the period ending  
March 31, 2001

Canada

## **Improved Reporting to Parliament Pilot Document**

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

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*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of funds.

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## Foreword

In the spring of 2000 the President of the Treasury Board tabled in Parliament the document “Results for Canadians: A Management Framework for the Government of Canada”. This document sets a clear agenda for improving and modernising management practices in federal departments and agencies.

Four key management commitments form the basis for this vision of how the Government will deliver their services and benefits to Canadians in the new millennium. In this vision, departments and agencies recognise that they exist to serve Canadians and that a “citizen focus” shapes all activities, programs and services. This vision commits the government of Canada to manage its business by the highest public service values. Responsible spending means spending wisely on the things that matter to Canadians. And finally, this vision sets a clear focus on results – the impact and effects of programs.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Earlier this year, departments and agencies were encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on results – benefits to Canadians – not on activities. It sets the department’s performance in context and associates performance with earlier commitments, explaining any changes. Supporting the need for responsible spending, it clearly links resources to results. Finally the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

In performance reports, departments strive to respond to the ongoing and evolving information needs of parliamentarians and Canadians. The input of parliamentarians and other readers can do much to improve these reports over time. The reader is encouraged to assess the performance of the organization according to the principles outlined above, and provide comments to the department or agency that will help it in the next cycle of planning and reporting.

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This report is accessible electronically from the Treasury Board of Canada Secretariat Internet site:

<http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

Comments or questions can be directed to this Internet site or to:

Results Management and Reporting Directorate

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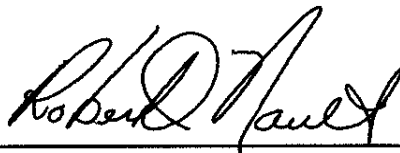
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**Indian and Northern  
Affairs Canada  
and  
Canadian Polar Commission**

Performance Report

For the period ending March 31, 2001

A handwritten signature in black ink, reading "Robert D. Nault". The signature is written in a cursive style with a large initial "R".

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

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## Section I – Minister’s Message

It is a pleasure to present the 2000–01 Performance Report for Indian and Northern Affairs Canada and the Canadian Polar Commission.

As Minister, I am honoured with a team dedicated to ensuring that First Nations, Inuit and the people of our northern communities are able to enjoy the promise and opportunities of Canada to the fullest extent possible. We know that Canada’s prosperity is inexorably linked to the well-being of First Nations, Inuit and Northerners; and that our partnership to ensure that they enjoy a high quality of life, in strong and healthy communities, benefit all Canadians.

A better future for First Nations and Inuit depends upon the work we do today to get the fundamentals right. The progress detailed in this report reflects our commitment to work in partnership to realize common goals and find lasting solutions to longstanding challenges. The range of programs and policies, from economic development to the settling of land claims and self-government agreements, are the product of a common set of priorities that were initially articulated in *Gathering Strength — Canada’s Aboriginal Action Plan*, and refined in the 2001 *Speech From the Throne*. Building human capital, strengthening governance capacity, improving infrastructure and promoting economic development, when harnessed together, lay the foundation for more self-reliant, healthy and vibrant First Nations, Inuit and northern communities.

To stimulate job creation in First Nations and Inuit communities, we made available an additional \$75 million available for economic development in 2000–01, and have pledged a further \$25 million for the current fiscal year, creating a climate for investment and opportunities for growth. We have also worked with First Nations to develop initiatives to increase self-reliance. As of March 2001, First Nations communities, tribal councils and other First Nation organizations were engaged in over 245 projects to test innovative approaches to changing the on-reserve social assistance program from passive income support to an integrated program that provides greater access to skills development, training and employment opportunities.

Our commitment to economic development is also evident in Canada’s North, as the gateway for new opportunities and growth. The Diavik Diamonds Project, Canada’s second diamond mine, became a reality thanks to the cooperative efforts of all levels of government, Aboriginal people, and environmental and industry stakeholders. We also saw the start of production from three new gas fields in the Fort Liard area, with fifteen new exploration licences being issued for the Mackenzie Delta/Beaufort Sea and Mackenzie Valley region. The sustainable development of the North’s natural resources will lay the foundation for stronger communities, greater self-sufficiency and a better quality of life for its people.

The settling of land claims and self-government agreements are also key to building more stable, self-reliant communities which are better able to participate in and contribute to Canada's economic prosperity. Strengthening the governance capacity of First Nations helps ensure that priorities such as health, education and housing are addressed in an open, effective and transparent fashion.

Earlier this year, we signed two self-government Agreements-in-Principle with the Sioux Valley Dakota Nation in Manitoba and with the Meadow Lake First Nations in Saskatchewan. These agreements demonstrate what can be achieved when governments and First Nations work together towards the common goal of establishing effective and stable governments accountable to their people.

These are but a few of the accomplishments described in this year's Performance Report. This report details the work we have done with First Nations, Inuit and Northerners, in the spirit of good will and mutual respect, for stronger Aboriginal and northern communities, and a stronger and better Canada. I invite you to visit our website at [www.inac-ainc.gc.ca](http://www.inac-ainc.gc.ca) for even more information.

The challenge of building a better quality of life for First Nations, Inuit and Northerners is considerable; but so is our determination. As a government, however, the challenge is not ours alone; in the spirit of reconciliation and renewal, the task of fulfilling the promise of our country involves us all. It is in this shared endeavour, with a common and worthy purpose, that we will usher in a better and brighter future for First Nations, Inuit, Northerners and, indeed, all Canadians.

## Section II – Context

### Gathering Strength – Canada’s Aboriginal Action Plan

In 1998, the Government of Canada responded to the report of the Royal Commission on Aboriginal Peoples with *Gathering Strength — Canada’s Aboriginal Action Plan*. It envisions a new partnership between Aboriginal people and other Canadians; the long-term goal is to work together to ensure that Aboriginal people enjoy a quality of life comparable to that of other Canadians.

*Gathering Strength* provides overall policy direction for the federal government as a whole, promotes integrated federal planning and development, and encourages partnerships with provinces and territories. INAC supports these horizontal efforts, as well as working to implement *Gathering Strength* as follows:

**Indian and Inuit Affairs:** *Gathering Strength* has four main objectives: Renewed Partnerships; Strengthened Aboriginal Governments; New Fiscal Relationship; and Strong Communities, People and Economies.

**Northern Affairs:** Northern Affairs centres on working in partnership with northern Aboriginal and non-Aboriginal residents, including the three territorial governments, and the private sector to advance social, political and sustainable development for all Northerners. Strengthening the economic base for northern communities, building stronger partnerships and fostering more effective governance are consistent with the objectives of *Gathering Strength*.





## Circles of Influence

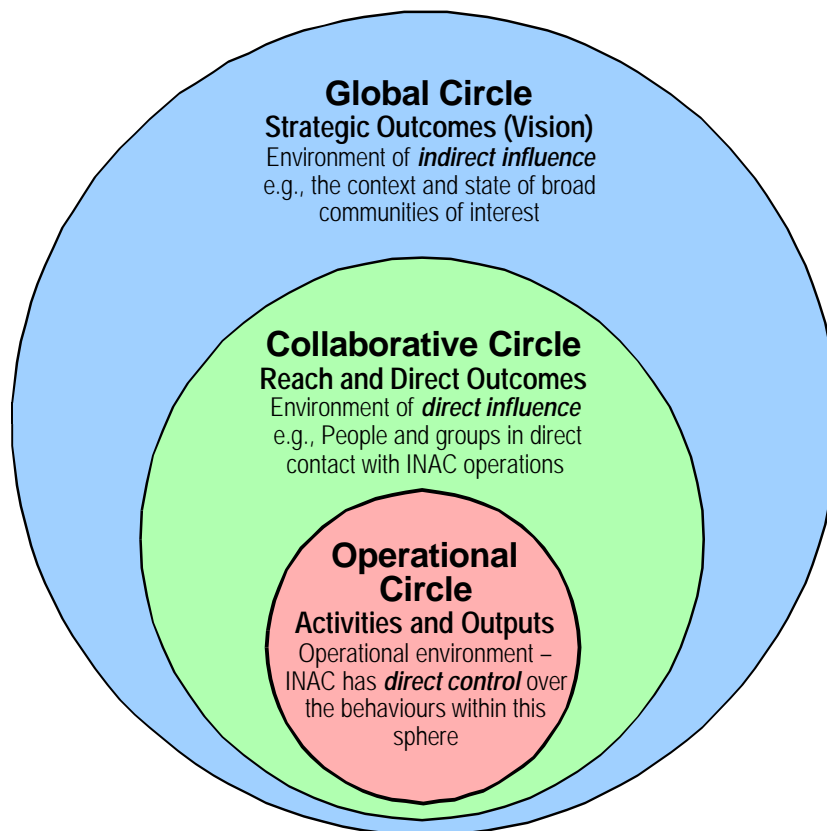
INAC's planning process makes reference to three "circles of influence" for reporting the results of activities in terms of short-, medium- and long-term outcomes.

The **operational circle** involves the department's day-to-day activities, the use of its resources and the operations of its policies and programs. Activities at this level are intended to contribute directly to the next level — "the collaborative circle."

The **collaborative circle** relies on the support of partners to achieve goals, build capacity, improve practices and create a supportive climate for initiatives. Activities have a direct influence on short- and medium-term outcomes.

The **global circle** describes both the existing conditions that affect the strategic outcomes, and desirable changes in those conditions. While these conditions are often beyond INAC's direct influence, it is important to focus on activities that contribute to positive changes for First Nations, Inuit and Northerners in the long term.

## Circles of Influence



## Strategic Outcomes

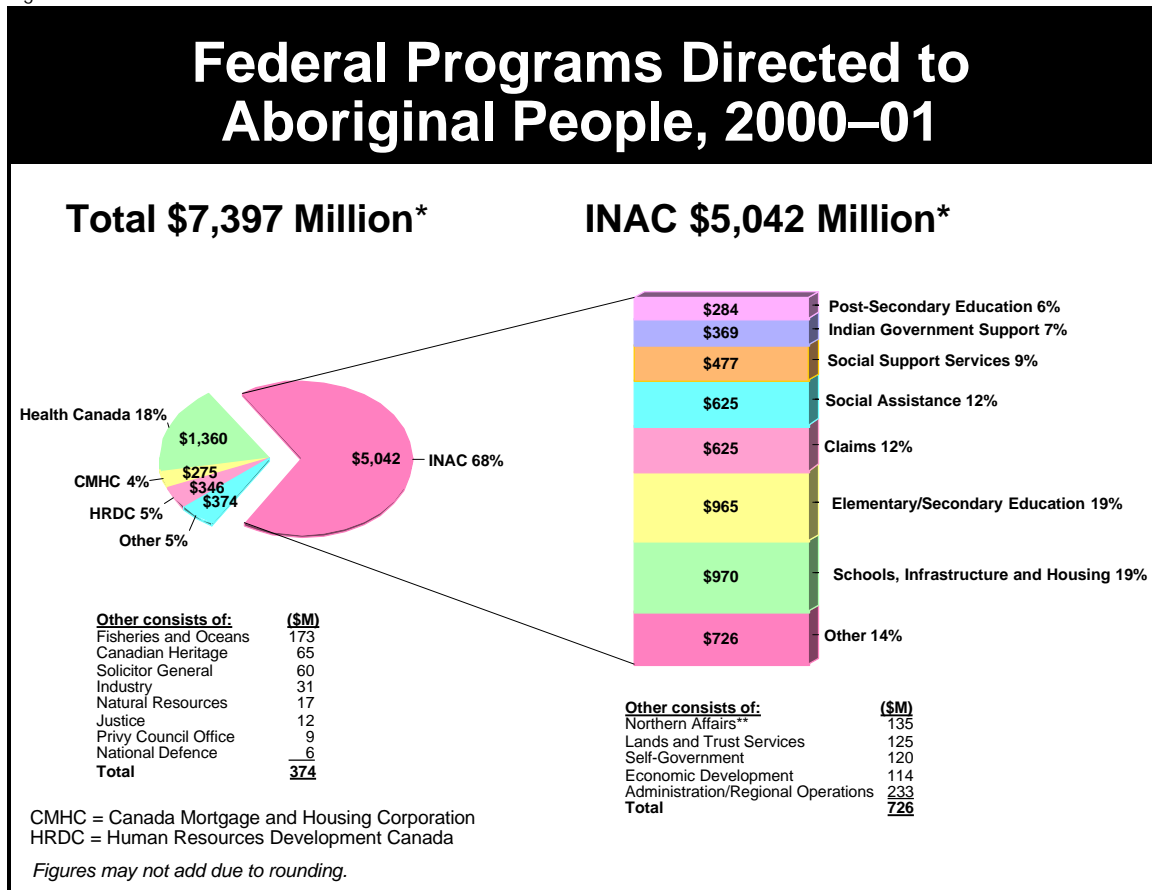
This report is structured around INAC's commitment to strategic outcomes at the global level, achieved through operational and collaborative efforts. The challenges are identified for each strategic outcome, and achievements are reported at both the operational and collaborative levels.

Indian and Northern Affairs Canada		
Strategic Outcomes	Priorities	Achievements
<p><b>Indian and Inuit Affairs Program</b> To provide Canadians with an environment that fosters a more promising future for all First Nations and Inuit people by strengthening the relationship and addressing the discrepancies in living standards between First Nations and Inuit and non-Aboriginal people; to promote enhanced skills and expertise leading to more sustainable and accountable Aboriginal governments, increased self-sufficiency and economic independence.</p>	<ul style="list-style-type: none"> <li>! Renewed Partnerships with First Nations and Inuit peoples</li> <li>! Strengthened Aboriginal Governance</li> <li>! New Fiscal Relationship with Aboriginal Governments</li> <li>! Strong Communities, People and Economies</li> </ul>	<p>pages 12–15</p> <p>pages 16–19</p> <p>pages 20–22</p> <p>pages 23–26</p>
<p><b>Northern Affairs Program</b> To provide Canadians with 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; to safeguard the environment and promoting sustainable development in the North.</p>	<ul style="list-style-type: none"> <li>! Effective management of federal interests in the North, including the promotion of northern sustainable development and the development of strong northern governments</li> </ul>	<p>pages 27–33</p>
Canadian Polar Commission		
Strategic Outcome	Priorities	Achievements
<p>To provide Canadians with an effective national and international presence in relation to polar science and technology that contributes to a broader understanding of polar issues.</p>	<ul style="list-style-type: none"> <li>! Develop and disseminate knowledge with respect to the polar regions</li> </ul>	<p>pages 34–37</p>

## Key Co-delivery Partners

Working horizontally among departments involved in Aboriginal programs is a key thrust of *Gathering Strength*. Twelve federal departments and agencies, including INAC, offer programs for Aboriginal people with total expenditures of approximately \$7,397 million in 2000–01 (see Figure 1). Basic, provincial-type services account for more than 80 percent of total on-reserve funding. Further information on co-delivery partners is included on page 57.

