



Crown-Indigenous Relations
and Northern Affairs Canada

Relations Couronne-Autochtones
et Affaires du Nord Canada

Crown-Indigenous Relations and Northern Affairs Canada

Departmental Plan
2019–20



Canada

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Ministers' Message

We, the Minister of Crown-Indigenous Relations and the Minister of Intergovernmental and Northern Affairs and Internal Trade, are pleased to present the Crown-Indigenous Relations and Northern Affairs Canada Departmental Plan for 2019–20.

On July 18, 2018, the Prime Minister created the new position of Minister of Intergovernmental and Northern Affairs and Internal Trade to help address the specific challenges and emerging opportunities of Northerners. The addition of a new Minister with a special focus on northern affairs has enabled a doubling of efforts and more work with partners to achieve our distinct mandates of creating lasting and impactful changes for Indigenous people and Northerners across Canada.

This coming year, this Department will continue to advance meaningful reconciliation and accelerate the renewal of the Crown's relationship with Indigenous peoples based on the recognition of rights, respect, co-operation and partnership. As well, the Department will continue to lead the Government's work in the North in cooperation with territorial, provincial and Indigenous partners.

Looking towards the future, we want to build upon the transformative changes currently underway that are strengthening the relationship between Canada and Indigenous peoples. We will continue to work with First Nations, Inuit and Métis on the priorities they have identified to support their vision of self-determination and remove colonial barriers that impede the exercise of their constitutionally protected rights. We will proceed with our work in redressing long-standing historical injustices in full partnership with Indigenous leadership, communities and organizations. Together, we will further our journey of reconciliation by developing new agreements and initiatives that advance the recognition of Indigenous rights and self-determination, promote inclusive growth and protect the rights of all Canadians.

In tandem with this, we are committed to continuing our work with Northerners and Indigenous and territorial partners to build strong, diversified, sustainable and dynamic Arctic and northern communities. We are taking a whole-of-government approach to the North through our work on a new Arctic and Northern Policy Framework that will embrace opportunities and confront challenges in our changing Arctic and northern regions. This new Framework will build on eight overarching goals - people and communities, strong economies, comprehensive infrastructure, environment and biodiversity, science and Indigenous knowledge, global leadership, safety, security and defense. It will take an inclusive approach to the Arctic - with regional and distinctions-based lenses, while integrating domestic and international dimensions.

As part of this overarching effort, we will also continue to adapt to and find ongoing solutions for climate change in the North, as part of the Pan-Canadian Framework on Clean Growth and Climate Change, while promoting and encouraging sustainable development in partnership with Indigenous and northern communities. With two Ministers dedicated to improving the lives of Indigenous people and Northerners, we expect to make a lot of progress in the coming months and years.



The Honourable Carolyn Bennett, M.D., P.C., M.P.
Minister of Crown-Indigenous Relations

The Honourable Dominic LeBlanc, M.P., Q.C., P.C.
Minister of Intergovernmental and Northern Affairs and Internal Trade

Plans at a glance and operating context

In August 2017, the Prime Minister announced the dissolution of Indigenous and Northern Affairs Canada (INAC), and the creation of two new departments: Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) and Indigenous Services Canada (ISC), to better meet the needs of the people they serve; to accelerate self-determination and the closing of socio-economic gaps; and to advance reconciliation.

For Indigenous peoples, the colonial relationship with Canada has been marked by broken promises, neglect and abuse, as well as a lack of respect for their traditions and distinct forms of governance and laws. The dissolution of INAC reflects a new era of co-operation with Indigenous peoples, based upon respect, and the recognition and implementation of rights. This is a historic opportunity to make lasting, profound, transformative change, and move away from the paternalistic approaches of the past.

CIRNAC is transforming how we relate to, and work in partnership with, Indigenous peoples. The Department is also working to accelerate the renewal of Canada's relationship with First Nations, Inuit and Métis, on a distinctions basis and to support Indigenous visions of self-determination. Exploring shared priorities and co-developing solutions with our Indigenous partners presents an opportunity for distinctions-based, culturally appropriate approaches to be incorporated into new legislative and policy reform activities. In working with Indigenous peoples, we are learning how to better understand their priorities; how they view and define self-determination; and support rebuilding of their nations.

Working together in a spirit of renewal to find shared solutions through dialogue is the best way to help right past wrongs, advance reconciliation and shape a new relationship with Indigenous peoples for the benefit of all Canadians.

In 2019–20, CIRNAC will continue to work, in partnership with Indigenous peoples and Northerners on three priorities: accelerating the renewal of the relationship with Indigenous peoples; supporting Indigenous visions of self-determination by modernizing institutional structures and governance; and unlocking potential in the North.

Accelerating the Renewal of the Relationship with Indigenous Peoples

Relationships built on colonial structures have contributed to the unacceptable socio-economic gap between Indigenous and non-Indigenous peoples in Canada. While the day-to-day realities in Indigenous communities must continue to be addressed through improved services, there must also be a path to transformative change. This work is part of the unfinished business of Confederation and is critical to the success of Canada as a whole.

To renew the relationship, past injustices must be recognized and resolved and the paternalistic practice of developing priorities and solutions without Indigenous peoples must be abandoned. In the year ahead, the Department will:



Sunrise Ceremony, Gatineau, Quebec

- Advance reconciliation between the Crown and Indigenous peoples, unlock economic development opportunities, and close socio-economic gaps between Indigenous and non-Indigenous communities through the conclusion of treaties, agreements and other constructive arrangements;
- 
- Accelerate progress at the more than 75 Recognition of Indigenous Rights and Self-Determination discussion tables across Canada to explore new ways of working with Indigenous communities. These discussions, involving over half of all First Nation communities, explore shared priorities and co-develop mandates to advance interests, foster self-determination and work towards closing socio-economic gaps;
 - Continue to work with First Nations, in collaboration with the Joint Technical Working Group, on process, policy and legislative reforms to the specific claims process. This work will include exploring options on enhancing the independence of the process;
 - Continue to support the implementation of the [Truth and Reconciliation Commission'sⁱ Calls to Actionⁱⁱ](#) that relate to federal roles, and continue to fulfill the Indian Residential Schools Settlement Agreement. We will also continue to work with provinces, territories, and civil society to advance the Calls to Action. The Truth and Reconciliation Commission identified 94 Calls to Action, 76 of which fall under federal or shared responsibility with other partners, implicating 25 federal entities. As of January 2019, out of the 76 Calls to Action, 63% are completed and work has already started on the remaining 37%;
 - Work to settle litigation with Indigenous peoples, including those involving Childhood Claims, outside the court system, in a fair compassionate and respectful manner. This is essential to achieving reconciliation with Indigenous peoples in Canada. Some examples of this commitment include:
 - Continuing to implement the Sixties Scoop settlement agreement with First Nations and Inuit, as the first step in closing this dark chapter in Canadian history. The Government of Canada will also work with plaintiffs and their counsel; provinces and territories; and Métis leadership, to work towards resolving the remaining Sixties Scoop litigation;
 - Continuing work to support the creation of a Foundation, under the Sixties Scoop settlement, to support healing, wellness, language, culture, education, and commemoration; and
 - Continuing the work to reach a proposed settlement agreement for former students of Indian Day Schools (*McLean v. Attorney General of Canada*), in March 2019, intended to resolve the litigation. The proposed settlement includes individual compensation and forward looking investments to support healing, wellness, education, language, culture and commemoration. The Federal Court of Canada must approve the proposed settlement prior to implementation.
 - Analyze the results of the Collaborative Process on Indian Registration, Band Membership and First Nation Citizenship, in cooperation with the Minister's Special Representative as well as the advice and guidance of the Indigenous Advisory Panel. A report to Parliament on the results of the consultation, including recommendations, under *An Act to amend the Indian Act in response to the Superior Court of Quebec decision in Descheneaux c. Canada (Procureur général)* (Bill S-3) will be tabled in June 2019.

Modernizing Institutional Structures and Governance to Support Self-Determination

In the past, Canada did not respect Indigenous peoples' distinct governments and laws, and the federal government engaged in colonial, paternalistic practices that denied and undermined their inherent rights and dignity. Ensuring that communities can exercise their inherent rights to self-determination and self-government requires supporting Indigenous governance systems to advance the transition from colonial systems to reassuming control and jurisdiction within their communities.

