

Indigenous Services Canada 2023–24 Departmental Results Report



The Honourable Patty Hajdu, P.C., M.P.
Minister of Indigenous Services



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Indigenous Services Canada's 2023-24 Departmental results report: At a glance

A departmental results report provides an account of actual accomplishments against plans, priorities and expected results set out in the associated [Departmental Plan](#).

- [Vision, mission, raison d'être](#) and [operating context](#)
- [Minister Hajdu's mandate letter](#)

Key priorities

Indigenous Services Canada's top priorities for 2023-24 included:

- Supporting and promoting the health and well-being of Indigenous Peoples by implementing Joyce's Principle.
- Continuing to implement Jordan's Principle for First Nations children, working with Inuit partners to co-develop a new model for the Inuit Child First Initiative.
- Working with Inuit partners towards eliminating tuberculosis across Inuit Nunangat by 2030 and reducing the rate of active tuberculosis by 50% (compared to 2016 rates) by 2025.
- Investing in distinctions-based approaches to mental wellness to meet the needs of First Nations, Inuit and Métis.
- Co-developing policy options and an implementation plan for the First Nations and Inuit components of a new and more holistic long-term and continuing care framework.
- Continuing co-development on long-term, distinctions-based funding frameworks, and prepare to conduct a five-year legislative review of the *An Act respecting First Nations, Inuit, and Métis children, youth and families*.
- Reaching a final settlement agreement on compensation related to child and family services and Jordan's Principle.
- Working to close the infrastructure gap by 2030 by supporting in community decision-making on First Nations infrastructure projects.
- Advancing new [First Nations water legislation](#), while continuing to work to eliminate long-term drinking water advisories on reserve.
- Launching an evaluation of the New Fiscal Relationship 10-Year Grant and co-developing policy options for governance capacity building program reforms.
- Supporting development of an Economic Reconciliation Framework.
- Advancing the priorities of First Nations, Inuit and Métis Nation partners and communities to reclaim jurisdiction in the areas that matter to them.
- Continuing to support First Nation-led processes to transition away from the *Indian Act*.
- Continuing to weave into the design and delivery of its programs and policies the duty to consult with Indigenous Peoples, along with the implementation of the [Calls to Action of the Truth and Reconciliation Commission \(TRC\)](#), the [Calls for Justice for Missing and Murdered](#)

[Indigenous Women Girls \(MMIWG\)](#) and the [United Nations Declaration on the Rights of Indigenous Peoples \(UN Declaration\) \(PDF\)](#) through the [United Nations Declaration on the Rights of Indigenous Peoples Act \(UN Declaration Act\)](#).

In Budget 2023, the government committed to reducing spending by \$14.1 billion over the next five years, starting in 2023–24, and by \$4.1 billion annually after that.

As part of meeting this commitment, Indigenous Services Canada is planning the following spending reductions.

- **2023-24:** \$16,999,000
- **2024-25:** \$64,716,653
- **2025-26:** \$108,603,653
- **2026-27 and after:** \$170,702,653

In 2023-24, the savings were achieved by reducing non-essential travel and leveraging technology in meetings. Following the Treasury Board of Secretariat's guidance, the spending reductions will not impact the delivery of services to Indigenous Peoples.

In 2024-25 and beyond, Indigenous Services Canada will achieve these reductions by focusing on the following:

- Internal Services and Operational Efficiencies
- Public Servant Travel Reductions
- Departmental Transformation
- Reductions in Grants and Contributions –Reducing grants and contributions following discussions with partners, by targeting areas that will minimize impacts on communities and/or in areas where the funding has not been fully utilized. This would be pursued with Indigenous partners, ensuring that any reductions are carefully managed to minimize impacts on communities and that unutilized funds are allocated effectively.

ISC will continue to engage with its Indigenous partners to identify future funding needs. ISC remains committed to maintaining high standards of service delivery throughout these changes. The department will continue to uphold its legislative mandate of service excellence by ensuring that service transfer, as part of the broader transition away from the *Indian Act*, do not compromise the quality or accessibility of services. ISC will work closely with its Indigenous partners to identify and address future funding needs, safeguarding the continuity and improvement of services delivered to Indigenous communities.