Figure 1



\* Expenditures in Figure 1 are budgetary only.

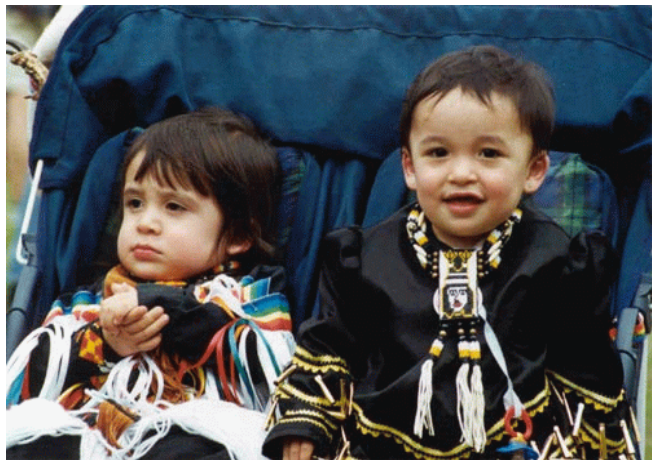
\*\* Reflects Aboriginal-specific programs and a proportion of non-Aboriginal-specific programs.

## Profile of Canada's Aboriginal Population

The *Constitution Act, 1982* recognizes three groups of Aboriginal people — **Indians, Inuit, and Métis**. 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*.<sup>1</sup> **Métis people** are of mixed First Nations and European ancestry, who identify themselves as Métis. **Inuit** are the Aboriginal people of Arctic Canada and live primarily in Nunavut, the Northwest Territories and northern parts of Labrador and Quebec. Inuit do not live on reserves and are not covered by the *Indian Act*.

INAC's core responsibilities with respect to Aboriginal people are primarily to Status Indians living on reserve and Inuit. INAC is responsible for the delivery of most provincial-type programs and services on reserves. In the North, INAC works in cooperation with Inuit and other Aboriginal communities to develop governance structures and to finalize and implement land claims and self-government agreements. Given the unique context of Canada's North, and in accordance with the federal policy on Aboriginal Self-Government,<sup>2</sup> some agreements also include Métis north of 60° latitude.

Status Indians living on reserves represent about 60 percent of the Status Indian population: there are 423,200 on-reserve Status Indians and 281,000 who reside off-reserve.<sup>3</sup> In total, there are 612 First Nations communities, comprising 52 nations or cultural groups and more than 50 languages. Approximately 61 percent of First Nations communities have fewer than 500 residents — only 5 percent have more than 2,000. Overall, 34.6 percent of on-reserve Status Indians live in urban areas, while 44.5 percent live in rural areas, 17.2 percent in special-access areas and 3.7 percent in remote zones.



The on-reserve Status Indian population is expected to increase by 31.2 percent from 1998 to 2008 compared with 10.0 percent for the Canadian population as a whole. Approximately 41 percent of the Status Indian population is under the age of 19 compared with 25.6 percent for the Canadian population. Pressures for employment, housing and other services will increase as this population ages.

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<sup>1</sup> A **Treaty Indian** is a Status Indian who belongs to a First Nation that signed a treaty with the Crown. Not all Status Indians belong to First Nations that signed treaties. A **Non-Status Indian** is an Indian person who is not registered as an Indian under the *Indian Act*.

<sup>2</sup> See [http://www.inac-ainc.gc.ca/pr/pub/sg/plcy\\_e.html](http://www.inac-ainc.gc.ca/pr/pub/sg/plcy_e.html).

<sup>3</sup> 1998 projections using the Indian Registration System.

In Canada's North (occupying 40 percent of Canada's land mass) there are three territories and some 93 communities, most of them home to small populations of First Nations, Métis or Inuit people. The population in the North is young, with 45 percent of the population under the age of 25. Widespread distribution of the population increases the cost of providing services: some 95,000 residents are scattered across this area; Nunavut's population is 25,000 while there are 39,000 people in the Northwest Territories and 31,000 in the Yukon.

Just about half of the population is Aboriginal, varying from 85 percent in Nunavut to about 49 percent in the Northwest Territories and about 22.5 percent in the Yukon. There are few reserves; First Nations and Inuit residents receive most programs and services from territorial governments. The key economic drivers are government, mining and, in the Northwest Territories, hydrocarbons. Throughout the North, cultural identities, including stewardship of the land, remain strong and traditional harvesting and arts and crafts are important dimensions of the economy.



## Section III – Performance Accomplishments

### Indian and Inuit Affairs Program

#### *Strategic Outcome*

To provide Canadians with an environment that fosters a more promising future for all First Nations and Inuit people by strengthening the relationship and addressing 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.

#### *How much did it cost?*

	Indian and Inuit Programming	Claims	Total
Planned Spending	\$4,202,868,000	\$504,577,000	\$4,707,445,000
<i>Total Authorities</i>	<i>\$4,213,820,273</i>	<i>\$627,328,240</i>	<i>\$624,771,274</i>
<b>2000–01 Actuals</b>	<b>\$4,173,909,376</b>	<b>\$624,771,274</b>	<b>\$4,798,680,650</b>

**Explanation of Variance**

***Indian and Inuit Programming:*** The variance of approximately \$40 million between total authorities and actual spending is primarily attributable to the carry forward to future years of operating resources (\$6 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 \$123 million between planned spending and total authorities is primarily attributable to incremental funding made available for settlements with the Squamish First Nation (\$83 million) and the Horse Lake First Nation (\$41 million).

The following table outlines the 2000–01 resources associated with the Indian and Inuit Affairs Program's priorities stemming from *Gathering Strength* and sustainable development ([http://www.ainc-inac.gc.ca/pr/sus/sds\\_e.html](http://www.ainc-inac.gc.ca/pr/sus/sds_e.html)).

(\$ millions)	Priorities				Total
	Renewed Partnerships	Strengthened Aboriginal Governance	New Fiscal Relationship	Strong Communities, People and Economies	
Elementary/Secondary Education	-	-	-	965	965
Capital	-	-	-	795	795
Social Assistance	-	-	-	625	625
Claims*	288	337	-	-	625
Social Support Services	-	-	-	477	477
Indian Government Support	6	360	3	-	369
Post-Secondary Education	-	-	-	284	284
Housing	-	-	-	175	175
Lands and Trust Services	-	96	-	30	125
Self-Government	-	114	6	-	120
Economic Development	-	-	-	114	114
<b>Sub-Total</b>	<b>294</b>	<b>906</b>	<b>9</b>	<b>3,465</b>	<b>4,674</b>
Regional Operations					124
<b>Total</b>					<b>4,799</b>

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

\* For more information on Claims see [http://www.inac-ainc.gc.ca/ps/clm/index\\_e.html](http://www.inac-ainc.gc.ca/ps/clm/index_e.html).

## ***Context: Challenges and Opportunities***

A number of factors affect the department's performance accomplishments:

### **Global Circle** (i.e., broad communities of interest)

- diversity of cultures, goals, capacities and visions among First Nations and Inuit communities;
- geographical barriers; i.e., many small, isolated communities;
- challenging socio-economic conditions, a historical imbalance of power and dependency, and limited own-source revenues and economic development opportunities in an increasingly market-driven economy;
- issues surrounding *Indian Act*; i.e., legacy of administration and devolution, uncertainty surrounding ownership of land and resources, limitations specific to Indian moneys, and inadequate frameworks for contemporary governance and fiscal relationships;
- federal government's position and commitments on certain issues; e.g., implementation of historic treaties, residential schools, protection of First Nation's women's rights, and the promotion of sustainable development and economic development.

### **Collaborative Circle** (i.e., people/groups in direct contact with INAC operations)

- diverse approaches and priorities of federal, provincial, territorial, First Nations and Inuit governments;
- lack of public understanding and support; e.g., historic treaties and the claims process;
- complexity of issues surrounding land-claim and self-government negotiations;
- development of alternative governance models;
- implementation of new, flexible funding arrangements;
- barriers to improving skills, resources and experience of the First Nations and Inuit workforce include inadequate social assistance programs, rising tuition costs, inconsistencies in community planning, renovation/construction needs for basic infrastructure and lack of access to capital.

### **Operational Circle** (i.e., INAC's operational activities)

- increasing number of litigation cases and the need for alternative dispute resolution;
- reviewing existing statutory authorities to identify their ability to build and sustain effective partnerships;
- developing policies and mandates to support interdepartmental and government-to-government consultations and negotiations;
- concentrating efforts on strategic investments that will result in good governance, strengthened accountability and increased institutional and human resource capacities;
- finding ways to improve access to capital, lands and resources;
- coordinating policy development and programming needs among partners;
- the challenges of integrating the principles of sustainable development into departmental decision-making processes ([http://www.inac.gc.ca/sd/index\\_e.html](http://www.inac.gc.ca/sd/index_e.html)).

The following pages outline the achievements for each priority.



## Renewed Partnerships (\$294 million in 2000–01)

### *What did we promise to achieve?*

We are committed to addressing the legacies of the past and moving beyond historic grievances so that, together, we can meet the challenges of the present and take advantage of opportunities for the future. This approach emphasizes healing and reconciliation to build stronger and more meaningful relationships with Aboriginal people and working in partnership with First Nations and Inuit people, as well as other partners, to identify ways to achieve healthy, sustainable and economically viable First Nations and Inuit communities.

### *What did we deliver in 2000–01?* ( Operational ( Collaborative )

#### **Commitment**

Reconciliation and Community Healing

#### **Historic treaties/specific claims**

- è Obtained Cabinet approval for a long-term strategy for the federal government to address the pressures arising from the Marshall decision and launched a tripartite negotiating process with the Miikmaq of Nova Scotia and the province of Nova Scotia to address both Aboriginal and treaty rights.
- è Enactment of the *Manitoba Claim Settlements Implementation Act* (Bill C-14), Part 2 fulfills part of the commitment to bring forward legislation for the three Prairie regions to facilitate claim settlement based reserve expansion. Drafts for similar legislation in Alberta and Saskatchewan are largely complete.
- è Settled seven specific claims totalling over \$160 million. In addition, four more settlements were reached pending ratification and two Agreements-in-Principle (AIPs) for settlements were reached.
- è Progress in discussions with First Nations with regard to the possible establishment of an Independent Claims Body to bring greater transparency and rigour to the resolution of specific claims.

#### **Residential schools**

- è Over 230 out-of-court settlements representing 445 claimants have been reached to date. However, a considerable volume of litigation is outstanding, at 4,244 cases representing 8,493 claimants, and the caseload continues to grow at some 140 new claimants a month.
- è An apology was delivered to the Nuu-chah-nulth people of British Columbia for Canada's role in the Indian Residential School system, to demonstrate Canada's commitment to reconciliation and healing. This apology will help create new relationships between the Nuu-chah-nulth and the Government of Canada based upon respect and partnership.

## Commitment

### Increased Public Awareness of Aboriginal Issues

- è Contributed to the creation of an Aboriginal web game on a major educational television network website which attracts over 500,000 visitors a month. A link from there to the Kids' Stop website helps young Canadians to learn more about First Nations and Inuit peoples ([http://www.ainc-inac.gc.ca/ks/english/4000\\_e.html](http://www.ainc-inac.gc.ca/ks/english/4000_e.html)).
- è Created a web-based status report on Specific Claims that allows Canadians to follow progress on settlements ([http://www.ainc-inac.gc.ca/ps/clm/pis\\_e.html](http://www.ainc-inac.gc.ca/ps/clm/pis_e.html)).
- è Access to the Land Registry is now accessible via the Internet (over 500 users signed in since December 18, 2000).
- è Kids' Stop, youth website promoting INAC's educational resources received positive feedback from young Canadians and teachers from across the country. Kids' Stop consistently ranks as one of the top locations on INAC's website, receiving over 10,000 visitors each month after less than a year in existence. The Kids' Stop e-mail addresses ([Learningcircle@inac.gc.ca](mailto:Learningcircle@inac.gc.ca) and [Cercleapprentissage@ainc.gc.ca](mailto:Cercleapprentissage@ainc.gc.ca)) received 273 messages in English and 100 messages in French, from June 21, 2000 to the end of March 2001.
- è Successfully reached over 10,000 elementary students in the National Capital Region through the School Visits pilot project.
- è Strengthened partnerships with Inuit Tapirisat of Canada and the Aboriginal Peoples Television Network, and established new ties with TV Ontario and TFO for initiatives that furthered INAC's mandate of raising awareness.
- è Supported public education programs on treaties and Aboriginal issues, delivered by the Office of the Treaty Commissioner in Saskatchewan, the Atlantic Policy Congress and the British Columbia Treaty Commission.
- è Raised public awareness of the 53 treaty negotiations in British Columbia. Multi-faceted outreach and consultation programs strengthened community relationships in urban and rural communities throughout the province.



## Commitment

### Stronger Working Relationships with Aboriginal People and Organizations

- è Assisted the ITC with various capacity-building and Inuit Action Plan activities through flexible transfer funding arrangements.

- ê Continued joint efforts with the ITC to develop and implement a mutually satisfactory Inuit Action Plan. Phase One of the Collaborative Process Project (an inventory of INAC programs accessible to Inuit) is complete.
- ê The Aboriginal Workforce Participation Initiative formed alliances with more than 100 Aboriginal Human Resource Development Associations as a source of qualified Aboriginal candidates for employment in corporate Canada.
- ê Worked in concert with other federal departments to maximize procurement opportunities under the Procurement Strategy for Aboriginal Business. In 2000, more than \$136 million of contracts were awarded to Aboriginal-owned firms by the Government of Canada in comparison to \$112 million the previous year.
- ê Developed policy/directives related to the registration of band mortgages and other ancillary activities, namely Power of Sale Proceedings, Quit Claim Deeds and Foreclosures.
- ê Worked with the Assembly of First Nations (AFN) and the Alberta Treaty 7 Chiefs on policy options relating to the administration of Indian moneys.
- ê Hosted a national gathering jointly with the AFN, of over 1,800 participants to continue work on the Joint Initiative on Lands and Trust Services (LTS). The gathering completed work on options related to a number of LTS business lines and provided recommendations.