In 2019–20, CIRNAC will continue the co-development of a principled approach to fiscal relations with Indigenous governments that is consistent with self-government agreements and treaties, and, ultimately, supports the elimination of socio-economic gaps. The Department will also:

- Accelerate progress of the over 75 Recognition of Indigenous Rights and Self-Determination tables and increase the number of both comprehensive modern treaties and new self-government agreements. Indigenous partners are advancing the conversation around the recognition and implementation of Indigenous rights;
- Continue to work with Indigenous peoples to replace the outdated Comprehensive Land Claims Policy and the Inherent Right Policy with the parameters of a new rights-based policy. The purpose of the new policy would be to ensure that the relationship between Canada and Indigenous peoples is based on the recognition and implementation of Indigenous rights. Engagement sessions will continue through summer 2019 to enable further discussions about policy approaches to specific subjects with Indigenous partners, and to continue listening to ideas about what could be included in any proposed federal legislation;
- Continue to support First Nations in exercising jurisdiction in the areas of financial management, property taxation, local revenues generation and access to capital through the three First Nation Fiscal Institutions (First Nations Financial Management Board, First Nations Tax Commission, and First Nations Finance Authority);
- Pursue enabling legislation creating both CIRNAC and ISC with mandates to better serve the distinct needs of First Nations, Inuit and Métis; and
- Work with representatives of First Nations, Inuit and the Métis Nation through the permanent bilateral mechanisms to: continue to advance the priorities identified for years one and two; identify joint priorities for the third year; continue to advance work in the co-development of policies; and monitor ongoing progress. These processes will continue to be responsive and adapt to the changing priorities and interests of each permanent bilateral mechanism.

Advancing Work in the North

Strong Arctic communities, the environment, and sustainable economic development of the North are important to Northerners and Canada as a whole. The Department's role is to support the aspirations of Northerners, including: political evolution, healthy people and communities, sustainable economies, environmental protection, and increased capacity to reduce, respond and adapt to climate change. In 2019–20, the Department will continue to:



Inuit Family eating traditional food.

- Work with key partners to develop a new Arctic and Northern Policy Framework for Canada – a whole-of-government long-term plan for the Arctic from now to 2030 and beyond. The policy is being co-developed and is based on the Shared Arctic Leadership Model with Indigenous organizations, other federal departments, provinces and territories. The launch for the new Framework is expected in 2019;
- Advance the devolution process of transferring administrative powers for lands and resources by completing an Agreement-in-Principle, with the Government of Nunavut and Nunavut Tunngavik Inc.;
 - The Nunavut devolution process seeks to improve Inuit-Crown relations by giving the territory greater control over its political and economic affairs which will support Economic Development in the North.
- Continue working with northern stakeholders on issues such as economic development, digital economy and delivery of government services through intergovernmental fora, such as the Northern Development Ministers Forum;
- Work in partnership with Northerners, territorial governments, and Indigenous groups and institutes of public governance to advance opportunities for sustainable economic development and science-based decision-making in resource sectors such as offshore oil and gas;
 - Continue to support and pursue regulatory frameworks in the North, including environmental assessment legislation that yields sound resource management decision-making which considers the best interests of Indigenous peoples and Northerners; and
 - Continue to support the participation of Indigenous people and Northerners in major resource or infrastructure projects through the [Northern Participant Funding Program](#).ⁱⁱⁱ The program supports the effective participation of those potentially affected by major project development in areas where northern impact assessments are mandated by land claims agreements.
- Implement the recently expanded [Nutrition North Canada](#)^{iv} subsidy program, in consultation with northern communities, and the new Harvesters Support Grant to help lower the high costs associated with traditional hunting and harvesting activities;
- Support community-led initiatives to address and mitigate the effects of climate change in the North;

- Continue to support northern communities in reducing reliance on diesel, which supports the implementation of the [Pan-Canadian Framework on Clean Growth and Climate Change](#),^v by providing support to northern communities, governments, and organizations to develop clean energy projects and capacity building initiatives; and
- Continue to include Indigenous peoples and Northerners, who live near contaminated sites, in remediation projects through consultations, community engagement, partnering, and capacity building opportunities. The Department's management of contaminated sites in partnership with Indigenous stakeholders is expected to reduce risk to human and environmental health while promoting socio-economic benefits to Northerners, in particular, Indigenous peoples.



Northern Contaminants Program – Little Fox Lake.

For more information on CIRNAC's plans, priorities and the planned results, see the "Planned results" section of this report.

Planned results: what we want to achieve this year and beyond

Rights and Self-Determination

Description

Support Indigenous and northern organizations, individuals, communities and governments in controlling and managing their own affairs and interests based on the recognition and honouring of rights, respect, collaboration and partnerships. Activities include: governance capacity and community planning, negotiating and implementing treaties, self-government agreements and specific claims; addressing historic grievances; consulting and engaging on issues of importance to Indigenous people and Northerners as well as registration, estates, trust moneys administration and implementation of the Indian Residential Schools Settlement Agreement.

Planning Highlights

The renewal of a nation-to-nation, Inuit-Crown, and government-to-government distinctions-based relationship with Indigenous peoples is critical to moving forward with the unfinished business of Confederation. The renewed relationship, based on the recognition of rights, respect, cooperation, and partnership, while integrating distinctions-based approaches wherever possible and appropriate, forms the foundation of the Department's approach to the self-determination of Indigenous peoples. The Government of Canada is working with Indigenous partners, at Recognition of Indigenous Rights and Self-Determination discussion tables, where Canada and Indigenous groups co-develop approaches responsive to the particular needs, interests and aspirations of individual groups. These discussions are premised on the understanding that Canada's relationship with Indigenous peoples will continue to evolve over time.

To achieve progress in this area, the Department will focus on the following three Departmental Results.

1. Indigenous peoples and Northerners determine their political, economic, social, and cultural development

The Government of Canada recognizes that all relations with Indigenous peoples need to be based on the recognition and implementation of their inherent right to self-determination, including the inherent right of self-government. In 2019–20, the Department will:

- Continue the process of co-developing modern treaties and self-government agreements: identify, with Indigenous groups, ways to best co-develop modern treaties and self-government agreements in a way that upholds the honour of the Crown. To ensure GBA+ considerations are taken into account, departmental officials will engage in various activities such as: consulting national women's organizations, engaging with women, elders and youth in Indigenous communities and conducting gender-disaggregated quantitative and qualitative analyses;
- Continue to work in partnership with the other Principals to the British Columbia Treaty Process (the First Nations Summit and the Province of British Columbia) to advance the recognition and implementation of Aboriginal rights and title in the context of BC treaty negotiations, building on the recommendations and commitments made in the [2016 report of the Multilateral Engagement Process to Improve and Expedite Treaty Negotiations in British Columbia](#)^{vi} and the 2018 [Principals Accord on Transforming Treaty Negotiations in British Columbia](#);^{vii}

- These documents have recommended fundamental changes to the BC treaty process, including ways to reach treaties or other agreements through a stepping-stone approach or core treaties (multilateral engagement) and an agreement that extinguishment and surrender of rights have no place in modern-day Crown-Indigenous relations or treaties (Principals Accord).
- Continue advancing the implementation of self-government agreements and modern treaties in a way that reaffirms the central importance of section 35 rights with the support of a Deputy Ministers' Oversight Committee. Indigenous partners will be invited to participate in this committee to share their experiences with modern treaty implementation. Five meetings are planned for 2019–20;
- Continue to work with modern treaty and self-government agreement partners, other government departments and other relevant partners to ensure that Canada, in a whole-of-government approach, meets its obligations. This includes actively participating in regular Implementation Committee meetings, ensuring the efficient and effective management of transfer payments, and maintaining productive working relationships with partners;
- Improve awareness across government of modern treaties and the implications for federal business through the delivery of Modern Treaty Implementation and Assessment of Modern Treaty Implications training for federal officials. In 2019–20, at least eight training sessions are planned. Canada also honours the treaty relationship by providing Indigenous partners with funding to participate in the delivery of modern treaty implementation training;
- Continue innovative discussions at over 75 Recognition of Indigenous Rights and Self-Determination tables, as well as making progress with over 50 modern treaties and self-government negotiation tables. Through both policy reforms and table discussions, CIRNAC will increase the number of comprehensive modern treaties and new self-government agreements in a manner that reflects a recognition of rights approach and reconciliation. The priorities identified by Indigenous groups are the starting point for discussions at these tables;
- Continue to work with Indigenous peoples to replace the outdated Comprehensive Land Claims Policy and the Inherent Right Policy with the parameters of a new rights-based policy to ensure that the relationship between Canada and Indigenous peoples is based on the recognition and implementation of Indigenous rights. Engagement sessions will continue through summer 2019 to enable further discussions about policy approaches to specific subjects with Indigenous partners and to continue to listen to ideas about what could be included in the revised legislation;
- Continue working with the Assembly of First Nations (AFN), the Inuit Tapiriit Kanatami (ITK) and the four Inuit Nunangat Regions, the Métis National Council and its governing members, as well as with Modern Treaty and Self-Governing First Nations – on the implementation of shared priorities identified via the permanent bilateral mechanisms, and the identification of potential new priorities. As of February 2019, key Cabinet ministers and Indigenous leaders have met eleven times. Seven meetings are already planned for 2019–20;
 - The joint priorities identified through each of the permanent bilateral mechanisms since 2016 are:
 - Inuit-Crown Partnership Committee: health and well-being; housing; education, early learning and training; Inuktitut revitalization, maintenance and promotion; reconciliation measures; Inuit-Crown Land Claim Agreement; environment and climate change; and an Inuit Nunangat policy space;

- Government of Canada and Permanent Crown-First Nations Relations: policing and community safety; *Indigenous Languages Act*; implementation of the *United Nations Declaration on the Rights of Indigenous Peoples*; implementation of the Truth and Reconciliation Commission Calls to Action; new fiscal relationship; joint work to decolonize federal laws and policies; and closing the socio-economic gap; and
 - Government of Canada and Métis Bilateral Mechanism: education, health, child and family services; Métis veterans; new fiscal relationship; economic development and infrastructure; and environment and clean growth.
- Continue working with Modern Treaty and Self-Governing First Nations on the implementation of shared priorities. Akin to the permanent bilateral mechanisms, Modern Treaty and Self-Governing First Nations met with the Prime Minister and key Cabinet Ministers to celebrate successes over the last year, and discussed priorities for reconciliation, including: an implementation policy; a proposed Modern Treaties Implementation Review Commission; changes to the federal *Interpretation Act*; Negotiation Loans Reimbursement; the Distinctions-Based Approach; and Advancing New Policies to replace the Comprehensive Land Claims Policy and Inherent Right Policy;
 - Continue to implement the amendments to the [*First Nations Fiscal Management Act*](#)^{viii} and *First Nations Land Management Act* that were approved in 2018;
 - Pursue enabling legislation creating both CIRNAC and ISC with mandates to better serve the distinct needs of First Nations, Inuit and Métis;
 - Continue to work in partnership with historic Treaty First Nations through the work of treaty commissions in Saskatchewan and Manitoba on Recognition of Indigenous Rights and Self-Determination and treaty discussion tables; including:
 - Advancing public awareness and education to improve understanding and awareness of historic treaties and the treaty relationship;
 - Supporting and/or facilitating partnerships among Treaty First Nations, private industry and provincial governments to explore economic opportunities;
 - Advancing reconciliation activities that support the Truth and Reconciliation Commission's Calls to Action; and
 - Engaging Treaty First Nations in historic treaty implementation dialogue.
 - Implement changes to the *Policy on the Transfer of Capital Moneys* through Paragraph 64(1)(k) of the *Indian Act*, and support amendments to the *First Nations Fiscal Management Act* and the *First Nations Land Management Act*. These changes will provide a more direct mechanism for First Nations with greater control over the administration of all their current and future Capital Moneys without Crown oversight;
 - Continue to work with First Nation partners to develop and implement a modernized regulatory regime that supports oil and gas development on reserve lands, while discussing and exploring options that would allow First Nations to increase their jurisdiction in this area; and

- Continue to foster, build, and maintain effective intergovernmental relationships with territorial governments, Indigenous governments and organizations, as well as other stakeholders in order to facilitate their continued engagement in the North and in the work of international circumpolar forums, such as the Arctic Council, with the goal of enhancing governance in the North.

The Arctic and Northern Policy Framework is being co-developed in partnership with Indigenous Northerners, provincial, territorial and federal partners. It is expected to be launched in 2019 and the new policy will set a long-term plan for the region until 2030 and beyond. Implementation will include new governance mechanisms to continually assess the progress and identify new priorities.

2. Indigenous peoples and Northerners advance their governance institutions

Renewal of the nation-to-nation, government-to-government, and Inuit-Crown relationships, including treaty relationships, includes putting in place effective mechanisms to support the transition away from colonial systems of administration and governance through support to Indigenous peoples and Northerners to advance their governance institutions.

In 2019–20, the Department will:

- Continue to work with the three First Nation Fiscal Institutions (First Nations Financial Management Board, First Nations Tax Commission, and First Nations Finance Authority) on the following key initiatives:
 - Supporting increased participation in the *First Nations Fiscal Management Act* regime, explore innovative ways to advance socio-economic development and self-determination of First Nations and facilitate their transition away from the *Indian Act*. Since April 2016, 92 First Nations have opted into the regime;
 - Continuing to support the First Nations Fiscal institutions and First Nations as they work collaboratively to develop financial administration laws and property taxation regimes, as well as secure loans for infrastructure projects within their communities; and
 - Continuing to explore innovative infrastructure financing approaches through the *First Nations Fiscal Management Act*'s pooled borrowing regime.
- Continue to support the three reserve land management organizations (Lands Advisory Board, First Nations Land Management Resource Centre, and National Aboriginal Lands Managers Association), and the Centre of Excellence for Matrimonial Real Property in their implementation of the following key initiatives during 2019–20:
 - Continuing to explore, in collaboration with the First Nations Infrastructure Institution Development Board, the potential for a national First Nations Infrastructure Institution that would provide innovative ways to build First Nations capacity for infrastructure financing, planning, development and maintenance; and
 - Continue to increase participation in the First Nation Land Management Framework Agreement by:
 - Implementing a new operational funding formula to be delivered to eligible first Nations as a grant;

- Adding 50 First Nations over the next five years, with a minimum of ten First Nations by March 31, 2020, to the list of signatories to the Framework Agreement on First Nation Land Management; and
 - Providing pre-readiness and capacity development programming in partnership with Indigenous Organizations.
- Continue to support Northerners on their path to self-determination and to advance their governance institutions. The Government of Canada, Government of Nunavut, and Nunavut Tunngavik Incorporated are working to advance devolution in Nunavut, and in particular towards the conclusion of the Nunavut Lands and Resources Devolution Agreement-in-Principle. There are presently eight to ten Main Table meetings between key stakeholders planned for 2019–20.

3. Past injustices are recognized and resolved

Assimilationist policies and practices have led to the denial of Indigenous rights. Reconciliation is an ongoing process which requires recognition of rights, acknowledgement of past wrongs, including the disenfranchisement of women under the *Indian Act*, knowing the colonial history of Canada and working together to co-develop solutions with Indigenous peoples. In 2019–20, the Department will:

- Continue to work with First Nations, in collaboration with the Joint Technical Working Group, on process, policy and legislative reforms to the specific claims process. This work will include exploring options on enhancing the independence of the process;
- Continue to support and advance the implementation of the [Truth and Reconciliation Commission's 94 Calls to Action](#), building on the progress to implement and complete the 76 Calls to Action within federal or shared purview. As of January 2019, out of the 76 Calls to Action, 63% are completed and work has already started on the remaining 37%;
- Continue to update the Addition to Reserve and Reserve Creation Policy and streamline processes in collaboration with Indigenous partners, which contributes to address outstanding historic claims; improves community access to land and resources; increases First Nation land base and advances Reconciliation;
- Continue to implement and to fulfill the terms of the Indian Residential Schools Settlement Agreement in cooperation with the [Indian Residential Schools Adjudication Secretariat](#),^{ix} the independent, arm's length organization responsible for the resolution of Independent Assessment Process claims in support of the Chief Adjudicator. Fulfillment of Canada's legal obligations under the Indian Residential Schools Settlement Agreement rests primarily upon the completion of the remaining Independent Assessment Process claims. It is anticipated that 100% of the more than 38,000 Independent Assessment Process claims received will be completed by March 31, 2021;
- Continue to support a whole-of-government approach to consultation and accommodation through enhanced guidance and coordination that ensures the Crown meets its constitutional obligations and commitments to the United Nations Declaration on the Rights of Indigenous Peoples, including co-operating in good faith with the aim of securing free, prior and informed consent of Indigenous peoples;

- Analyze the results of the Collaborative Process on Indian Registration, Band Membership and First Nation Citizenship, in cooperation with the Minister's Special Representative as well as the advice and guidance of the Indigenous advisory panel. A report on the results of the consultation, including recommendations for next steps, under *An Act to amend the Indian Act in response to the Superior Court of Quebec decision in Descheneaux c. Canada (Procureur général)* (Bill S-3) will be tabled in Parliament in June 2019:
 - Finalize an implementation plan for the removal of the 1951 cut-off from the *Indian Act* in line with the amendments in Bill S-3, as well as determining next steps to eliminate any remaining inequities. A plan will also be developed with Indigenous partners on how to move towards First Nations having the exclusive responsibility for the determination of the identity of their members or citizens.
- Continue working with the Department of Justice to ensure a non-adversarial, collaborative approach to resolving claims and litigation. Honouring Canada's lawful obligations to Indigenous people, consistent with the Constitution, and working collaboratively to settle outstanding claims and litigation is instrumental to achieving reconciliation with Indigenous people in Canada. Settlements may include financial compensation as well as funding for healing, wellness, commemoration, language and culture, dependent on the needs of Indigenous claimants.