## Commitment

### New Approaches to Federal, Provincial, Territorial Relations with First Nations and Inuit

- ê Developed regional partnering strategies within the Prairie provinces as a way to encourage effective partnerships for development.
- ê Funded approximately 240 negotiations by First Nations to access economic opportunities in the harvesting and managing of natural resources, and in securing benefits from major resource projects near reserves.
- ê Worked with other departments to support federal, provincial and territorial Ministers responsible for Aboriginal Affairs and National Aboriginal leaders. Continued work on joint priority setting, sharing of information and best practices, and identification of solutions.
- ê Worked with other federal departments on a comprehensive analysis of the mobility provisions of federal programs for a federal government report on mobility that was shared with the signatories of the Social Union Framework Agreement (SUFA).
- ê Participated in an interdepartmental project led by the Treasury Board Secretariat to pilot enhanced reporting of accountability practices consistent with the principles of the SUFA (see [http://www.tbs-sct.gc.ca/rma/account/sufa\\_e.asp](http://www.tbs-sct.gc.ca/rma/account/sufa_e.asp)).
- ê Through 50 AWPI workshops, built capacity among federal, provincial and private sector employers to recruit, promote and retain Aboriginal employees.
- ê AWPI actively promoted innovative Aboriginal employment practices. For example, AWPI worked with the Alberta Chamber of Commerce to sponsor the INAC/AWPI "Aboriginal Relations Best Practice Award of Distinction" presented to Flint Energy Services. This award promotes public awareness of Aboriginal employment issues.

## ***How do these results contribute to the department's strategic outcomes?***

Renewed partnerships provide the foundation necessary for moving forward on strengthening Aboriginal governance, developing a new fiscal relationship, and ultimately supporting strong people, communities and economies. Addressing relationship issues in tandem with quality-of-life issues provides the greatest chance of success.

Improved relationships with First Nations and Inuit, together with the active engagement of other partners, help create a climate favourable to investment and help reduce disparities in social and economic conditions. They also support the transition to self-government and the negotiation of agreements.

Specific claims settlements enable First Nations and Canada to resolve longstanding grievances in a manner that is non-litigious and mutually respectful. They increase trust and cooperation and provide resources which benefit First Nations and their neighbouring non-Aboriginal communities.

Partnerships with First Nations, Inuit and Northerners, in cooperation with other federal departments, provincial and territorial governments and the private sector, help build a better future for all Canadians.

## ***What are the risks associated with not delivering on this priority?***

Renewed partnerships are essential for progress on delivering INAC's mandate. Addressing issues related to reconciliation and community helps to avoid litigation and to resolve issues in a more timely, constructive and less adversarial manner.

Increased public awareness of Aboriginal issues is key to creating a supportive environment for policy and program initiatives. In some instances, a lack of understanding can impede the settlement of claims and the resolution of past grievances.

Finally, stronger working relationships with key partners, including First Nations and Inuit people, Aboriginal organizations, and provinces and territories, are needed to ensure that our policies and programs effectively respond to their needs and priorities.

Reconciliation of historic grievances is an important part of the healing process between Canada and First Nations. Failure to settle claims may undermine efforts to build future arrangements between Canada and First Nations based on a strengthened relationship. Failure to resolve outstanding claims results in continuing liability and/or costly litigation.

### **Areas for Improvement**

Early experience with the Regional Partnering Strategy (RPS) has shown there are still considerable hurdles to overcome to achieve horizontal cooperation within the federal system. Limits within individual departments (authorities, mandates and answering relationships) can hamper our ability to respond to issues where responsibilities overlap departments.

## Strengthened Aboriginal Governance (\$906 million in 2000–01)

### *What did we promise to achieve?*

We are committed to strengthened Aboriginal governments that are stable, legitimate, culturally appropriate and accountable to their people; have an effective public service and institutions; have functional government-to-government relationships; and have the power, resources and economic base to solve problems locally and provide programs and services comparable to those received by other Canadians.

### *What did we deliver in 2000–01?* ( ð Operational ð Collaborative )

#### Commitment

Self-Government and Claims Agreements

#### *Self-government*

- ð Canada, Manitoba and Sioux Valley Dakota Nation signed their Self-Government Comprehensive Agreement-in-Principle and the Tripartite Agreement-in-Principle. Refer to [http://www.ainc-inac.gc.ca/pr/agr/sv/svcaip\\_e.html](http://www.ainc-inac.gc.ca/pr/agr/sv/svcaip_e.html).
- ð Canada, Saskatchewan, Meadow Lake Tribal Council and the Meadow Lake First Nations signed their Self-Government Comprehensive Agreement-in-Principle and the Tripartite Agreement-in-Principle. Refer to [http://www.ainc-inac.gc.ca/pr/agr/ml/mlcaip\\_e.html](http://www.ainc-inac.gc.ca/pr/agr/ml/mlcaip_e.html), [http://www.ainc-inac.gc.ca/pr/agr/ml/mltaip\\_e.html](http://www.ainc-inac.gc.ca/pr/agr/ml/mltaip_e.html).
- ð Canada and Westbank First Nation initiated their Self-Government Final Agreement on July 6, 2000.
- ð Canada, Saskatchewan and the Federation of Saskatchewan Indian Nations signed the Common Table Process Framework Agreement on May 27, 2000.
- ð On March 31, 2001, the Nunavik Commission tabled its report, *Amiqqaaluta – Let Us Share – Mapping the Road Toward a Government for Nunavik*. The report is available at [http://www.ainc-inac.gc.ca/pr/agr/nunavik/lus\\_e.ht](http://www.ainc-inac.gc.ca/pr/agr/nunavik/lus_e.ht)
- ð Canada and the Mohawks of Kanesatake signed a land governance agreement on December 21, 2000. Refer to [http://www.ainc.gc.ca/nr/prs/m-a2000/00146\\_agr\\_e.pdf](http://www.ainc.gc.ca/nr/prs/m-a2000/00146_agr_e.pdf).

#### **Stages of Negotiation**

Settling a self-government agreement or comprehensive claim is a long and detailed process. It takes time because it is important to get it right. Agreements are solemn and legally binding documents that may or may not be protected by the Constitution of Canada. Once a claim or self-government proposal is accepted by the Minister of Indian Affairs and Northern Development, the parties will negotiate the following:

- ✓ **Framework Agreement:** This is the result of the first stage of negotiations, when the governments involved and the Aboriginal group agree on which issues are important. At this point, the parties usually set deadlines for reaching an agreement-in-principle.
- ✓ **Agreement-in-Principle:** This is the deal-making stage. The parties negotiate the issues that were set out in the framework agreement. It is usually the longest period of negotiation. The agreement-in-principle (AIP) should contain all the features of the eventual settlement.
- ✓ **Final Agreement:** Final agreements, accompanied by implementation plans and financial arrangements, require the approval of the federal government and provincial/territorial government and must be formally ratified by the parties to the agreements.

After the final agreement is signed and brought into force, the process of implementation begins, marking the start of a new and enduring relationship among the parties to the agreement.

### **Claims**

- è Legislation was proclaimed bringing the Nisga'a Final Agreement into effect. This is the first modern treaty in B.C. and the first treaty in Canada to incorporate both a land claim and constitutionally protected self-government provisions. Refer to [http://www.ainc-inac.gc.ca/pr/agr/nsga/nisdex\\_e.html](http://www.ainc-inac.gc.ca/pr/agr/nsga/nisdex_e.html).
- è 87 of 177 proposals were approved for funding under the Negotiations Preparedness/Capacity Initiative. This initiative was created to enhance the capacity and expertise of Aboriginal groups to prepare for negotiations on the land and resources components of comprehensive land claims settlements.
- è Signed framework agreements with the Deh Cho First Nations in the Northwest Territories; the Katzie Indian Band in British Columbia, each of the five First Nations belonging to the Winalagalis Treaty Group in British Columbia and the Akaitcho Dene First Nation in the Northwest Territories.
- è AIPs were initialled by the Chief Negotiators of the governments of Canada and British Columbia with the Chief Negotiators of the Nuu-chah-nulth Tribal Council and the Sliammon First Nation.
- è The principals to the tripartite negotiation process (B.C., Canada and the First Nations Summit) made progress on critical issues by jointly endorsing a "Statement on Certainty Principles for Treaty Negotiations in British Columbia" and a "Statement on Interim Measures Principles for Treaty Negotiations in British Columbia."
- è Implemented 44 out of 75 Treaty Related Measures (TRMs) with First Nations in British Columbia projected over the next three years. TRMs are used as strategic tools to facilitate negotiations and to deal with issues that may be reflected in future treaty arrangements.
- è The governments of Canada and British Columbia and the Westbank First Nation signed a Tripartite Political Accord on Treaty Negotiations. The signing sets the stage for a return to the treaty table for the three parties.

### **Commitment**

#### Governance Capacity-Building Initiatives

- è Funded 23 First Nations proposals across the country to address communication needs, governance modelling and capacity building for the transition to self-government.

## Commitment

### Devolved Federal Responsibilities

- è Four of the 14 signatory First Nations are now working under the *First Nations Land Management Act*.
- è Completed new draft of the Additions to Reserve Policy.
- è The National Aboriginal Land Managers Association delivered land management training to First Nations.
- è Made the *Manual for the Administration of Band Moneys* available on the Internet.

### ***How do these results contribute to the department's strategic outcomes?***

Settling claims and promoting self-government benefits Aboriginal people and all Canadians by providing Aboriginal communities with the authorities, resources and economic base necessary to improve socio-economic conditions and decrease social dependency. Claims settlements remove uncertainty regarding title to land and access to resources, which in turn facilitate business transactions and support economic development. Self-government agreements ensure that Aboriginal communities have stable, legitimate, culturally appropriate and accountable governments that have the capacity to promote economic well-being and provide the quality of life and standards of service most other Canadians enjoy.

Professional development initiatives enhance First Nations governance and accountability, through partnerships with other public or private sector interests, and create an environment suitable to long-term sustainable development.

First Nations require the tools to exercise effective and accountable governance and to engage in sustainable economic growth and development. In turn, political and fiscal stability enable First Nations to move effectively into self-government negotiations.

Initiatives such as the *First Nations Land Management Act*, comprehensive claims negotiations and the professional development program contribute significantly to the Sustainable Development Strategy's commitment to increase the involvement of First Nations in the management of natural resources and establish effective and culturally appropriate environmental regulatory regimes.

## ***What are the risks associated with not delivering on this priority?***

The economic and social costs of not delivering on this priority are high. Failure to settle comprehensive land claims or modern-day treaties results in increased legal costs to settle issues in court, lost opportunities for the development of land and resources, loss of possible investors and lost opportunities for Aboriginal groups to assume their rightful place as equal and active citizens of Canada.

The absence of modern-day treaties hinders economic and resource development. Knowing who owns or may use an area's lands and resources provides a more secure climate for investment and economic development.

Self-government provides Aboriginal groups with the power to govern themselves and assume greater responsibility and control over decision making that affects their communities. It also establishes stable political relationships for more sustainable governance arrangements within the Canadian federal system, and in harmony with other governments.

Treaties and self-government contribute to self-sufficiency and jobs for Aboriginal people, bringing a better quality of life and hope for the future for Aboriginal communities.

### **Areas for Improvement**

Although we continue to make progress in the negotiation of comprehensive claims and self-government agreements, the pace of settlements is occurring slower than expected. The negotiation of these agreements is a long and complex process that is sensitive to many external factors including, among others, changes to the political landscape of the parties.



## New Fiscal Relationship (\$9 million in 2000–01)

### *What did we promise to achieve?*

We are committed to helping to create effective intergovernmental relations, including fiscal relationships through: First Nations and Inuit governments that have institutional and human resource capacities for managing new fiscal arrangements; fiscal arrangement mechanisms that are transparent, stable and predictable, and support the generation of own-source revenues; and accountability of First Nations and Inuit governments to their members, as well as appropriate intergovernmental accountabilities.

### *What did we deliver in 2000–01?* ( ÷ Operational ÷ Collaborative )

#### **Commitment**

Effective Fiscal Relationships Including New Fiscal Arrangements Models and Practical Examples

- ÷ Participated in the First Nations/Federal Data and Statistics Technical Working Group to develop a proposal on a First Nations Statistical Institute as part of the National Table on Fiscal Relations.
- ÷ Revised and further developed guidelines for self-government negotiators on financing and accountability.
- ÷ Developed basis of federal policy on own-source revenues.
- ÷ Provided advice on institutional development to the National Table on Fiscal Relations.
- ÷ 25 First Nations entered into Canada/First Nations Funding Agreement, which enables funding from participating federal departments to be consolidated into a single agreement.
- ÷ Completed the renewal of the Yukon Self-Government Financial Transfer Agreements, the first agreements in the Yukon to take into account the ability of the Yukon First Nations to generate own-source revenues.
- ÷ Created a policy proposal, in collaboration with the AFN, to create four mutually supportive First Nations institutions to strengthen the First Nations real property tax system, to enable First Nations to have better access to long-term capital market borrowing, and to strengthen financial and statistical management.

## Commitment

### Strengthened Fiscal Accountability

- è Virtually all (97%) of Accountability and Management Assessments have been completed. The majority of Management Development Plans are in place and being actively monitored.
- è Implemented the department's intervention policy in January 2001; additional policy work to improve the effectiveness of the remedial management process will lead to improvements in fiscal year 2001–02.
- è *Gathering Strength* capacity-building funds were used to work with First Nations, particularly with the Alberta Chiefs Accountability Initiative, to develop financial management codes.
- è 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 2). Furthermore, these audits are prepared and disclosed to both band members and the federal government.
- è 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, 2001, 77 percent of audits (700 of 910 audits) required no further follow-up. Where an audit indicated a problem such as excess indebtedness (First Nations use debt primarily for housing and economic development purposes), an intervention is required. Based on the severity of the problem, INAC applies three levels of intervention that progress from recipient-managed plans, to co-managed, to those managed by a third party (see Figure 3).
- è INAC's management of allegations and complaints involving First Nations continues to evolve. Dealing effectively with issues raised in the allegations and complaints process supports sound First Nations governance. In 2000–01, INAC received 69 allegations (criminal wrongdoing) and 286 complaints (non-criminal concerns). For allegations received, INAC's policy requires informal consultation with, and/or referral to, the appropriate policing authorities. For complaints received, the department's role is to try to facilitate a resolution, working with First Nations where possible, and always maintaining confidentiality within the process.

Figure 2

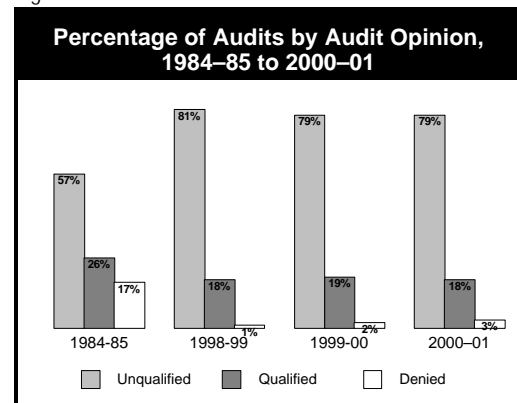
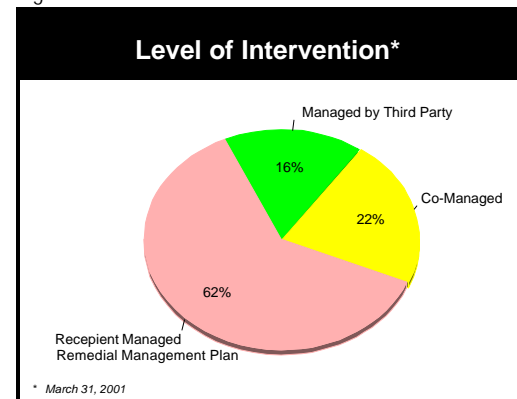


Figure 3



## Commitment

### Financial Skills and Capacity in First Nations

- è Completed research on the fit between local government standards and First Nations' operating requirements.
- è The new Certified Aboriginal Financial Managers (CAFM) program is now offered nationally.
- è The first 100 CAFM designations were certified.
- è Assisted First Nations in acquiring skill sets required to meet criteria for financial reporting, audits and management assessments.
- è Regional INAC professional development funding enables First Nations and Inuit communities to identify needs and fund capacity-building projects.

### ***How do these results contribute to the department's strategic outcomes?***

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

### ***What are the risks associated with not delivering on this priority?***

The proposed First Nations fiscal institutions are essential to enhance financial management and governance capacity, create economic benefits and continue negotiation and implementation of self-government agreements. Without this fundamental infrastructure in place, Canada risks losing the trust that has been built up with First Nations in the area of fiscal responsibility.

#### **Areas for Improvement**

Timely receipt of annual audits has continued to be a concern for the department. First Nations know that their long-term interests are best served by taking firm control of their finances and continuing to improve their management and accountability practices. Through *Gathering Strength*, the department is working in partnership with Aboriginal people to strengthen governance and to build capacity for improved community management and fiscal relations. Due to the growing complexity of First Nations operations, an extra month has been provided for preparation of audited financial statements, which means that effective fiscal year 2000–01 audits will be due 120 days after fiscal year end. Where a financial audit indicates an indebtedness situation, the department assesses whether an intervention is required and will apply, where required, an intervention plan tailored to the cause and severity of the problem.

## Strong Communities, People and Economies (\$3,465 million in 2000–01)

### *What did we promise to achieve?*

We are committed to a quality of life for First Nations and Inuit comparable to that of neighbouring communities and to increased self-sufficiency through improved access to economic opportunities. Partnerships between First Nations and Inuit and the private sector, non-governmental organizations and other governments are essential to achieve this goal.

### *What did we deliver in 2000–01?* ( ÷ Operational ÷ Collaborative )

#### **Commitment**

##### Strengthened Economic Development

- ÷ The number of province- or territory-wide Aboriginal business/government economic partnerships has increased from 12 in 1999–2000 to 24 in 2000–01 through the Resource Partnerships Program and the Regional Partnership Fund.
- ÷ A longstanding obstacle to access capital which was overcome through the Aboriginal Contract Guarantee Instrument provides First Nations contractors and businesses with guarantees equivalent to mainstream surety products.
- ÷ Equity-based programming assisted in the creation or expansion of 196 businesses.
- ÷ Economic development programming helped create 1,532 jobs, including indirect, direct, part-time and full-time job creation.

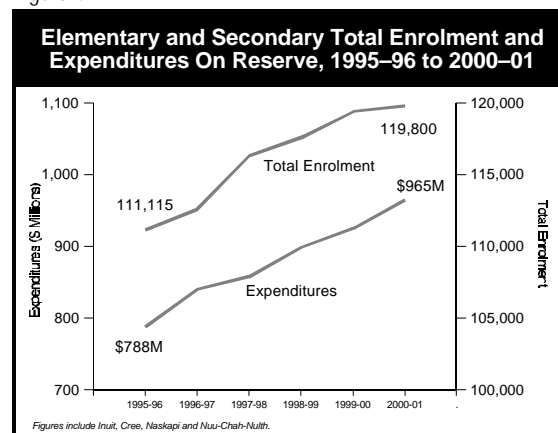
#### **Commitment**

##### Increased Self-Sufficiency

### *Improved education programming and achievement*

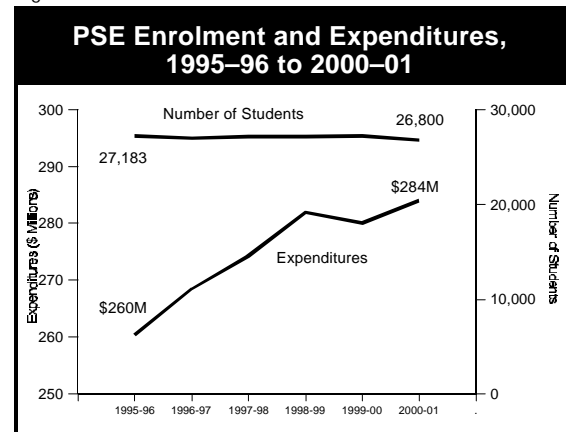
- ÷ In 2000–01, the number of First Nations students on-reserve attending elementary and secondary schools rose to 119,800, 87 percent of the relevant population (see Figure 4). Of these, 61 percent attended band-managed schools on reserve.

Figure 4



- ê Investments in post-secondary education have increased from \$260 million in 1995–96 to \$284 million in 2000–01 (see Figure 5). Enrolment of First Nations students has risen from 250 in 1968–69, to 27,183 in 1995–96, and to approximately 26,800 in 2000–01. Employment-population ratios for on-reserve Status Indians are substantially higher for post-secondary graduates (64 percent) than for high school graduates (45 percent).
- ê Supported establishment of the National Association of Indigenous Institutes of Higher Learning, representing Aboriginal post-secondary institutes across Canada.

Figure 5



### ***Initiatives to increase self-reliance***

- è INAC supplies funding for First Nations to deliver social assistance programs and services to community members. These programs provide approximately 151,000 beneficiaries per month with the means to meet basic needs such as food, clothing and shelter according to standards similar to those of provincial governments.
- è Continued support of Department of Justice's Aboriginal Justice Strategy.
- è As partners in the Income Security Reform initiative, INAC, the AFN and First Nations have gathered feedback from demonstration projects to identify issues and make recommendations for the joint development of a draft national policy framework on social assistance. A redesigned national policy framework will in the future offer First Nations across the country new ways of supporting self-reliance in their communities through the social assistance program. As of March 2001, First Nations communities, tribal councils and other First Nations organizations across the country were engaged in over 245 demonstration projects, compared to 148 in 1998–99 and 176 in 1999–00. Demonstration projects have enabled First Nations to test innovative approaches to changing on-reserve social assistance programs. Refer to [http://www.ainc-inac.gc.ca/ps/isr/index\\_e.html](http://www.ainc-inac.gc.ca/ps/isr/index_e.html).

### ***Enhanced support for children and youth***

- è \$55 million was re-invested in more than 500 National Child Benefit programs involving approximately 45,600 families and 83,000 children.
- è The *First Nations National Child Benefit Progress Report 2000* was released in April 2001. See [http://www.ainc-inac.gc.ca/pe-cp/111\\_e.html](http://www.ainc-inac.gc.ca/pe-cp/111_e.html).
- è Over 24,000 participants accessed the First Nations and Inuit Youth Employment Strategy. The annual progress report is available at [http://www.ainc-inac.gc.ca/ps/ys/rep/index\\_e.html](http://www.ainc-inac.gc.ca/ps/ys/rep/index_e.html).
- è The first phase of the National Policy Review of First Nations' Child and Family Services was completed.

## Commitment

### Improved Health and Safety

#### **Improvements in housing conditions**

- ê The number of adequate housing units (housing units that do not require any minor or major renovations or replacement) was 50,169 or 55.8 percent of the total (see Figure 6).
- ê The total number of housing units increased by 1,412 to 89,897 houses towards the target number of 92,000 by 2003.
- ê In 2000–01, an additional 94 First Nations submitted community-based housing proposals (compared to the planned target of 50 First Nations).
- ê A mold information tool-kit was published and a training program on indoor air quality and prevention of mold contamination was developed and delivered to First Nations technicians. INAC, Health Canada, the Canada Mortgage and Housing Corporation and the AFN worked in partnership to develop these materials.

#### **Improvements in water and sewer services**

- ê In 2000-01, 98 percent of houses had water delivery and 94 percent had sewage disposal systems, up from 96 percent and 90 percent respectively in 1995-96 (see Figure 7).

Figure 6

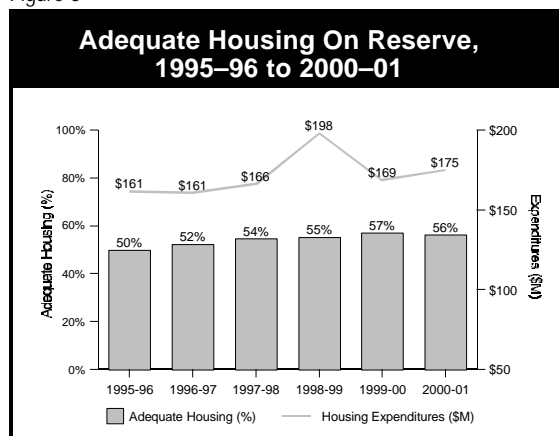
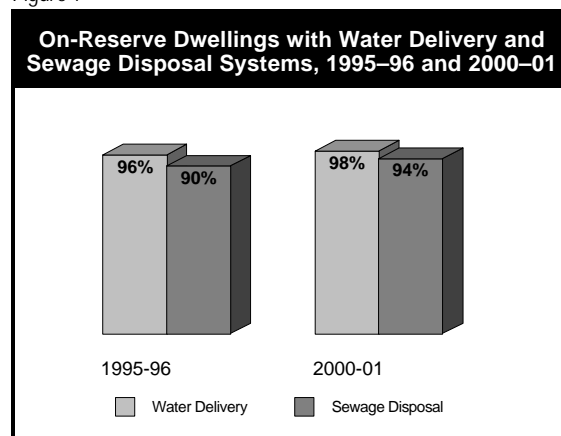


Figure 7



#### **How do these results contribute to the department's strategic outcomes?**

Investments in strong communities, people and economies reduce health and other social costs, and contribute to the health and well-being of on-reserve populations. They also benefit the broader Canadian economy through economic development projects that indirectly benefit neighbouring communities and increase regional economic stability and growth. Institutional development also fosters the capacity of First Nations communities to implement self-reliance initiatives, governance and accountability.

## *What are the risks associated with not delivering on this priority?*

Strong communities, people and economies are essential to reduce the significant disparities that exist between First Nations and Inuit and other Canadians. Unacceptable housing and health conditions, social dependency, and poor educational achievement are barriers that limit the ability of First Nations and Inuit to participate in all aspects of the broader Canadian society. Despondent, despairing and marginalized First Nations and Inuit, individually and collectively, weaken the social, political and economic fabric of Canada.



### **Areas for Improvement**

**Community-Based Education reform:** The interest, innovation and creativity demonstrated in the 390 education reform projects supported by \$40 million in funding for 2000–01 reinforces the relevance of community-based education reform. Four broad themes (education management and governance, improved classroom instruction, parental involvement, and school-to-work transitions) were developed in partnership with the AFN Chiefs Committee on Education.

**Measures to improve water quality:** The Walkerton tragedy provided a wake-up call to all jurisdictions regarding the need to ensure the safety of water supply. Initial measures were undertaken in 2000–01 to increase funding and training to test water quality on reserves.

# Northern Affairs Program

## *Strategic Outcome*

To provide Canadians with 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.

## *How much did it cost?*

Planned Spending	\$158,942,900
<i>Total Authorities</i>	<i>\$206,290,899</i>
<b>2000–01 Actuals</b>	<b>\$198,866,806</b>

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**Explanation of Variance**

The variance of approximately \$47 million between planned spending and total authorities is primarily attributable to the following major items: contributions for environmental initiatives/waste management and contaminants program (\$13 million); Northern Air Stage Parcel Service (\$9 million) and \$23 million for operating costs for major undertakings including emergency environmental initiatives in the Yukon and Northwest Territories, Nunavut implementation, oil and gas exploration and development, and increases in mining activity.

The variance of approximately \$7 million between total authorities and actual spending is primarily attributable to the carry forward to future years of funding for operating resources.



## ***Context: Challenges and Opportunities***

A number of factors affect the department's performance accomplishments:

### **Global Circle** (i.e., broad communities of interest)

- investments in natural resources are influenced by instability of world prices, status of land claims, decisions of northern governments and Northerners, efficiency of regulatory frameworks, assumption of new decision-making powers over land and resource management by tripartite boards and northern governments;
- international pressures for new sources of oil and gas;
- investments in diamond mine exploration and development in the Northwest Territories and Nunavut;
- failure of large mining operations resulted in INAC's unplanned involvement in environmental protection and management of abandoned mines;
- geographic barriers; i.e., isolated communities, severe climate, climate change, fragile environments, high cost of doing business and gaps in basic infrastructure;
- variability in skills and capacities at the government, community and individual levels.