Litigation is an adversarial process, and should not be the primary forum for achieving reconciliation and the renewal of the Crown-Indigenous relationship. Canada is committed to pursuing dialogue, co-operation, partnership and negotiation based on the recognition of rights. However, Indigenous peoples, like all other Canadians, can choose their preferred forum to resolve legal issues, which could result in formal court processes.

Planned Results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target
Indigenous peoples and Northerners determine their political, economic, social and cultural development	% of First Nations adopting alternatives to the <i>Indian Act</i>	55%	March 31, 2021
	Number of communities where Indigenous Rights and Self-Determination processes are underway	620	March 31, 2020
	Number of communities where Indigenous Rights and Self-Determination agreements have been concluded	23	March 31, 2020
	% of First Nations that exercise options to collect, manage and/or access revenues held in trust	To be determined	To be determined
	% of Arctic Council initiatives that correlate to or advance Canadian Indigenous Permanent Participants' priorities	100%	March 31, 2020
Indigenous peoples and Northerners advance their governance institutions	% of First Nation communities with Financial Management System Certification through the First Nations Financial Management Board	3.5%	March 31, 2020
	% of First Nation communities with land governance regimes established	24%	March 31, 2020
	% of First Nation communities with real property taxation regimes supported through the First Nations Tax Commission	29%	March 31, 2020
	Completion of devolution phases in Nunavut	Complete phase 2 (Agreement-in-Principle)	October 31, 2019
Past injustices are recognized and resolved	The annual % of specific claims accepted for negotiation that are resolved by means of a negotiated settlement agreement	50% ^a	March 31, 2020
	Hectares of land added to the reserve land base to fulfill legal obligations	34,000	March 31, 2020
	% of Indian Residential Schools Settlement Agreement claims completed through the Independent Assessment Process	100%	March 31, 2021
	Number of litigation claims concluded	Not available ^b	Not available ^b

Note: The Planned Results and indicators in the above table are transitional as the structure of Department is clarified and as results and performance indicators are defined in partnership with Indigenous peoples.

^aThe conclusion of negotiated settlement agreements is not entirely within the control of the federal government. In order to achieve a settlement agreement, consensus must be reached with First Nations and, in some cases, other levels of government. Given the complexity of claims, the rate at which settlement agreements are concluded changes from year to year.

^bThis indicator addresses the resolution of litigation and/or out-of-court settlements as they occur. As the Department does not have control over the number or the timing of resolved claims, a target cannot be set.

Budgetary financial resources (dollars)			
2019–20 Main Estimates	2019–20 Planned Spending	2020–21 Planned Spending	2021–22 Planned Spending
5,144,130,833	5,144,130,833	2,605,481,322	2,565,713,720

The decrease of \$2.5 billion in 2020–21 mainly reflects the following changes:

- the decrease in funding of \$1.0 billion for the Childhood Claims settlement;
- the sunset of \$750.0 million for the Sixties Scoop settlement; and
- the decrease in funding of \$ \$644.9 million for the specific claims settlements.

Human resources (full-time equivalents)		
2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
1,101	967	889

Financial, human resources and performance information for CIRNAC's Program Inventory is available in the [GC InfoBase](#).^x

Community and Regional Development

Description

Support the efforts of Indigenous and northern communities in sustainable economic development, sustainable food, natural resources and environmental management. This includes: investment in Indigenous and northern entrepreneurs and businesses; land management and resource development; clean energy development and climate change adaptation; remediation of contaminated sites; and protection of the Arctic ecosystems and advancement of northern (Arctic) science and technology.

Planning Highlights

Community and regional development is critical to the well-being of Indigenous peoples and Northerners, and underpins their full participation in Canada's social and economic development.

In close cooperation with ISC, CIRNAC supports the efforts of Indigenous peoples and Northerners to live in strong and healthy communities with thriving cultures that are self-determining, self-governing, and increasingly self-sufficient, and no longer marginalized.

To achieve progress in this area, the Department will focus on the following three results.

1. Indigenous communities advance their business development and economic growth

The Department supports Indigenous and northern communities in promoting economic development and creating jobs for Indigenous people, and enhancing Indigenous participation in the public and private sector. In 2019–20, the Department will:

- Support capacity-building efforts in communities to improve the delivery of economic development services and build on successful investments by supporting projects that leverage private sector investment and lead to higher community revenues and employment. These efforts are critical to support First Nation and Inuit communities' economic development, from projects such as feasibility studies to large-scale commercial infrastructure;
- Support the development of land-use planning and strategic joint economic development plans between municipalities and neighboring First Nation communities through the second phase of the successful [Community Economic Development Initiative](#)^{xi} with the Federation of Canadian Municipalities and the Council for the Advancement of Native Development Officers. Between now and 2021, as many as 30 municipalities and new communities will create joint economic development and land management partnerships:
 - Entering its sixth year, 15 partnerships, involving 25 First Nation communities and 23 municipalities, have been created. Successes include the Fort William First Nation and the City of Thunder Bay collaborating on the development of an industrial park, and the Okanagan Indian Band and the city of Vernon establishing a joint strategic Water Front Plan.
- Increase the number of viable businesses in Canada owned and controlled by Indigenous people, provide a supportive business environment for Indigenous Canadians and advocate and inform employers about the hiring of Indigenous peoples;
- Continue to work with Innovation, Science and Economic Development and the Business Development Bank of Canada to leverage greater access to capital to support the network of Aboriginal Financial Institutions and Indigenous entrepreneurs, which enables an increase in the number of businesses created by Indigenous entrepreneurs;

- Continue to implement the [Métis Economic Development Strategy](#)^{xii} announced in Budget 2016, including the monitoring of the recapitalization of the five Métis Capital Corporations;
- Continue to enhance the creation, growth, and long-term viability of Indigenous businesses by assisting them in competing for and winning federal procurement opportunities through the [Procurement Strategy for Aboriginal Businesses](#)^{xiii} (PSAB). The PSAB works to create strengthened strategic partnerships between Indigenous business owners, industry sectors and the Government of Canada. This benefits economic development in Canada while investing in the capacity of Indigenous businesses; and
- Work with Transport Canada and Western Economic Diversification and other partners to identify potential alternatives to replace Greyhound bus services in Western Canada and respond to acute transportation needs, such as: the safety of Indigenous women, girls and youth and the needs of First Nation communities left without any transportation service:
 - The Department will continue to support three communities in Northern Ontario (Neskantaga, Webequie, Marten Falls) to be part of the Community Well-being Pilot Project to test a whole-of-government, single-window approach to community development. This pilot project brings together key partners – communities, federal and provincial governments and First Nation institutions – to collaboratively develop priorities and implement community-specific action plans. The project will also assess effectiveness and adequacy of federal and provincial government responsiveness to the needs of remote communities. As part of its broader strategy to support Indigenous self-determination, the Department will continue to support Matawa First Nations in strengthening its institutional and political capacity.

2. Indigenous and northern communities strengthen their capacity to adapt to changing environments

Indigenous and northern communities face many challenges that demand the capacity to adapt to changing environments. These include: managing the impacts of a changing climate; addressing the high and often fluctuating costs of food and accessibility to perishable nutritious food; as well as promoting sustainable development that balances environmental, social, and economic well-being. Other important factors include: remoteness and inaccessibility; cold climate; aging and inefficient infrastructure; flooding; and reliance on diesel for electricity generation and heating. In 2019–20, to strengthen community capacity to adapt to these changing conditions, the Department will:

- Support the implementation of the [Pan-Canadian Framework on Clean Growth and Climate Change](#) by providing support to:
 - Facilitate community-level climate change data collection and its integration with Indigenous knowledge;
 - Support territorial governments and northern Indigenous communities to conduct risk assessments, and to identify, plan, and implement adaptation measures; and
 - Support First Nations to assess climate change impacts through risk and adaptation assessment projects and flood plain mapping.

The [Indigenous Community-Based Climate Monitoring program](#) is adopting an innovative approach to distinctions-based program delivery, tailored to the unique ways of working with First Nations, the Métis Nation and Inuit partners. The program is working with Indigenous partners to develop three unique governance models and funding approaches, which are expected to be rolled out over 2019–20.