### **Collaborative Circle** (i.e., people/groups in direct contact with INAC operations)

- complexities associated with preparing the North to meet the challenges and opportunities of resource exploration and development;
- difficulties of obtaining greater resources for economic development and ensuring adequate delivery of programs and services;
- need to build stronger working relationships and coordinate pan-northern solutions to climate change and other environmental and socio-economic influences.

### **Operational Circle** (i.e., INAC's operational activities)

- challenges associated with addressing key policy gaps, replacing outdated policy and closing legislative gaps; e.g., draft legislation for Nunavut Waters and Surface Rights;
- complexities associated with the management, coordination, and communication of various initiatives such as pipeline preparedness, federal northern sustainable development strategy, promoting circumpolar initiatives through the new Northern Dimension of Canada's Foreign Policy (NDFP), and the Northern Contaminants Program;
- supporting the evolution of northern governments through devolution and land claim activities.

## ***What did we promise to achieve?***

We are committed to increasing the capacity of all Northerners to manage their own political, resource, economic and social affairs. Through its Northern Affairs Program (NAP), INAC is committed to working in partnership with Aboriginal peoples, territorial governments and other Northerners to facilitate the evolution of strong northern governments, economies, communities and people.

## **What did we deliver in 2000–01?** ( ÷ Operational ê Collaborative )

### **Commitment**

Strengthening Northern Governance

#### ***Establishing new government-to-government processes***

##### Nunavut

- ÷ Established the Nunavut Senior Officials Working Group (Government of Nunavut, Nunavut Tunngavik Inc. and INAC) to identify common priorities and make joint decisions on matters of territory-wide importance.
- ÷ Created a Shared Management Agenda with the Government of Nunavut that defines federal/territorial interests in resource management.
- ÷ Established the Nunavut Federal Council to ensure better informed and better coordinated action by federal departments.

##### Northwest Territories

- ÷ Established a common agenda and priorities at an intergovernmental forum (Government of the Northwest Territories, Aboriginal Summit and INAC) in May 2000.
- ÷ Developed objectives, principles and process for devolution and resource revenue sharing, and strengthened a coordinated approach to economic development interests through working groups with the Aboriginal Summit and the Government of the Northwest Territories.

#### ***Completion of a comprehensive devolution agreement with the Yukon government***

- ÷ Completed Devolution Transfer Agreement and draft implementing legislation, ready for consideration by the parties.

### **Commitment**

A Healthy Human and Natural Environment

#### ***Continued protection of the Arctic environment and renewable resources***

- ÷ Published key documents including, *Synopsis of Research Conducted under the Northern Contaminants Program in 1999–2000*, *Summary of Northern Contaminants Program Projects for 2000–2001*, and *Northern Science and Technology in Canada — Federal Framework and Research Plan*.
- ÷ Prepared draft policy on contaminated sites.
- ÷ Completed remediation at Discovery Tailings (\$1.5 million), continued three site remediations in various stages of completion (\$9.8 million) and performed ongoing monitoring at four more sites (\$0.2 million).
- ÷ Conducted legal analysis of jurisdiction surrounding offshore mineral rights.
- ÷ Effected the Department of Fisheries and Oceans' Management Strategy under the new *Oceans Act*.
- ÷ Established a regional Contaminants Committee to coordinate the Northern Contaminants Program in Nunavut, with the Government of Nunavut.

- ê Completed West Kitikmeot Slave Study (WKSS) involving 24 research projects over a five-year period. Results have been used to assess development proposals, to establish baseline data for impact studies and monitoring, and to evaluate potential protected areas.
- ê North Yukon Land Use Planning Commission was appointed and planning commenced. Keewatin and North Baffin Land Use Plans were approved by federal Cabinet, and five other plans are in preparation in Nunavut and the Northwest Territories.

***Implementation of a northern sustainable development strategy***

- ê An interdepartmental team is preparing a draft federal Sustainable Development Strategy for the North.

***Managing Northern Air Stage (Food Mail) Program***

- ê Accommodated an 11 percent increase in the volume of shipments of nutritious perishable food and other essential items to isolated communities while maintaining existing postage rates.

**Commitment**

Sustainable Utilization of Northern Natural Resources

***Completion of claims-related resource management legislation***

- è Established Mackenzie Valley Land and Water Board pursuant to Part 4 of the *Mackenzie Valley Resource Management Act* (proclaimed April 2000). The new board brings all five regions of the Mackenzie Valley into one consistent regulatory and enforcement regime.
- è Finalized the *Nunavut Waters and Nunavut Surface Rights Tribunal Act*, with introduction planned for the Fall 2001 session of Parliament. Once enacted, the bill will provide a statutory base for regulatory decisions of the current water board and will establish the ground rules for settling disputes about access and compensation between land owners and exploration ventures.

***Effective natural resource legislation, regulations and policies***

- è Approved discussion paper on Yukon Mine Development, Production and Reclamation Regulations, for consultation. Mining Land Use triggers were added to the *Canadian Environmental Assessment Act* Law List.
- è Completed Yukon Blue Book review of regulatory procedures and implemented recommendations.
- è Drafted Northwest Territories Mine Reclamation Policy and began public consultations.
- è In Nunavut, developed an Internet application, PLANNER, to allow online applications for access, land use permits, water licences and quarry and storage permits.
- è Developed regulatory guides for oil and gas activities covering the southern Northwest Territories and the Mackenzie Delta as a first step in regulatory review.
- è Drafted proposed *Yukon Environmental and Socio-economic Assessment Act* and distributed it throughout the Yukon and Mackenzie Delta for public consultations.
- è Yukon Water Board assumed responsibility for Class 4 screenings under the Yukon Placer Mining Land Use Regulations.

### ***Facilitating resource development activity***

- è Diavik Diamond Mines received all necessary permits and began construction.
- è Effected the production start-up of three gas fields in April/May 2000 by completing environmental reviews and securing Ministerial approval of benefits plans.
- è For the first time in ten years, exploration lands were offered to industry in the high Arctic islands with the full support of Nunavut Tunngavik Inc. (NTI) and the Government of Nunavut.
- è Issued nine new exploration licences in the Mackenzie Delta/Beaufort Sea region and six new exploration licences in the central Mackenzie Valley pursuant to successful bids totalling \$467 million and \$57.5 million in work expenditures respectively.
- è With Environment Canada as co-lead, continued development of a Cumulative Effects Assessment and Management Framework (CEAMF) in the Northwest Territories with the full participation of stakeholders.
- è The Yukon and Northwest Territories initialled a transboundary water agreement in collaboration with INAC.
- è The tenth annual report on Aboriginal Mining was produced and published by the Aboriginal Participation in Mining Sub-Committee of the Intergovernmental Working Group on the Minerals Industry. The report is a collaboration between INAC and the mining departments of British Columbia, Alberta and Saskatchewan.
- è Established federal coordinating committee on northern energy to respond to northern pipeline development and advised the Ministerial Reference Group on Energy.
- è Created Industry-Government Overview Committee (IGOC) to examine issues related to the northern operating environment for mining.

## **Commitment**

### **Fostering Circumpolar Cooperation**

### ***Promoting strong international Arctic relationships***

- è The United Nations Environment Programme (UNEP) initiated an assessment that will be tabled at the Governing Council for UNEP in the Spring of 2003 due to INAC advice on the need for global assessment of mercury at the Arctic Council Meeting in Barrow, Alaska. See <http://www.unep.org> and <http://amap.no/news/abs-ws-hm.doc>.
- è The Yukon Association of Municipalities and the City of Dawson signed a cooperation agreement with two municipalities of the Komi Republic]. Recommended developing a network of circumpolar municipalities consistent with the Habitat Agenda. See <http://esd.inac.gc.ca/nin/>.
- è Sponsored and coordinated the Chambers of Commerce Seminar Series on Business Opportunities in Canada and Russia March 2001 in Toronto in association with the Prospectors and Developers Association of Canada Annual Mining Conference. The series included the participation of the Department of Foreign Affairs and International Trade, Natural Resources Canada, the Canada Russia Business Forum (Canadian NGO) and Russian and Canadian Chambers of Commerce. It recommended developing a Circumpolar Chamber of Commerce to be actioned by the Arctic and North Working Group of the Canada-Russia Intergovernmental Economic Commission ([http://www.canada-russia.com/Events/2000/IEC\\_2000.PDF](http://www.canada-russia.com/Events/2000/IEC_2000.PDF)).

- è Collaborated with federal departments and territorial governments in developing Canada's proposal for a sustainable development framework for Arctic Council activities and projects, as well as Rules of Procedure and Terms of Reference for a Sustainable Development Working Group Program for acceptance by senior Arctic officials at Rovaniemi, Finland in June 2001. See [http://www.arctic-council.org/sao\\_roi2/index.asp](http://www.arctic-council.org/sao_roi2/index.asp).
- è Achieved Arctic Council endorsement of a proposal to have an Arctic voice at the World Summit on Sustainable Development to be held in 2002 in Johannesburg, South Africa. The summit will be hosted by the United Nations Commission for Sustainable Development. The key messages will identify the disproportionate human and environmental impact of unsustainable development on the Arctic, whether that development occurs in the Arctic or the rest of the world, and recommend actions. See <http://johannesburgsummit.org/default.htm>.
- è Achieved Arctic Council endorsement to make capacity building an integral part of all Arctic Council activities. Began planning for the Capacity Building Workshop to be held November 2001 in Helsinki, Finland. See <http://www.arctic-council.org/events.asp>.
- è Completed internship pilot projects to give international work opportunities to four youths. Led the development of *Future of Children and Youth of the Arctic* Work Plan 2000–02 under the auspices of the Arctic Council, to engage northern young people in activities that contribute to sustainable livelihoods. See <http://esd.inac.gc.ca/nin/>.
- è Participated in Barrow Ministerial Meeting, October 2000, which welcomed the Arctic Athabaskan Council and the Gwich'in Council International as permanent participants. See <http://www.arctic-council.org/participants.asp>.
- è Initiated and chaired the Expert Group on Persistent Organic Pollutants (POPs) under the Convention on Long-Range Transboundary Air Pollution to consider proposals to add new pollutants to the Convention list to protect the Arctic environment. See <http://www.unece.org/env/lrtap>, especially the pages on the 1998 Aarhus Protocol on POPs.

### ***How do these results contribute to the department's strategic outcomes?***

Efforts to settle land claims, to create an efficient and stable regulatory regime, and to work with Northerners, territorial governments and the private sector are having a direct impact on jobs and growth throughout the North. Ensuring that economic development does not compromise future generations is at the core of INAC's sustainable development efforts in the North.

The devolution of responsibilities for land and resource management will result in stronger, more self-reliant territories. Northern Aboriginal people have become full partners in the development and implementation of resource management boards and agencies. Finally, Northerners will increase their participation in circumpolar affairs, have a direct impact on transboundary issues, and develop and exchange "best practices" on sustainable development with residents of other Arctic states.

INAC's collaboration with Environment Canada and the Department of Foreign Affairs and International Trade has ensured that Canada promotes strong international Arctic relationships, is a leader in the Arctic Council and meets its bilateral obligations (including the Canada-Russia Agreement on Cooperation in the Arctic and the North). Through participation in all five of the Arctic Council working groups, INAC has been instrumental in key international agreements and protocols to monitor and enforce the reduction of transboundary Arctic contaminants (e.g., POPs Global Convention), to expedite hazardous waste remediation (e.g., Arctic Shoreline Cleanup Assessment Technology with the United States) and to protect the Arctic environment.

## ***What are the risks associated with not delivering on this priority?***

Northerners, both Aboriginal and non-Aboriginal, are receptive to development provided they participate in decision-making, share in the benefits and are confident that such activities can be carried out in a sustainable manner. Without concerted efforts in the North, we risk compromising the territories' ability to control their own destinies and develop the potential of the North for the benefit of Northerners and all Canadians.

### **Areas for Improvement**

Some important projects were delayed by the difficulty of reconciling diverse interests in the North and the requirement for extensive consultation. Examples of some high-profile issues affecting a wide range of stakeholders include the Yukon devolution, the *Yukon Development Assessment Bill*, mine reclamation policy for the Northwest Territories, and the Nahanni Park extension.

Collaboration with the territorial governments, development of northern resource boards, consultative processes and participation of northern stakeholders are all necessary to the health and well-being of Northerners and the northern environment. Failure to meet circumpolar objectives will result in increased Arctic environmental degradation and decrease the quality of life in the Canadian north and in Canada overall. In addition, failure to learn from "best practices" in the sustainable development of other northern jurisdictions would increase the human and financial cost of learning these lessons independently.

# Canadian Polar Commission

## *Strategic Outcome*

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

### *How much did it cost?*

Planned Spending	\$950,000
<i>Total Authorities</i>	<i>\$1,002,200</i>
<b>2000–01 Actuals</b>	<b>\$980,080</b>
<hr/>	
<b>Explanation of Variance</b>	
The variance of \$52,200 between planned spending and total authorities is primarily attributable to the carry forward from 1999–2000 of funding for operating resources. The variance of \$22,120 between actual spending and total authorities is mainly attributable to the carry forward to future years of funding for operating resources.	

### *Context: Challenges and Opportunities*

A number of environmental factors affect the department's performance accomplishments:

#### **Global Circle** (i.e., broad communities of interest)

- the research community is diverse and dispersed, with research institutes supporting a broad range of activities;
- S** different priorities accorded to polar initiatives by members;
- uncertainty surrounding government's commitment to polar research;
- need for improved collaboration and communication between public and private sector research communities.

#### **Collaborative Circle** (i.e., people/groups in direct contact with CPC's operations)

- significant gaps in research capacity and infrastructure;
- need to rejuvenate the polar research community.

#### **Operational Circle** (i.e., CPC's operational activities)

- complexities associated with communicating polar science to Canadians, identifying new partnerships for the development of polar information resources, facilitating bilateral and multilateral research activities, and strengthening Canada's presence in international organizations.

## ***What did we promise to achieve?***

The Commission is Canada's primary point of contact with the circumpolar scientific community. It is Canada's adhering body to the International Arctic Science Committee and the Scientific Committee on Antarctic Research and maintains liaisons with research organizations throughout the circumpolar world. The Commission's international efforts complement its domestic research activities and provide input into multilateral scientific projects of relevance to Canadian interests.

## ***What did we deliver in 2000-01?*** ( ÷ Operational ê Collaborative )

### **Commitment**

#### Enhanced Polar Knowledge

- ÷ The Canadian Polar Information Network is a focal point that brings together a wealth of information sources on current polar science and makes Canadian and international polar data widely available. It is accessible through the Commission's website at <http://www.polarcom.gc.ca>.
- ê The publication of *Indicators of Canadian Polar Knowledge 1999* represents an important first step in the long-term effort to report regularly on the state of Canadian polar knowledge. Using 1998 as a base year for all indicators, the Commission identified sources and types of data that could serve as reliable indicators when tracked from year to year. This report is available through the Commission's website.

### **Commitment**

#### Public Awareness of Polar Science

- ÷ Enhanced website with more information and more links to national and international organizations. See <http://www.polarcom.gc.ca>.
- ÷ Produced several key publications, including the *Meridian* newsletter, the *Newsletter of the Canadian Arctic Research Network* and a series on *Arctic and Antarctic Research in Canada* that features Canadian Arctic archaeology.
- ÷ Board members and staff have met with many organizations, scientists and Northerners to make them aware of the Commission's mandate and to hear their concerns.
- ÷ Sponsored an essay contest for high school students to help spark interest in polar science, created a portable display for use at conferences, workshops and other public events, and developed press kits.
- ê Continue to work with federal, provincial and territorial governments and agencies, as well as with academic and research communities, to encourage greater access to and sharing of polar knowledge.



## Commitment

### International Profile as a Circumpolar Nation

- è Continued to develop a more active Canadian presence in Antarctica, to meet international treaty obligations and to ensure a prominent position for Canada on the global stage. Conducted world-class research and maintained effective representation on international organizations; for example, at the 26<sup>th</sup> Scientific Committee for Antarctic Research meeting in Tokyo, the Commission put forward *Canadians in Antarctica*, a report on Canadian research in the Antarctic, available at <http://www.polarcom.gc.ca>.
- è Worked closely with the Arctic Council and the Northern Research Forum on implementing key objectives of the *Northern Dimension of Canada's Foreign Policy*, and continued to provide advisory support for the University of the Arctic.
- è Enhanced Canada's profile as a circumpolar nation through collaboration with international organizations including the International Arctic Science Committee, the Scientific Committee for Antarctic Research, the Arctic Council, the Northern Research Forum and the Nunavut Research Institute.

## Commitment

### Science and Technology in Polar Regions

- è Continued work with public and private sector committees to develop cooperative approaches to using scientific resources and to achieving sustainable development, advancing knowledge, and improving the quality of life and environment in the North.
- è Strengthened links with the academic community through the Association of Canadian Universities for Northern Studies (ACUNS), and by participating on committees and helping research institutes to get their project information to the public.
- è Cooperated with many organizations in preparing *Indicators of Canadian Polar Knowledge 1999*, (<http://www.polarcom.gc.ca>) published in June 2001. It is important for Canada to develop a detailed picture of polar research.

### ***How do these results contribute to the department's strategic outcomes?***

The CPC provides valuable input into the state of Canadian polar knowledge and helps focus national attention on the need for world-class research, information and infrastructure. The Commission serves as an important source of information on polar research and as a link between governments, the research sector, Aboriginal communities, industry, academics and Canadians. It is Canada's primary point of contact with the circumpolar scientific community. The Commission's activities improve domestic research and provide input into multinational scientific projects of relevance to Canadian interests.

### ***What are the risks associated with not delivering on this priority?***

Lack of cooperation will engender inefficiencies and duplication, driving up the cost of research while lowering its effectiveness. In addition, Canadians will lose polar-region expertise and have to depend increasingly on other nations to solve problems and undertake research in our North. Canada's status will suffer if it becomes a weak link among polar nations, while polar research is steadily increasing in importance around the world. Finally, academics and Northerners will lose an important venue for raising issues and concerns.

#### **Areas for Improvement**

In preparing *Indicators of Canadian Polar Knowledge 1999*, it was difficult to achieve a quick turn-around on input from science-based public and private sector organizations. More time than originally anticipated had to be devoted to the coordination of tasks and ensuring data were compatible.

## Section IV – Consolidated Reporting

### Procurement and Contracting

1. Role played by procurement and contracting in delivering programs.

The procurement and contracting activity supports the delivery of programs within INAC's headquarters and its 11 regional offices. Besides enabling all departmental personnel to acquire necessary office furniture, furnishings, stationery, supplies and equipment, this activity allows INAC to obtain professional and consulting services from the private sector in pursuit of its responsibilities to First Nations and Inuit. It provides a wide range of services, from forest fire fighting, diamond valuation, and mine management to auditing and claims/litigation research.

2. Audits and evaluations of procurement practices.

During fiscal year 2000–01, headquarters conducted a review of departmental standing offers and call-ups. INAC also initiated evaluation of the Procurement Strategy for Aboriginal Business in partnership with other government departments with a view to submitting a report to Treasury Board in fiscal year 2001–02.

3. Progress and new initiatives for effective and efficient procurement practices.

- Development and implementation of an Oracle-based integrated financial/purchasing system in compliance with the Financial Information Strategy (FIS) government initiative
- Increased number of Acquisition Cards (MasterCard and Visa) by 16 percent and the value of transactions by 51 percent compared to fiscal year 1999–2000.
- Implemented a Departmental Procurement Review Committee.
- Revised and implemented new departmental procedures with respect to Advance Contract Award Notices (ACANs) published on MERX, the government electronic tendering service.
- Improved procurement and contracting activity under the Procurement Strategy for Aboriginal Business (PSAB) by 11 percent from \$36.9 million in 1999–2000 to \$40.6 million in 2000–01.
- Implemented a new policy and procedures with respect to the ownership of Intellectual Property (IP) in contracts.
- Implemented new procedures with respect to hospitality expenses in service contracts in compliance with government policies and accepted practices in this area.
- Developed and implemented a policy on the Acquisition of Information Technology (IT) Hardware and Software to ensure compliance with departmental IT standards and delegated authorities from central agencies.

## Service Improvement Initiative

### Improving Services to First Nations, Inuit and Northerners 2000–01

*Results for Canadians* commits the Government of Canada to measurable improvements in client satisfaction by 2005 for programs and services delivered by government departments. In this context, the department's Modern Comptrollership Action Plan has an ongoing focus on service improvement.

Building on the creation of the Service Improvement Branch and the Supporting Front Line Operations initiative in 1999–2000, service improvement is demonstrated by the following:

#### Indian and Inuit Affairs Program

- A review of the department's Transfer Payment Management Control Framework resulted in the Funding Agreement Amendment Process in Alberta being reduced from 49 steps to 13, and in enhanced accountability and improved service to our client partners.
- Service standards for responding to audited financial statements received from recipients of funding are 30 days for an initial response and 60 days for a complete analytical review. With the available resources, the 30-day standard was met in 74 percent of cases and the 60-day standard in 69 percent of cases.
- Online access was provided to authorized clients of the Indian Lands Registry System (ILRS), resulting in direct access to the ILRS for over 100 First Nations land officers. The Land Registry has a 48-hour registration standard, which was achieved in 90 percent of cases in 2000–01.

#### Northern Affairs Program

- The Northern Affairs Program has harmonized several services with the territorial government in the Yukon and institutions of public government in Nunavut to improve the efficiency of the approval process for land and water use and environmental assessment. Citizens now have single-window access to the permitting and approval process.

#### Administrative Program

- The Library and Kiosk provide information about Aboriginal peoples, the North and the department. To improve service to citizens and employees, a standard of three business days has been established for responding to requests for information, and 15 to 20 business days if the request is complicated. An estimated response time is provided at the time of the initial response.
- The Access to Information (ATIP) unit has to meet a legislated response standard of 30 days. In 1999–2000, INAC received 167 complaints about the quality of its service and was identified as one of five departments with less than satisfactory performance. In 2000–01, the department was able to reduce the number of complaints to 17 and was commended in the Annual Report of the Information Commissioner.

# Sustainable Development Strategy

## Context

A fundamental aim of departmental policies, programs and initiatives is to help First Nations, Inuit and northern communities to attain economic, social and environmental sustainability according to eight principles of sustainable development. These principles result from extensive consultations with First Nations, Inuit and northern communities during the development of the first Sustainable Development Strategy (SDS) in 1996–97 ([http://www.ainc-inac.gc.ca/sd/index\\_e.html](http://www.ainc-inac.gc.ca/sd/index_e.html)). They are reiterated in SDS 2001–03, tabled in February 2001, which appears at [http://www.ainc-inac.gc.ca/pr/sus/index\\_e.html](http://www.ainc-inac.gc.ca/pr/sus/index_e.html). The eight principles are as follows:

1. Full consideration of economic viability, social implications and cultural and environmental values in decision making and policy and program development;
2. Open, inclusive and accountable decision making;
3. Honouring treaty and fiduciary obligations as well as land-claim, self-government and international agreements;
4. Engagement of interested local communities and organizations when planning and implementing federal programs;
5. Respect for diverse cultures and traditional values, as well as the land and its diversity as the foundation for healthy communities;
6. Fair and equitable opportunities for First Nations, Inuit and northern peoples to share in the benefits, risks and drawbacks of development;
7. Decisions based on the best available scientific, traditional and local knowledge; and
8. Efficient use of natural resources and minimization of pollution in INAC's internal operations.

INAC strives to view all its decisions in the context of these principles. In 2000–01, it launched an internal sustainable development (SD) communications strategy to increase awareness of the SDS among employees. It also designed and pilot tested a training session for senior managers at a meeting of the British Columbia senior management team. Late in the year, the Associate Deputy Minister was appointed departmental SD champion.

## Sustainable Development in First Nations and Inuit Communities

Sustainable development on reserves and in Inuit communities is largely achieved through long-term planning that fosters strong economic development, vibrant cultures and effective systems of governance and enhances environmental quality.

The Indian and Inuit Affairs Program takes advantage of the close links between the principals of SD and the strategic objectives of *Gathering Strength*. For example, many initiatives funded under *Gathering Strength* related to First Nations professional development, comprehensive community planning, resource use and management; these initiatives have incorporated the principles of sustainable development.

Specific achievements in 2000–01 included six projects focused on enhancing sustainable practices in First Nations communities in the Quebec region. Over 65 projects enhanced the capacity of First Nations to manage environmental issues. The assessment and remediation of contaminated sites continue to be addressed; approximately \$7.9 million was dedicated to assessment and remediation, bringing the total investment to \$110 million since 1992. The introduction of traditional knowledge into both First Nations and departmental business practices

was explored. A report drafted as part of the work of the INAC-AFN Joint Initiative on Lands and Trust Policy Development recommended policy and operational changes to current departmental practices.

### **Sustainable Development in the North**

Integration of SD principles into northern decision-making has resulted in approaches that emphasize strategic partnerships and/or community capacity building, leadership and skills development with respect to the Northern Contaminants Program, the Interim Resource Management Assistance Program in the Northwest Territories and the Band Resource Officer Program in the Yukon. The Mackenzie Valley Cumulative Impact Monitoring Program is also being designed in partnership with Aboriginal organizations and the Government of the Northwest Territories. Other examples include the Cumulative Effects Assessment and Management Framework and the Northwest Territories Protected Area Strategy. In Nunavut, the Planner Program is a co-operative venture for harmonizing regulatory and review processes using the Internet. Another area of collaboration has been the establishment of the Nunavut Geoscience Program with the cooperation of the Government of Nunavut and Natural Resources Canada. In the Yukon, First Nations have been contracted to deliver fire fighting services. See <http://esd.inac.gc.ca/NIN/> for a fuller summary report.

### **Sustainable Development — Departmental Operations**

Over the course of the last year, the Administrative Program has been working diligently to green the department's internal operations. Much of the work has revolved around developing targets and indicators and gathering baseline data in such areas as the department's fleet of vehicles, paper consumption, solid waste and real property for the purpose of SDS reporting requirements, as well as developing a web-based training module to educate employees about the SDS and Greening Internal Operations. In addition, an emphasis has been placed on clarifying roles and responsibilities for SDS commitments with key partners, especially Public Works and Government Services Canada, and regional coordinators. In collaboration with Environment Canada and Public Works and Government Services Canada, a web-based Automated Real Property Management System was launched in order to monitor activities, document remediation and update information on the department's current inventory of 375 properties. With much of this work completed, the Administrative Program is now in a better position to monitor its positive accomplishments and areas where further attention is required. Accomplishments and areas for improvement have been identified under Greening Internal Operations in the department's Sustainable Development Strategy for 2000–03.

### **Reporting**

Internal and external audits have increased awareness of areas for improvement; accordingly, SDS 2000–03 has identified several areas for improvement at a corporate level. INAC is committed to developing SD assessment tools and to the development of an electronic tracking system so that it can monitor progress with respect to specific commitments and also how programs and initiatives in general are contributing to sustainability.

# Status of Fuel Tanks on Land Owned by Indian and Northern Affairs Canada

## Annual Report for April 30, 2001

As required under the *Canadian Environmental Protection Act, 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, 2000.

### 1. The following number of aboveground storage tank systems:

Are registered with Indian and Northern Affairs Canada: 1,377.

Comply with the *Federal Aboveground Storage Tank Technical Guidelines*: 46.

Do not comply with the *Federal Aboveground Storage Tank Technical Guidelines*: 1,331.

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

a) N/A in 2001

b) N/A in 2002.

### 2. The following number of underground storage tank systems:

Are registered with Indian and Northern Affairs Canada: 309.

Comply with the *Federal Underground Storage Tank Technical Guidelines*: 7.

Do not comply with the *Federal Underground Storage Tank Technical Guidelines*: 302.

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

a) N/A in 2001.

b) N/A in 2002.