- Implement the modernized and reformed [Nutrition North Canada](#) program announced on December 10, 2018, to better address Northerners' needs. These changes to the Nutrition North Canada program will enable the Department to better support several key Government initiatives such as: Arctic and Northern Policy Framework; the Employment and Social Development Canada-led Canadian Poverty Reduction Strategy; and a Food Policy for Canada, currently being developed by Agriculture and Agri-Food Canada;
- As of January 1, 2019, these improvements will include:
 - a fully revised subsidized food list that is now more relevant to Northerners, and which includes a focus on northern staples and family-friendly items;
 - a new highest-level subsidy rate specifically for milk, frozen fruit, frozen vegetables, infant formula, and infant food; and
 - an increase to the two current subsidy rates to help further lower the cost of perishable, nutritious food.
- Create an Inuit-Crown Food Security working group to focus on food security and work towards a sustainable food system in Inuit Nunangat. The working group will continue the important work of ensuring the unique interests, priorities and circumstances of Inuit are brought to programs and policies relating to food security on the basis of co-development and collaboration. This work is key to achieving reconciliation.

The modernized Nutrition North program, informed by consultations with Northerners, will introduce a Harvesters Support Grant to help lower the high costs associated with traditional hunting and harvesting activities, which are an important source of healthy, traditional food.

3. Land and resources in Indigenous communities and the North are sustainably managed

Many remote Indigenous and northern communities are not connected to power grids, and rely on high-cost diesel-powered electrical generation. Investment in alternative energy sources, where possible, can provide reliable, clean energy at a lower cost to Indigenous and northern communities. The North also has a number of contaminated sites, abandoned by previous occupants that include legacy contamination, primarily from private sector mining, and oil and gas activities as well as military activities by the Government. Land use planning, capacity building and training, enable First Nation communities to effectively manage lands, natural resources and solid waste and environmental activities that will leverage community and economic development opportunities. In 2019–20, the Department will:

- Continue to address the 1950 active contaminated sites on reserve across Canada, as well as restoring the environmental integrity of the sites;
- Continue to address active [Northern contaminated sites](#)^{xiv} to protect the health and safety of Indigenous peoples and Northerners, as well as to restore the integrity of the environment. Active management includes the planning, care and maintenance, remediation and long-term monitoring of contaminated sites. The Department's two largest sites, the Faro Mine and the Giant Mine, will continue to undergo care and maintenance activities while remediation plans are drafted:
 - Faro Mine: the Department will submit a project proposal to the Yukon Environmental and Socio-Economic Assessment Board. Additionally, continuing construction of the new North Fork Rose Creek diversion channel, which started in August 2018, will ensure the ongoing care and maintenance of the site; and

- Giant Mine: the Department is expected to submit a water license application in April 2019 and will continue to draft detailed designs for all engineering work packages required for remediation.
- Ensure that current and future projects on reserve proceed in an environmentally responsible manner through the conduct of project environmental reviews. The Department is collaborating with First Nations and other partners to revise the [Environmental Review Process](#).^{xv} The objective is to increase the effectiveness of the process and the considerations of First Nation perspectives in environmental reviews. During 2019–20 the Department will focus its efforts on addressing key challenges identified by First Nation partners to develop better tools to support operations, capacity building and potential pilot projects;
- Implement the Northern Participant Funding Program to support informed Indigenous and community engagement in major project reviews carried out under northern co-management regimes. Engagement with Indigenous organizations and governments, territorial governments, and northern co-management boards began in 2018–19 and will be completed in the first quarter of 2019–20; this will inform the structure and implementation of the program. Funding will be distributed to allow intervenors to meaningfully participate in major northern project reviews in 2019–20;
- Continue to support First Nations in the development of land use plans and the completion of land surveys to promote integrated community planning as a sustainable development best practice. The Department invested \$7.5 million in 2018–19 and is planning to invest a similar amount in 2019–20 to allow at least 60 communities to complete the three-year process of developing plans by March 31, 2021, and Indigenous partner organizations to continue building capacity in these fields;
- Update the Lands Management Manual in consultation with First Nations and Indigenous organizations. Specific attention will be paid to enhancing policies and procedures in respect of Designations, Leases, Permits and Individual Interests, and further updating guidelines to support the management of natural resources on reserve;
- Improve the [Reserve Land and Environment Management Program](#),^{xvi} which includes delivering land management capacity development projects by providing and funding training for new land and environmental management training to increase the administrative capacity within First Nation land offices. Supporting the expansion of the Professional Land Management Certification Program through the addition of a second learning institution and the development of a Prior Learning Assessment Review to allow for greater access and learning options for First Nation land managers;
- Establish an Indigenous Centre of Expertise on Cumulative Impacts in collaboration with Indigenous partners. The Centre will build the scientific and technical capacity of Indigenous communities to support their involvement in cumulative effects assessment and management processes, resulting in the improved sustainable management of their lands and waters:
 - Cumulative effects assessment evaluates the interaction of environmental and socio-economic impacts of different projects on a particular community or region over time. First Nations, Métis and Inuit will be involved in the co-development of the Centre during 2019–20. No decision has been made on the future location of the Centre.

- Support northern communities to reduce their reliance on diesel and support the implementation of the Pan-Canadian Framework on Clean Growth and Climate Change by providing support to northern communities, governments, and organizations to develop clean energy projects and capacity building initiatives. Projects in the three territories and Inuit regions of Nunavik (Northern Québec) and Nunatsiavut (Northern Labrador) are expected to reduce diesel use by 2 million litres by March 31, 2023;
- Continue to support and pursue regulatory frameworks in the North, including environmental assessment legislation that yields sound resource management decision-making. This includes:
 - Working with territorial and Indigenous governments and other partners to review the *Mackenzie Valley Resource Management Act* in the context of Northwest Territories devolution;
 - Continuing to support the current proposed amendments to the *Mackenzie Valley Resource Management Act* that respond to litigation regarding Board amalgamation; and
 - Continuing to undertake implementation activities associated with the *Nunavut Planning and Project Assessment Act*, which came into force in 2015.
- Advance opportunities for the re-commercialization of abandoned mine sites by leveraging private sector interest in remaining mineral resources to reduce its environmental liability. These commercial arrangements, such as the agreement negotiated for the sale of the United Keno Hill Mine property in 2006, can require a purchaser to take on a share of the cost for historical liabilities or perform the remediation at a reduced cost to Canada. In 2019–20, the Department will explore whether recent market interest in the Cantung Mine could allow the site to return to productive use by industry and offset federal liabilities; and
- Improve solid waste management services in First Nation communities by investing \$99.2 million in 2019–20 to ensure comparability to services available off reserve. This will reduce potential risks to health, safety and the environment, while supporting sustainable economic development.

Risk

There is a risk that First Nations and Northerners may lack the capacity to develop and foster sustainable economic development and environmental protection in their communities. The Department, working with its key partners, will continue to address this risk through capacity support programs and new frameworks such as: Arctic and Northern Policy Framework; implementing the Northern Participant Funding Program; advancing opportunities for sustainable economic development in resource sectors; supporting community-led initiatives to address and mitigate the effects of climate change and implementing the Pan-Canadian Framework on Clean Growth and Climate Change and; continuing to engage with Indigenous peoples and communities, who live near contaminated sites, in remediation projects.

Planned Results

Departmental Results	Indicators	Target	Date to achieve target
Indigenous communities advance their business development and economic growth	% of First Nation communities where non-government revenues represent 25% or more of total revenues	18%	March 31, 2020
	Number of Indigenous businesses created and/or expanded	1,224 ^a	March 31, 2020
	% growth of federal procurement contracts set aside for Indigenous businesses	5% increase	March 31, 2020
Indigenous and northern communities strengthen their capacity to adapt to changing environments	% of Climate Change Impact Assessments that identify adaptation measures	50%	March 31, 2020
	The annual growth rate of food prices in isolated northern communities compared to the national growth rate	At or below the annual growth for the Consumer Price Index basket for food	March 31, 2020
Land and resources in Indigenous communities and the North are sustainably managed	% of contaminated sites on reserve that pose imminent danger to public health and safety where clean-up or containment is occurring to reduce risk	29%	March 31, 2020
	% of contaminated sites in the North that pose imminent danger to public health and safety and the environment that are being actively managed	80%	March 31, 2020
	% of First Nations with land use plans	27%	March 31, 2021
	% of First Nation communities with certified land managers	At least 25% of First Nation communities	March 31, 2020
	% of First Nation, Inuit and northern communities that are dependent on diesel	To be determined	To be determined
	% of First Nation, Inuit and northern communities that are implementing projects that reduce dependency/reliance on diesel ^b	20% of Inuit and northern communities	March 31, 2020
	% of First Nation communities with adequate solid waste management systems	35%	March 31, 2021

Note: The Planned Results and indicators in the above table are transitional as the structure of Department is clarified and as results and performance indicators are defined in partnership with Indigenous peoples.

^a This represents an annual increase of 2%.