## Other Initiatives Contributing to Results for Canadians

### Exemplary Workplace

#### Aboriginal Representation Within a Dynamic and Skilled Work Force

#### 2000–01 Achievements

- Established a three-year Aboriginal Auditors Development Program (AADP) leading to Certified Internal Auditor designation.
- The department maintained 28.9 percent Aboriginal representation; the separation rate for Aboriginal people was lower than the previous year. It also supported various initiatives including the Committee for the Advancement of Native Employment National Workshop, the Aboriginal Masters' Program, the Aboriginal Management and Executive Development Program and the establishment of Kumiks (a place to gather, seek solace or spiritual contemplation, and share in the traditional teachings of Elders).
- The Indian Registry increased its ratio of Aboriginal employees, including appointing an Acting Registrar to a one-year Career Development Program.
- In partnership with the Public Service Commission, provided support and assistance to the Aboriginal component of the Public Service's Career Assignment Program.

### Modern Comptrollership

#### Sound Management Practices

#### 2000–01 Achievements

- The department completed an assessment of the status of its management practices utilizing the Capacity Check diagnostic tool. This review was undertaken in conjunction with a major external consulting group. The overall results, reviewed and validated by INAC's senior management, indicate that the department has sound management practices and procedures in place. However, a number of opportunities for further development were identified in areas such as risk management, operating information and control systems. The assessment is found at [http://www.ainc-inac.gc.ca/pr/pub/index\\_e.html](http://www.ainc-inac.gc.ca/pr/pub/index_e.html).
- Published a booklet, *Responsible Risk-Taking for Innovation and Results* for inclusion in our *Leadership and Learning Guide* and established a department-wide Advisory Committee on the Management of Risk.
- Developed an online self-assessment tool for negotiators accessible through the Intranet site, with recommendations for courses, books, videos and audio-cassettes.
- Re-introduced Human Resource (HR) planning as a recurring business cycle. HR planning links strongly with business planning, modern comptrollership and accountability.
- Continued to build a supportive workplace through opening a career centre, launching a career website and developing an orientation CD-ROM. Promoted continuous learning environment through publication of the *Teams Handbook* and increased monitoring of individual training and development plans.



- Designed an Action Plan to improve management practices as a follow-up to the findings of the Capacity Check.
- Supported front-line operations by implementation of the Indian Land Registry System and streamlining the Funding Agreement Amendment Process of the Transfer Payment Management Control Framework.
- Recognized value of employees through over 1,000 recognition and reward events.
- Participated on the Treasury Board Secretariat committee which resulted in the April 2001 publication of the government's *Integrated Risk Management Framework*. See [http://www.tbs-sct.gc.ca/pubs\\_pol/dcgpubs/riskmanagement/rmf-cgr01-1\\_e.html](http://www.tbs-sct.gc.ca/pubs_pol/dcgpubs/riskmanagement/rmf-cgr01-1_e.html).

## Government Online

Access to Government Information and Services by First Nations, Inuit and Northerners

### 2000-01 Achievements

- Provided online access to approximately 225 documents pertaining to INAC programs and services, meeting the Government-on-Line target.
- Continued support for First Nations reporting over the Internet (e.g., housing and infrastructure, non-registered on-reserve population).
- The Aboriginal Canada Portal partnership site (<http://www.aboriginalcanada.gc.ca>) was officially launched on March 28, 2001 at the Indigenous Summit of the Americas.
- First Nations and Inuit communities are considered as a priority for Broadband access as recommended by the National Broadband Task Force Report.

## Section V – Financial Tables

Table 1 – Summary of Voted Appropriations

### Financial Requirements by Authority (millions of dollars)

Vote	2000–2001		
	Planned Spending	Total Authorities	Actual
<b>Indian and Northern Affairs Canada</b>			
<b>Administration Program</b>			
1	71.8	101.2	99.6
(S)	7.9	8.9	8.9
	79.7	110.1	108.5
<b>Indian and Inuit Affairs Program</b>			
5	268.3	393.8	388.1
10	30.1	2.1	2.1
15	4,236.7	4,222.6	4,218.5
(S)	172.3	222.6	189.9
	4,707.4	4,841.1	4,798.7
L20	-	48.0	-
L20	22.3	61.3	57.2
L21	-	0.4	0.3
	22.3	109.7	57.5
	4,729.7	4,950.8	4,856.2
<b>Northern Affairs Program</b>			
25	85.4	108.3	101.3
30	50.0	62.8	62.7
35	15.6	24.8	24.5
(S)	8.0	10.3	10.3
	158.9	206.3	198.9
L40	-	0.3	-
L55	-	6.5	-
L81	-	5.0	-
	-	11.9	-
	158.9	218.1	198.9
	4,968.4	5,279.0	5,163.5
<b>Canadian Polar Commission</b>			
40	0.9	0.9	0.9
(S)	0.1	0.1	0.1
	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)**

<b>Business Line</b>	<b>FTEs</b>	<b>Oper- ating</b>	<b>Capital</b>	<b>Grants and Contributions</b>	<b>Total Gross Expenditures</b>	<b>Less: Respendble Revenue</b>	<b>Total Net Expenditures</b>
<b>Indian and Northern Affairs Canada</b>							
<b>Claims</b>							
(planned spending)	270	91.6	8.3	404.7	504.6	-	504.6
(total authorities)	433	201.5	2.2	423.6	627.3	-	627.3
<b>(Actuals)</b>	<b>433</b>	<b>201.3</b>	<b>2.2</b>	<b>421.3</b>	<b>624.8</b>	-	<b>624.8</b>
<b>Indian and Inuit Programming</b>							
(planned spending)	1,741	199.2	21.8	3,981.8	4,202.9	-	4,202.9
(total authorities)	1,754	234.5	13.9	3,965.4	4,213.8	-	4,213.8
<b>(Actuals)</b>	<b>1,754</b>	<b>196.4</b>	<b>13.9</b>	<b>3,963.6</b>	<b>4,173.9</b>	-	<b>4,173.9</b>
<b>Northern Affairs Programming</b>							
(planned spending)	555	108.9	-	50.0	158.9	-	158.9
(total authorities)	620	139.9	3.6	62.8	206.3	-	206.3
<b>(Actuals)</b>	<b>620</b>	<b>132.5</b>	<b>3.6</b>	<b>62.7</b>	<b>198.9</b>	-	<b>198.9</b>
<b>Administration</b>							
(planned spending)	728	79.2	-	0.5	79.7	-	79.7
(total authorities)	871	102.5	7.1	0.5	110.1	-	110.1
<b>(Actuals)</b>	<b>871</b>	<b>100.9</b>	<b>7.1</b>	<b>0.5</b>	<b>108.5</b>	-	<b>108.5</b>
<b>Total</b>							
(planned spending)	3,294	479.0	30.1	4,437.0	4,946.1	-	4,946.1
(total authorities)	3,678	678.4	26.8	4,452.3	5,157.5	-	5,157.5
<b>(Actuals)</b>	<b>3,678</b>	<b>631.1</b>	<b>26.8</b>	<b>4,448.1</b>	<b>5,106.0</b>	-	<b>5,106.0</b>
<b>Other Revenues and Expenditures</b>							
<b>Non-Respendable Revenues</b>							
(planned revenues)							(62.3)
(total authorities)							(167.7)
<b>(Actuals)</b>							<b>(167.7)</b>
<b>Cost of services provided by other departments</b>							
(planned spending)							44.0
(total authorities)							59.7
<b>(Actuals)</b>							<b>59.7</b>
<b>Net Cost of the Department</b>							
(planned spending)							4,927.7
(total authorities)							5,049.5
<b>(Actuals)</b>							<b>4,998.0</b>
<b>Canadian Polar Commission</b>							
(planned spending)	6	0.9	-	-	1.0	-	1.0
(total authorities)	5	1.0	-	-	1.0	-	1.0
<b>(Actuals)</b>	<b>5</b>	<b>1.0</b>	-	-	<b>1.0</b>	-	<b>1.0</b>

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 1998–1999	Actual 1999–2000	2000–2001		
			Planned Spending	Total Authorities	Actual
<b>Indian and Northern Affairs Canada</b>					
<b>Budgetary</b>					
Claims	445.4	444.2	504.6	627.3	<b>624.8</b>
Indian and Inuit Programming	4,141.7	3,946.3	4,202.9	4,213.8	<b>4,173.9</b>
Northern Affairs Programming	256.4	216.8	158.9	206.3	<b>198.9</b>
Administration	81.6	89.9	79.7	110.1	<b>108.5</b>
<b>Total Budgetary</b>	<b>4,925.1</b>	<b>4,697.2</b>	<b>4,946.1</b>	<b>5,157.5</b>	<b>5,106.0</b>
<b>Non-Budgetary</b>					
Claims	53.9	51.4	22.3	61.7	<b>57.5</b>
Indian and Inuit Programming	(0.1)	(1.2)	-	48.0	-
Northern Affairs Programming	-	-	-	11.9	-
Administration	-	-	-	-	-
<b>Total Non-Budgetary</b>	<b>53.8</b>	<b>50.2</b>	<b>22.3</b>	<b>121.5</b>	<b>57.5</b>
<b>Total</b>					
Claims	499.3	495.5	526.9	689.0	<b>682.3</b>
Indian and Inuit Programming	4,141.6	3,945.2	4,202.9	4,261.8	<b>4,173.9</b>
Northern Affairs Programming	256.4	216.8	158.9	218.1	<b>198.9</b>
Administration	81.6	89.9	79.7	110.1	<b>108.5</b>
<b>Total Department</b>	<b>4,978.9</b>	<b>4,747.4</b>	<b>4,968.4</b>	<b>5,279.0</b>	<b>5,163.5</b>
<b>Canadian Polar Commission</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

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 1998–1999	Actual 1999–2000	2000–2001		
			Planned Revenues	Total Authorities	Actual
<b>Indian and Northern Affairs Canada</b>					
<b>Claims</b>					
Return on investments:					
• Native claimants	3.3	6.2	3.3	6.1	<b>6.1</b>
Other non-tax revenue	9.5	5.5	9.4	5.5	<b>5.5</b>
<b>Sub-total (Claims)</b>	<b>12.8</b>	<b>11.7</b>	<b>12.7</b>	<b>11.7</b>	<b>11.7</b>
<b>Indian and Inuit Programming</b>					
Goods and services tax	0.3	0.3	0.3	0.5	<b>0.5</b>
Return on investments:					
• Indian economic development fund	0.8	0.8	0.8	0.8	<b>0.8</b>
Recovery from guaranteed loans	0.1	0.1	0.1	0.2	<b>0.2</b>
Refunds of previous years' expenditures	13.0	14.3	10.2	14.5	<b>14.5</b>
Adjustment of prior year's payables at year end	19.7	0.3	6.6	0.9	<b>0.9</b>
Privileges, licences and permits	0.1	0.1	0.1	0.1	<b>0.1</b>
Services and service fees	-	-	-	-	-
Proceeds from:					
• Sales	-	0.3	0.1	0.3	<b>0.3</b>
• Disposal of surplus Crown assets	0.1	-	0.1	0.1	<b>0.1</b>
Other non-tax revenue	0.1	-	-	-	-
<b>Sub-total (Indian and Inuit Programming)</b>	<b>34.3</b>	<b>16.4</b>	<b>18.3</b>	<b>17.4</b>	<b>17.4</b>
<b>Northern Affairs Programming</b>					
Goods and Services Tax	0.1	0.1	0.1	0.1	<b>0.1</b>
Return on investments:					
• Norman Wells Project profits	11.7	61.3	11.7	103.3	<b>103.3</b>
• Other	0.9	-	0.9	0.9	<b>0.9</b>
Refunds of previous years' expenditures	0.8	1.1	1.6	1.2	<b>1.2</b>
Adjustments of prior year's payables at year end	1.3	0.2	0.9	3.2	<b>3.2</b>
Canada mining	8.2	10.8	5.2	2.6	<b>2.6</b>
Yukon quartz mining	0.8	0.6	0.9	0.6	<b>0.6</b>
Placer mining fees	0.2	0.3	0.2	0.2	<b>0.2</b>
Quarrying royalties	0.2	1.0	0.2	9.1	<b>9.1</b>
Coal leases	-	-	-	-	-
Metallic and non-metallic	-	-	-	-	-
Oil and gas royalties	6.0	9.1	4.8	14.2	<b>14.2</b>
Oil and gas forfeitures	1.5	1.9	1.5	0.6	<b>0.6</b>
Forestry	0.9	1.3	2.1	0.4	<b>0.4</b>
Land, building and machinery rentals	0.7	0.8	0.3	0.6	<b>0.6</b>
Land use fees	0.2	0.2	0.1	0.6	<b>0.6</b>
Other fees, rentals, licences	0.1	0.1	0.3	0.1	<b>0.1</b>
Living accommodation and services	0.2	0.2	-	0.3	<b>0.3</b>
Proceeds from:					
• Sales	0.2	0.2	0.1	0.2	<b>0.2</b>
• Disposal of surplus Crown assets	-	-	-	-	-
Other non-tax revenues	0.7	-	0.2	0.4	<b>0.4</b>
<b>Sub-total (Northern Affairs Programming)</b>	<b>34.6</b>	<b>89.2</b>	<b>31.1</b>	<b>138.5</b>	<b>138.5</b>

Business Lines	Actual 1998-1999	Actual 1999-2000	2000-2001		
			Planned Revenues	Total Authorities	Actual
<b>Administration</b>					
Refunds of previous years' expenditures	0.3	0.1	0.1	0.1	<b>0.1</b>
Adjustments of prior year's payables at year end	0.1	0.1	-	-	-
Living accommodation and services	-	-	-	-	-
Service and service fees	-	-	-	-	-
Proceeds from disposal of surplus Crown assets	-	-	-	-	-
Other non-tax revenues	-	-	-	-	-
<b>Sub-total (Administration)</b>	<b>0.3</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>
<b>Total Non-Respendable Revenues (Department)</b>	<b>82.0</b>	<b>117.5</b>	<b>62.3</b>	<b>167.7</b>	<b>167.7</b>
<b>Canadian Polar Commission</b>	-	-	-	-	-