^b A notional target of 20% has been established based on project proposals.

Budgetary financial resources (dollars)			
2019–20 Main Estimates	2019–20 Planned Spending	2020–21 Planned Spending	2021–22 Planned Spending
695,066,509	695,066,509	519,888,697	412,191,509

The year-over-year differences primarily reflect:

- the sunset of funding for the assessment, management and remediation of federal contaminated sites (-\$177.7 million in 2019–20);
- the sunset of funding for infrastructure projects in Indigenous communities (-\$100.6 million in 2020–21).

Human resources (full-time equivalents)		
2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
884	755	739

Financial, human resources and performance information for CIRNAC's Program Inventory is available in the [GC InfoBase](#).

Internal Services

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Planning highlights

Management and Oversight Services

The Department will work to promote greater accountability, transparency and oversight in its operations by conducting internal audits, evaluations, financial reviews and risk assessments. Through this work, the Department will ensure the appropriate use of human and financial resources and that programs and services are relevant, efficient, and effective. Special attention will be given to identifying, assessing and responding to the risks that may exist with the formation of CIRNAC as a new department. The Department is also continuing to work on ongoing and future proactive disclosure requirements for CIRNAC, including the Ministers' offices, in support of open government.

The Department is continuing to advance its work to support better decision making and program reform through measuring and reporting on socio-economic gaps as well as other important well-being outcomes, such as health, language, and culture. We will continue to work with key partners including the First Nations Information Governance Centre in the delivery of health and socio-economic surveys, as well as Statistics Canada in the delivery of the Aboriginal Peoples Survey and other key national data initiatives related to Indigenous Peoples. In the context of supporting and advancing Indigenous self-determination, the Department will work closely with Indigenous partners to strengthen Indigenous data governance capacities and research innovation.

Communications Services

The Department informs Canadians about its ongoing work, in an accessible way; maintains an open flow of information with First Nations, Inuit, Métis and Northerners; positively influences public perceptions of Indigenous peoples and related issues; and ensures coherence and consistency in messaging aligned with government priorities. In 2019–20, CIRNAC will continue to develop the Government of Canada web and social media presence to support efforts to engage Indigenous peoples and all Canadians.

Human Resources Management Services

CIRNAC will continue to support the commitment to increase Indigenous recruitment, leadership development and retention through initiatives and career development programs for the Indigenous workforce, in particular, the Aboriginal Leadership Development program, which is a program that supports and develops Indigenous peoples for leadership positions within the federal public service. The Department's Indigenous Recruitment and Retention Framework considers the requirements of Article 23 of the Nunavut Agreement which aims to increase Inuit participation in government employment in Nunavut to a representative level.

The Department will also continue to staff positions in a transparent manner, where appointments are based on merit, and the principles of gender equity and diversity are respected. Under the proposed *Accessible Canada Act* (Bill C-81), CIRNAC will ensure a plan is in place to identify and remove accessibility barriers and prevent new barriers for persons with disabilities, especially pertaining to job opportunities and employment policies and practices.

The Department will continue to provide expert services to assist with employee pay-related issues following the implementation of the Phoenix Pay System and the establishment of the new department. Beginning in May 2019, CIRNAC will participate in the Pay Pod Pilot Project.

The Department will be implementing the 2018 to 2021 CIRNAC Workplace Well-being & Mental Health Strategy by:

- Ensuring that the workplace culture is one of mutual trust, with decreased mental health stigma, and that it is trained to adequately address issues and to foster engagement; and
- Using the results from the 2017 and 2018 Public Service Employment Surveys to develop action plans to improve work-place well-being.

Financial Management Services

The focus for financial resource management during the transition will be to ensure the continuation of financial services to support both Departments. As of April 1, 2019, the Departments will have separated financial systems to support independent financial operations for both Departments. This supports the separate Departmental reporting requirement such as the production of Public Accounts, Financial Statements and various other financial reporting requirements. Additionally, both Departments are focusing on ensuring sound resourcing strategies are in place to support emerging priorities associated with the transformation and ongoing business which includes improving the regional resourcing model.

Information Management and Information Technology Services

Information Management and Information Technology services and solutions are regarded across the Government of Canada as key strategic enablers essential to achieving positive outcomes for Canadians. The importance of effective services and solution delivery for CIRNAC is heightened given the unique challenges that exist across remote locations in Canada, including the North. The Department will continue to work closely with Shared Services Canada and private sector partners in the provision of a stable Information Management and Information Technology operating environment, and in parallel will assume a leadership role in the development and implementation of Information Management and Information Technology strategies and solutions that will enable successful outcomes and service delivery.

Real Property Services, Materiel Services, and Acquisition Services

The Departments will continue to lead the real property management action plan in order to mitigate health and safety risks and enhance sound stewardship of Crown assets, while ensuring compliance with the central agency's real property policies and guidelines. In the context of the Transformation agenda, the Departments will initiate the transfer of properties that are required to support both Departments' mandates and meet the requirements of programs. A strategic plan for acquisition services will be developed to improve service levels and continue to support the use of the Procurement Strategy for Aboriginal Business.

Budgetary financial resources (dollars)			
2019–20 Main Estimates	2019–20 Planned Spending	2020–21 Planned Spending	2021–22 Planned Spending
204,767,708	204,767,708	200,885,534	193,811,688

The decrease in planned spending by 2021–2022 primarily reflects:

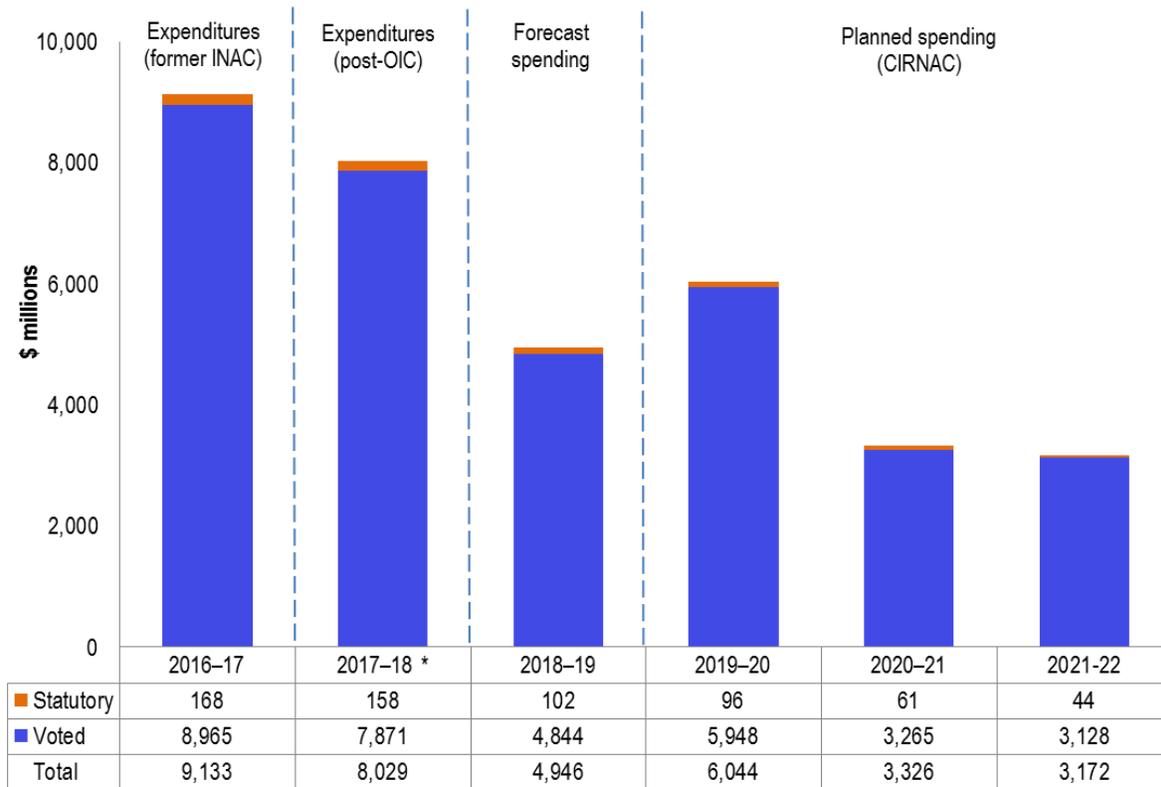
- the sunset of funding for internal support services (-\$5.1 million);
- the sunset of funding of Residential Schools Settlement Agreement (-\$2.2 million).

Human resources (full-time equivalents)		
2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
1,213	1,201	1,189

Spending and human resources

Planned spending

Departmental Spending Trend graph



* Effective November 30, 2017, pursuant to Orders in Council, the Education and Social Development Programs and Partnerships and Regional Operations Sectors were transferred to ISC. Therefore, the actual expenditures for these programs (for the period of November 30, 2017 to March 31, 2018) are not included in the above numbers.

Budgetary planning summary for Core Responsibilities and Internal Services (dollars)

Core Responsibilities and Internal Services	2016–17 Expenditures	2017–18 Expenditures	2018–19 Forecast Spending	2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned Spending
Rights and Self-Determination current structure*	1,807,260,470	2,974,204,869	3,801,647,567	5,144,130,833	5,144,130,833	2,605,481,322	2,565,713,720
Community and Regional Development current structure*	673,420,254	818,093,579	877,689,090	695,066,509	695,066,509	519,888,697	412,191,509
Internal Services	286,377,646	285,366,302	266,208,343	204,767,708	204,767,708	200,885,534	193,811,688
Amount not allocated to core responsibilities above**	6,365,446,681	3,951,757,345	N/A	N/A	N/A	N/A	N/A
Total	9,132,505,051	8,029,422,095	4,945,545,000	6,043,965,000	6,043,965,000	3,326,255,553	3,171,716,917

* 2016–17 and 2017–18 Expenditures have been restated from the Program Alignment Architecture to reflect the Departmental Results Framework.

** Effective November 30, 2017, pursuant to Orders in Council, the Education and Social Development Programs and Partnerships and Regional Operations sectors were transferred to ISC. Therefore, the actual expenditures for these programs are not included in the Departmental Results Framework for CIRNAC.

For the period 2016–17 to 2018–19, spending has decreased from \$9.1 billion in 2016–17 to \$4.9 billion in 2018–19. The decrease of \$4.2 billion primarily reflects the transfer of the Education and Social Development Programs and Partnerships and Regional Operations sectors to ISC effective November 30, 2017.

For the period 2018–19 to 2019–20, spending is expected to increase from \$4.9 billion in 2018–19 to \$6.0 billion in 2019–20. The increase of \$1.1 billion primarily reflects an increase in funding for the settlement of Childhood Claims and the Sixties Scoop settlement, offset by the decrease in spending related to special and specific claims settlements.

For the period 2019–20 to 2021–22, spending is expected to decrease from \$6.0 billion in 2019–20 to \$3.1 billion in 2021–22. This decrease of \$2.9 billion is in large part due to:

- change in the approved funding profile for the settlement of Childhood Claims as per the projected timing of payment (-\$873.2 million);
- the sunset of funding of the Sixties Scoop settlement as payments are expected to be completed in 2019–20 (-\$750.0 million);
- the decrease in approved funding level related to the specific claims settlements (-\$644.9 million), the replenishment of specific claims funding was announced in the recent Budget and not yet reflected in the figures above, planned spending will be adjusted once funding approval is received;
- the sunset of funding for the assessment, management and remediation of federal contaminated sites (-\$177.7 million); and
- the sunset of funding for infrastructure projects in Indigenous communities (-\$141.0 million).

The planned spending figures above reflect the current approved funding level for the Department and these figures will be adjusted as new funding is approved. Decisions on the renewal of the sunset initiatives will be taken in future budgets and reflected in future estimates.

2019–20 Budgetary planned gross spending summary (dollars)

Core Responsibilities and Internal Services	2019–20 Planned gross spending	2019–20 Planned gross spending in specified purpose accounts	2019–20 Planned revenues netted against expenditures	2019–20 Planned net spending
Rights and Self-Determination	5,144,130,833	0	0	5,144,130,833
Community and Regional Development	695,066,509	0	0	695,066,509
Internal Services	217,850,409	0	(13,082,701)	204,767,708
Total	6,057,047,751	0	(13,082,701)	6,043,965,050

Planned human resources**Human resources summary for Programs and Internal Services (full-time equivalents)**

Core Responsibilities and Internal Services	2016–17 Actual ¹	2017–18 Actual ¹	2018–19 Forecast	2019–20 Planned	2020–21 Planned	2021–22 Planned
Rights and Self-determination ²	1,181	1,149	1,138	1,101	967	889
Community and Regional Development ²	822	1,400	886	884	755	739
Internal Services	1,476	1,434	1,350	1,213	1,201	1,189
Amount not allocated to the above core responsibilities ³	1,164	326	N/A	N/A	N/A	N/A
Total	4,643	4,309	3,374	3,198	2,923	2,817

¹ The 2016–17 and 2017–18 actual full-time equivalents have been restated from the Program Alignment Architecture of the former INAC to reflect the Departmental Results Framework.

² The full time equivalents are steadily decreasing from 2019–20 to 2021–22 mainly due to the sunseting of the Northern Contaminated Sites program and the winding down of the Residential Schools Resolution program.

³ Effective November 30, 2017, pursuant to Orders in Council, the Education and Social Development Programs and Partnerships and Regional Operations sectors were transferred to ISC. Therefore, the actual full-time equivalents for these programs are not included in the Departmental Results Framework for CIRNAC.

Estimates by vote

Information on CIRNAC's organizational appropriations is available in the [2019–20 Main Estimates](#).^{xvii}

Future-Oriented Condensed Statement of Operations

The Future Oriented Condensed Statement of Operations provides a general overview of CIRNAC's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management. The forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis; as a result, amounts may differ.

A more detailed [Future-Oriented Statement of Operations](#)^{xviii} and associated notes, including a reconciliation of the net costs of operations to the requested authorities, are available on the CIRNAC website.

Financial statements highlights

Future Oriented Condensed Statement of Operations for the year ending March 31, 2020 (dollars)

Financial Information	2018–19 Forecast Results	2019–20 Planned Results	Difference (2019–20 Planned results minus 2018–19 Forecast results)
Total Expenses	6,885,188,411	5,174,024,798	(1,711,163,613)
Total Revenues	16,971,630	14,724,944	(2,246,686)
Net cost of operations before government funding and transfers	6,868,216,781	5,159,299,854	(1,708,916,927)

Expenses

Total expenses for 2019–20 are planned at \$5,174 million, representing a \$1,711 million decrease from the previous year's forecasted total expenses of \$6,885 million. Expenses by Core responsibilities are as follows:

- Rights and self-determination \$4,347 million (84.0%); and
- Community and regional Development \$578 million (11.2%).

The remainder of the total expenses include Internal Services in the amount of \$239 million (4.6%) and expenses incurred on behalf of the Government of Canada in the amount of \$10 million (0.2%).

Revenues

Total revenues for 2019–20 are planned at \$15 million, representing a \$2 million decrease over the previous year's total revenues of \$17 million. Respendable revenues from the provision of financial and administrative services represent \$13 million (86.7%) of total revenues.

Significant variances

Variances between the planned results for 2019–20 and the 2018–19 forecast results are largely attributable to the timing of key elements in the fiscal cycle. Planned results for 2019–20 are based on the Main Estimates which is the first step in the fiscal cycle. Additional significant funding and initiatives that were not approved in time to be included in the Main Estimates have not been included in the 2019–20 planned results. This funding will be provided through Supplementary Estimates and it should be noted that over the past five years significant funding has been accessed through this process.

As well, other factor contributing to the variance between the planned results for 2019–20 and the 2018–19 estimated results is the forecasted change in the provision for claims and litigation. The forecasted change to the allowance for claims and litigation can be attributed to the resolution of claims and litigation.

Additional information

Corporate information

Organizational profile

Appropriate ministers: The Honourable Carolyn Bennett and the Honourable Dominic LeBlanc

Ministerial portfolio: Department of Indian Affairs and Northern Development

Enabling instrument: [Department of Indian Affairs and Northern Development Act, R.S.C.1985, c.I-6](#)^{xix}

Year of incorporation: 1880

Other: None

Special operating agency: Indian Oil and Gas Canada

Administrative tribunals and agencies:

- Polar Knowledge Canada

Adjudicative and advisory bodies:

- Specific Claims Tribunal Canada
- National Indigenous Economic Development Board

Raison d'être, mandate and role: who we are and what we do

"Raison d'être, mandate and role: who we are and what we do" is available on [CIRNAC's website](#).^{xx}

Reporting framework

The CIRNAC Departmental Results Framework and Program Inventory of record for 2019–20 are shown below.