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

**Table 5 – Statutory Payments**

**Statutory Payments by Business Line (millions of dollars)**

Business Lines	Actual 1998–1998	Actual 1999–2000	2000–2001		
			Planned Spending	Total Authorities	Actuals
<b>Indian and Northern Affairs Canada</b>					
<b>Claims</b>					
Grants to Aboriginal organizations designated to receive claim settlement payments pursuant to comprehensive land claim settlement acts	127.9	127.8	148.4	164.8	<b>164.8</b>
Grassy Narrow and Islington Bands Mercury Disability Board ( <i>Grassy Narrows and Islington Indian Bands Mercury Pollution Claims Settlement Act</i> )	-	-	-	-	-
Court awards	0.1	0.3	-	0.3	<b>0.3</b>
Contributions to employee benefit plans	3.1	6.0	3.2	3.6	<b>3.6</b>
<b>Sub-total (Claims)</b>	<b>131.1</b>	<b>134.2</b>	<b>151.6</b>	<b>168.6</b>	<b>168.6</b>
<b>Indian and Inuit Programming</b>					
Liabilities in respect of loan guarantees made to Indians for housing and economic development ( <i>Indian Act</i> )	0.1	0.3	2.0	-	-
Indian annuities ( <i>Indian Act</i> )	1.7	1.8	1.4	1.6	<b>1.6</b>
Payment from the Consolidated Revenue Fund of guaranteed loans issued out of the Indian economic development account	-	-	-	32.7	<b>0.2</b>
Contributions to employee benefit plans	18.6	16.9	17.3	19.4	<b>19.4</b>
Refunds of amounts credited to revenues in previous years	-	0.3	-	-	-
Spending of proceeds from the disposal of surplus Crown assets	0.1	0.1	-	0.1	-
<b>Sub-total (Indian and Inuit Programming)</b>	<b>20.4</b>	<b>19.4</b>	<b>20.7</b>	<b>53.9</b>	<b>21.3</b>

Business Lines	Actual 1998-1998	Actual 1999-2000	2000-2001		
			Planned Spending	Total Authorities	Actuals
<b>Northern Affairs Programming</b>					
Payments to comprehensive claim beneficiaries in compensation for resource royalties	1.6	1.8	1.5	2.0	2.0
Contributions to employee benefit	7.5	7.9	6.5	7.3	7.3
Refunds of amounts credited to revenues in previous years	0.7	0.6	-	1.0	1.0
Spending of proceeds from the disposal of surplus Crown assets	-	-	-	-	-
<b>Sub-total (Northern Affairs Programming)</b>	<b>9.8</b>	<b>10.3</b>	<b>8.0</b>	<b>10.3</b>	<b>10.3</b>
<b>Administration</b>					
Minister of Indian Affairs and Northern Development - Salary and motor car allowance	-	0.1	0.1	0.1	0.1
Contributions to employee benefit plans	7.9	8.5	7.9	8.8	8.8
Refunds of amounts credited to revenues in previous years	-	-	-	-	-
Spending of proceeds from the disposal of surplus Crown assets	-	-	-	-	-
<b>Sub-total (Administration)</b>	<b>8.0</b>	<b>8.5</b>	<b>7.9</b>	<b>8.9</b>	<b>8.9</b>
<b>Total Statutory Payments (Department)</b>	<b>169.3</b>	<b>172.4</b>	<b>188.2</b>	<b>241.8</b>	<b>209.1</b>
<b>Canadian Polar Commission</b>					
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 1998–1999	Actual 1999–2000	2000–2001		
			Planned Spending	Total Authorities	Actual
<b>Indian and Northern Affairs Canada</b>					
<b>Grants</b>					
Claims	301.3	314.5	356.5	369.1	<b>366.8</b>
Indian and Inuit Programming	529.9	206.5	306.0	239.7	<b>239.7</b>
Northern Affairs Programming	0.7	0.7	0.7	0.7	<b>0.7</b>
Administration	-	-	-	-	-
<b>Total Grants</b>	<b>832.0</b>	<b>521.7</b>	<b>663.2</b>	<b>609.5</b>	<b>607.2</b>
<b>Contributions</b>					
Claims	55.7	53.8	48.2	54.5	<b>54.5</b>
Indian and Inuit Programming	3,440.0	3,532.5	3,675.8	3,725.8	<b>3,723.9</b>
Northern Affairs Programming	122.4	76.4	49.3	62.1	<b>62.0</b>
Administration	0.5	0.5	0.5	0.5	<b>0.5</b>
<b>Total Contributions</b>	<b>3,618.6</b>	<b>3,663.2</b>	<b>3,773.8</b>	<b>3,842.8</b>	<b>3,840.9</b>
<b>Total</b>					
Claims	357.1	368.3	404.7	423.6	<b>421.3</b>
Indian and Inuit Programming	3,970.0	3,738.9	3,981.8	3,965.4	<b>3,963.6</b>
Northern Affairs Programming	123.2	77.1	50.0	62.8	<b>62.7</b>
Administration	0.5	0.5	0.5	0.5	<b>0.5</b>
<b>Total Transfer Payments (Department)</b>	<b>4,450.6</b>	<b>4,184.8</b>	<b>4,437.0</b>	<b>4,452.3</b>	<b>4,448.1</b>
<hr/>					
<b>Canadian Polar Commission</b>	-	-	-	-	-

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

**Table 7 – Capital Projects (Projects valued at \$15 million or more)**

**Capital Spending by Business Line (millions of dollars)**

Business Lines	Current Estimated Total Cost	Actual 1998–1999	Actual 1999–2000	2000–2001		
				Planned Spending	Total Authorities	Actual
<b>Indian and Northern Affairs Canada*</b>						
<b>Claims</b>						
Nunavik Housing	25.0	-	-	-	5.0	5.0
<b>Indian and Inuit Programming</b>						
<b>Infrastructure</b>						
<b>Atlantic</b>						
Davis Inlet Relocation	143.4	21.0	18.0	42.6	21.1	21.1
<b>Quebec</b>						
Northern Quebec Marine Transportation Infrastructure Program – Docking Facilities	35.1	3.0	7.6	-	3.5	3.5
<b>Manitoba</b>						
Garden Hill – Water and Sewer	47.3	-	-	-	3.0	3.0
Sandy Bay – Water and Sewer	17.1	0.4	-	-	-	-
Red Sucker Lake – Water and Sewer	23.6	0.4	1.4	0.3	2.0	2.0
God's Lake – Water and Sewer	36.1	2.8	2.5	2.5	-	-
Wasagamack – Water and Sewer	32.0	-	-	-	0.1	0.1
Mathias Colomb – Water and Sewer	21.8	5.1	1.0	-	0.1	0.1
St. Theresa Point – Water and	44.8	4.1	0.3	-	-	-
Sayisi Dene – Water and Sewer	15.9	-	0.1	-	-	-
<b>Sub-total (Infrastructure)</b>	<b>417.1</b>	<b>36.8</b>	<b>30.9</b>	<b>45.4</b>	<b>29.8</b>	<b>29.8</b>
<b>Education Facilities</b>						
<b>Manitoba</b>						
Chemawawin School	22.9	-	-	6.8	0.5	0.5
Garden Hill School Phase II	31.2	-	12.8	8.0	11.0	11.0
Mathias Colomb School	17.1	8.8	5.6	-	0.9	0.9
Peguis School Phase II	23.2	-	-	9.9	7.3	7.3
<b>Sub-total (Education Facilities)</b>	<b>94.4</b>	<b>8.8</b>	<b>18.4</b>	<b>24.7</b>	<b>19.7</b>	<b>19.7</b>
<b>Land Acquisition</b>						
<b>Quebec</b>						
Kanesatake Land Unification	37.4	0.2	0.4	16.9	-	-
<b>Sub-total (Indian and Inuit Programming)</b>	<b>548.9</b>	<b>45.8</b>	<b>49.7</b>	<b>87.0</b>	<b>49.5</b>	<b>49.5</b>
<b>Total</b>	<b>573.9</b>	<b>45.8</b>	<b>49.7</b>	<b>87.0</b>	<b>54.5</b>	<b>54.5</b>

Total authorities are Main Estimates plus Supplementary Estimates plus other authorities.

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

\* There are no capital projects valued at \$15 million and over in the Administration Program or the Northern Affairs Program.

## Table 8 – Loans

### Loans by Business Line (millions of dollars)

Business Lines	Actual 1998–1999	Actual 1999–2000	2000–2001		
			Planned Spending	Total Authorities	Actual
<b>Indian and Northern Affairs Canada</b>					
<b>Claims</b>					
Loans to native claimants (gross)	30.1	28.2	22.3	61.3	57.2
Loans to the Yukon Elders (gross)	0.2	0.4	-	0.4	0.3
Loans to First Nations in British Columbia for the purpose of supporting their participation in the British Columbia Treaty Commission process (gross)	23.6	22.8	-	-	-
<b>Sub-total (Claims)</b>	<b>53.9</b>	<b>51.4</b>	<b>22.3</b>	<b>61.7</b>	<b>57.5</b>
<b>Indian and Inuit Programming</b>					
Loans for the construction of houses through the Indian housing assistance account (net)	-	-	-	-	-
Loans and guarantees of loans through the Indian economic development account (net)	(0.1)	(1.2)	-	48.0	-
<b>Sub-total (Indian and Inuit Programming)</b>	<b>(0.1)</b>	<b>(1.2)</b>	<b>-</b>	<b>48.0</b>	<b>-</b>
<b>Northern Affairs Programming</b>					
Loans to the Government of the Yukon Territory for making second mortgage loans to territory residents (gross)	-	-	-	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	-
<b>Sub-total (Northern Affairs Programming)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11.9</b>	<b>-</b>
<b>Administration</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total (Department)</b>	<b>53.8</b>	<b>50.2</b>	<b>22.3</b>	<b>121.5</b>	<b>57.5</b>
<b>Canadian Polar Commission</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

## Table 9 – Contingent Liabilities

### Contingent Liabilities (millions of dollars)

List of Contingent Liabilities	Amount of Contingent Liability		
	March 31, 1999	March 31, 2000	Current as of March 31, 2001
<b>Loans</b>			
On-reserve Housing (CMHC and other approved lenders)	1,158.1	1,215.0	1,248.8
Farm Credit Corporation	0.1	0.1	0.1
Indian Economic Development Guarantee Fund	2.5	2.7	2.5
<b>Claims and Pending and Threatened Litigation</b>			
Litigation	8,382.9	8,446.3	6,263.9
Non-litigation	174.5	43.4	67.2
Specific Claims	1,361.3	1,652.4	2,597.7
Comprehensive Native Land Claims	741.6	583.1	833.1
<b>Total (Department)</b>	<b>11,821.1</b>	<b>11,943.0</b>	<b>11,013.2</b>
<b>Sick Leave</b>			
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 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-ainc.gc.ca>

Email: [webmaster@inac.gc.ca](mailto:webmaster@inac.gc.ca)

#### General Enquiries and Publication Distribution

- Phone: (819) 997-0380  
E-mail: [InfoPubs@inac.gc.ca](mailto:InfoPubs@inac.gc.ca)

#### Departmental Library

Not sure who to contact in the department?

- Phone: (819) 997-0811  
E-mail: [Reference@inac.gc.ca](mailto:Reference@inac.gc.ca)

#### Media Enquiries — Communications

- Phone: (819) 997-8404

#### Statistical Enquiries (socio-demographic)

- Phone: (819) 953-9999  
E-mail: [Instat@inac.gc.ca](mailto:Instat@inac.gc.ca)  
Socio-Demographic Statistical publications available at: [http://www.inac-ainc.gc.ca/pr/sts/index\\_e.html](http://www.inac-ainc.gc.ca/pr/sts/index_e.html).

#### Northern Affairs Program

- Phone: (819) 953-3760  
E-mail: [NAPInfo@inac.gc.ca](mailto:NAPInfo@inac.gc.ca)

#### 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](mailto:mail@polarcom.gc.ca)

#### Internet

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

## 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; 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; First Nations Home and Community Program; First Nations Health Information Systems; Food Safety and Nutrition; and Centre for the Advancement of Aboriginal People's Health.

**Human Resources Development Canada – Call (819) 997-8677 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; Home Adaptations for Seniors Independence, and Housing Internship Initiative. Off Reserve – Rural and Native Housing, Urban Native Non-Profit Housing, Residential Rehabilitation Assistance, and Emergency Repair Programs.

**Solicitor General of Canada – Contact the Aboriginal Policing Directorate at (613) 991-0241 or see Web site at <http://www.sgc.gc.ca>.**

- First Nations Policing Policy –Implementation, maintenance and development of the First Nations Policing Program, mainly on-reserve, through tripartite policing agreements between First Nations communities, provincial and territorial governments and the federal government, to provide First Nations with access to police services that are professional, effective, culturally sensitive and accountable to the communities they serve.

**Canadian Heritage – Contact Aboriginal Peoples' and Human Rights Programs Directorate at (819) 994-3835.**

- Aboriginal Friendship Centres Program; Northern Native Broadcast Access Program; Aboriginal Representative Organizations Program; Aboriginal Women's Program; Aboriginal Languages Initiative; Aboriginal Languages - Yukon; Aboriginal Languages - NWT; Urban Multi-purpose Aboriginal Youth Centres Initiative; and Young Canada Works for Urban Aboriginal Youth.

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

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

**Fisheries and Oceans Canada – Contact Aboriginal Affairs Directorate at (613) 993-1917.**

- Aboriginal Fisheries Strategy (AFS) and the Marshall Long Term Response Program (Fisheries Access and Co-Management Programs) – to increase Aboriginal involvement in all aspects of fisheries, fish habitat management and commercial fishing opportunities.

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

- Aboriginal Model Forest; Canada Lands Surveys; CANMET Energy Technology Centre; Enhanced Aboriginal Involvement Strategic Initiative; First Nation Forestry Program; and capacity building grants/ initiatives in resource management.

**Justice Canada – Contact the Aboriginal Justice Directorate at (613) 941-9298 or the Program Branch at (613) 957-3180.**

- The Aboriginal Justice Strategy; Legal Studies for Aboriginal People Program (LSAP); Youth Justice Renewal Initiative (Aboriginal Community Capacity Building); and The Native Courtworker Program (provides Aboriginal people involved in the criminal justice system with non-legal advice and information).

**Privy Council Office – For matters related to Indian Specific Claims, contact the Indian Specific Claims Commission at (613) 945-1515 or see Web site at <http://www.indianclaims.ca>; for any other matters, contact the Federal Interlocutor for Métis and Non-Status Indians at (613) 947-1848 (Privy Council Office).**

- Indian Specific Claims Commission; Gathering Strength: Canada's Aboriginal Action Plan.

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

- Bold Eagle Program; Canadian Forces Aboriginal Entry Program; Canadian Rangers Program; Junior Canadian Ranger Program; HEADSTART Program.