Core responsibility : Rights and Self-Determination		
Support Indigenous and northern organizations, individuals, communities and governments in controlling and managing their own affairs and interests based on the recognition and honouring of rights, respect, collaboration and partnerships. Activities include: governance capacity and community planning, negotiating and implementing treaties, self-government agreements and specific claims; addressing historic grievances; consulting and engaging on issues of importance to Indigenous people and Northerners as well as registration, estates, trust moneys administration and implementation of the Indian Residential Schools Settlement Agreement.		
Departmental Results	Indicators	Program Inventory
Indigenous peoples and Northerners determine their political, economic, social and cultural development	Percentage of First Nations adopting alternatives to the <i>Indian Act</i>	Statutory, Legislative and Policy Support to First Nations Governance
	Number of communities where Indigenous rights and self-determination processes are underway	Negotiations of Claims and Self-Government Agreements
	Number of communities where Indigenous rights and self-determination agreements have been concluded	Specific Claims
	Percentage of First Nations that exercise options to collect, manage and/or access revenues held in trust	Management and Implementation of Agreements and Treaties
	Percentage of Arctic Council initiatives that correlate to or advance Canadian Indigenous Permanent Participants' priorities	Consultation and Accommodation
Indigenous peoples and Northerners advance their governance institutions	Percentage of First Nation communities with Financial Management System Certification through the First Nations Financial Management Board	Consultation and Policy Development
	Percentage of First Nation communities with land governance regimes established	Federal Interlocutor's Contribution Program
	Percentage of First Nation communities with real property taxation regimes supported through the First Nations Tax Commission	Basic Organizational Capacity
	Completion of devolution phases in Nunavut	Other Claims
Past injustices are recognized and resolved	The annual percentage of specific claims accepted for negotiation that are resolved by means of a negotiated settlement agreement	First Nation Jurisdiction over Land and Economic Development
	Hectares of land added to the reserve land base to fulfill legal obligations	Northern and Arctic Governance and Partnerships
	Percentage of Indian Residential Schools Settlement Agreement claims completed through the Independent Assessment Process	Individual Affairs
	Number of litigation claims concluded	Residential Schools Resolution

Core responsibility : Community and Regional Development		
Support the efforts of Indigenous and northern communities in sustainable economic development, sustainable food, natural resources and environmental management. This includes: investment in Indigenous and northern entrepreneurs and businesses; land management and resource development; clean energy development and climate change adaptation; remediation of contaminated sites; and protection of the Arctic ecosystems and advancement of northern (Arctic) science and technology.		
Departmental Results	Indicators	Program Inventory
Indigenous communities advance their business development and economic growth	Percentage of First Nation communities where non-government revenues represent 25% or more of total revenues	Indigenous Entrepreneurship and Business Development
	Number of Indigenous businesses created and/or expanded	Economic Development Capacity and Readiness
	Percentage growth of federal procurement contracts set aside for Indigenous businesses	Land, Natural Resources and Environmental Management
Indigenous and northern communities strengthen their capacity to adapt to changing environments	Percentage of Climate Change Impact Assessments that identify adaptation measures	Climate Change Adaptation and Clean Energy
	The annual growth rate of food prices in isolated northern communities compared to the national growth rate	Northern Strategic and Science Policy
Land and resources in Indigenous communities and the North are sustainably managed	Percentage of contaminated sites on reserve that pose imminent danger to public health and safety where clean-up or containment is occurring to reduce risk	Northern Regulatory and Legislative Frameworks
	Percentage of contaminated sites in the North that pose imminent danger to public health and safety and the environment that are being actively managed	Northern and Arctic Environmental Sustainability
	Percentage of First Nations with land use plans	Northern Contaminated Sites
	Percentage of First Nation communities with certified land managers	Canadian High Arctic Research Station
	Percentage of First Nations, Inuit and northern communities that are dependent on diesel	Nutrition North Canada
	Percentage of First Nations, Inuit and northern communities that are implementing projects that reduce dependency/reliance on diesel	
	Percentage of First Nation communities with adequate solid waste management systems	

Supporting information on the Program Inventory

Supporting information on planned expenditures, human resources, and results related to CIRNAC's Program Inventory is available in the [GC InfoBase](#).

Supplementary information tables

The following [supplementary information tables](#) are available on CIRNAC's website.

- [Departmental Sustainable Development Strategy](#)
- [Details of transfer payment programs of \\$5 million or more](#)
- [Disclosure of transfer payments under \\$5 million](#)
- [Horizontal initiative: Nutrition North Canada](#)
- [Gender-based analysis plus](#)
- [Status report on transformational and major Crown projects](#)

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).^{xxi} This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are the responsibility of the Minister of Finance.

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Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Core Responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of an appropriated department over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Result (résultat ministériel)

Any change that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by Program-level outcomes.

Departmental Result Indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

Departmental Results Framework (cadre ministériel des résultats)

The department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on the actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

evaluation (évaluation)

In the Government of Canada, the systematic and neutral collection and analysis of evidence to judge merit, worth or value. Evaluation informs decision making, improvements, innovation and accountability. Evaluations typically focus on programs, policies and priorities and examine questions related to relevance, effectiveness and efficiency. Depending on user needs, however, evaluations can also examine other units, themes and issues, including alternatives to existing interventions. Evaluations generally employ social science research methods.

experimentation (expérimentation)

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])

An analytical process used to help identify the potential impacts of policies, Programs and services on diverse groups of women, men and gender-diverse people. The “plus” acknowledges that GBA goes beyond sex and gender differences. We all have multiple identity factors that intersect to make us who we are; GBA+ considers many other identity factors, such as race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2019–20 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada’s Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

An initiative where two or more departments are given funding to pursue a shared outcome, often linked to a government priority.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, Program, policy or initiative respecting expected results.

Performance Information Profile (profil de l’information sur le rendement)

The document that identifies the performance information for each Program from the Program Inventory.

performance reporting (production de rapports sur le rendement)

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

priority (priorité)

A plan or project that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Departmental Results.

Program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

Program Inventory (répertoire des programmes)

Identifies all of the department's programs and describes how resources are organized to contribute to the department's Core Responsibilities and Results.

result (résultat)

An external consequence attributed, in part, to an organization, policy, Program or initiative. Results are not within the control of a single organization, policy, Program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

sunset program (programme temporisé)

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target (cible)

A measurable performance or success level that an organization, Program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an *Appropriation Act*. The Vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

- i Truth and Reconciliation Commission of Canada, <https://www.rcaanc-cirnac.gc.ca/eng/1450124405592/1529106060525>
- ii Calls to Action, <https://www.aadnc-aandc.gc.ca/eng/1524494530110/1524494579700>
- iii Northern Participant Funding Program, <https://www.aadnc-aandc.gc.ca/eng/1545150205116/1545150241463>
- iv Nutrition North Canada, <https://www.nutritionnorthcanada.gc.ca/eng/1415385762263/1415385790537>
- v Pan-Canadian Framework on Clean Growth and Climate Change, <https://www.canada.ca/en/services/environment/weather/climatechange/pan-canadian-framework.html>
- vi 2016 report of the Multilateral Engagement Process to Improve and Expedite Treaty Negotiations in British Columbia, <https://www.aadnc-aandc.gc.ca/eng/1465231252132/1465231337340>
- vii Principals Accord on Transforming Treaty Negotiations in British Columbia, <https://www.canada.ca/en/crown-indigenous-relations-northern-affairs/news/2018/11/treaty-principals-sign-accord-to-transform-treaty-negotiations-in-british-columbia.html>
- viii *First Nations Fiscal Management Act* (S.C. 2005, c. 9), <https://laws-lois.justice.gc.ca/eng/acts/F-11.67/>
- ix Indian Residential Schools Adjudication Secretariat, <http://www.iap-pei.ca/about-eng.php>
- x GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xi Community Economic Development Initiative, <https://fcm.ca/en/programs/first-nation-municipal-collaboration/community-economic-development-initiative>
- xii Métis Economic Development Strategy, <http://www.metisnation.ca/index.php/news/toward-a-metis-economic-development-strategy>
- xiii Procurement Strategy for Aboriginal Business, <https://www.aadnc-aandc.gc.ca/eng/1100100032802/1100100032803>
- xiv Northern contaminated sites, <http://www.rcaanc-cirnac.gc.ca/eng/1100100035301/1537371472183>
- xv Environmental Review Process, <https://www.aadnc-aandc.gc.ca/eng/1345141628060/1345141658639>
- xvi Reserve Lands and Environment Management Program, <https://www.aadnc-aandc.gc.ca/eng/1399400428303/1399400494019>
- xvii 2019–20 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- xviii Future-Oriented Statement of Operations, <https://www.aadnc-aandc.gc.ca/eng/1100100010105/1100100010106>
- xix *Department of Indian Affairs and Northern Development Act*, R.S.C. 1985, c.I-6, <http://laws-lois.justice.gc.ca/eng/acts/I-6/page-1.html>
- xx CIRNAC Website, <https://www.canada.ca/en/crown-indigenous-relations-northern-affairs.html>
- xxi Report on Federal Tax Expenditures, <https://www.fin.gc.ca/purl/taxexp-eng.asp>