Highlights

In 2023-24, total actual spending (including internal services) for Indigenous Services Canada was \$46,477,241,611 and full-time equivalent staff (including internal services) was 7,927. For complete information on Indigenous Services Canada's total spending and human resources, read the [Spending and human resources section](#) of the full report.

The following provides a summary of the department's achievements in 2023-24 according to its approved Departmental Results Framework. A Departmental Results Framework consists of a

department's core responsibilities, the results it plans to achieve and the performance indicators that measure progress toward these results.

Core responsibility: Indigenous Well-Being and Self-Determination

Actual spending: \$46,140,030,260

Actual human resources: 6,187

Departmental results achieved

Health Service Area

Departmental Result 1: Indigenous Peoples are physically well

- Jordan's Principle: Provided over 6.37 million products, services, and supports to First Nations children since 2016, with nearly \$8.1 billion invested since 2015.
- Inuit Child First Initiative: Delivered more than 226,000 supports to Inuit children from April 2019 to March 2024.
- Addressing Anti-Indigenous Racism: Supported over 150 Indigenous-led projects addressing racism in health systems, including the hiring of 22 Indigenous health system navigators and establishment of two new Indigenous health professional associations.
- Health Equity Fund: Budget 2023 committed \$2 billion over 10 years for the Indigenous Health Equity Fund supporting distinctions-based, Indigenous-led approaches to health care services.

Departmental Result 2: Indigenous Peoples are mentally well

- Mental Wellness Support: \$650 million in annual funding supported culturally relevant and community-based mental wellness programs, including suicide prevention and trauma-informed services.

Departmental Result 3: Indigenous Peoples have access to quality federally-funded health services

- Eliminating Tuberculosis: Budget 2023 allocated \$16.2 million over three years to help eliminate tuberculosis in Inuit Nunangat by 2030.
- Health Workforce: Implemented Nursing Health Human Resources framework to retain front-line health workers, particularly in remote and isolated communities.
- Long-term and Continuing Care Framework: Continued co-development of the framework with First Nations and Inuit to support home care, preserving community ties and independence. Options for the Métis segment are expected to be developed by Winter 2025.
- Non-Insured Health Benefits: Budget 2023 invested \$810.6 million over five years to continue providing supplementary health benefits, such as mental health services, dental and vision care, and medications, to First Nations and Inuit.

Children and Families Service Area

Departmental Result 4: Indigenous Peoples are culturally safe and socially well

- Child and Family Services Compensation: In April 2023, a \$23.3 billion settlement was reached to compensate First Nations persons harmed by the Child and Family Services Program and Jordan's Principle. This agreement was confirmed by the Canadian Human Rights Tribunal in

July and approved by the Federal Court in October 2023. On February 9, 2024, the Supreme Court affirmed Indigenous communities' right to care for their children under the *Act respecting First Nations, Inuit, and Métis children, youth, and families*.

- Child and Family Services Reform: \$334.7 million provided to nine Indigenous governing bodies to support the exercise of jurisdiction over their child welfare systems under the *Act respecting First Nations, Inuit, and Métis children, youth, and families*. To date, 10 Indigenous governing bodies have brought their laws into force since 2020, exercising jurisdiction over child and family services.
- Income Assistance: Allocated \$320 million for on-reserve Income Assistance in 2023-24 to address rising living costs.

Education Service Area

Departmental Result 5: Indigenous students are progressing in their education

- Secondary School Graduation Rates: First Nations on-reserve students had an on-time graduation rate of 30% in 2023-24, up from 26% in 2022-23, with an extended-time graduation rate of 49%.
- Post-Secondary Graduates: 2,311 First Nations students graduated with a post-secondary degree, diploma, or certificate in 2023-24, an increase from 1,148 in 2021-22.
- Regional Education Agreements: 10 agreements were signed, supporting nearly 25,000 students in five provinces.

Infrastructure and Environments Service Area

Departmental Result 6: Indigenous communities have sustainable land management and infrastructure

- Housing: \$12.31 billion invested in 11,037 infrastructure projects since 2016, including the construction or renovation of 36,022 homes (increased from 16,999 in 2022-23).
- Drinking Water Advisories: Supported First Nations partners to address and lift 144 long-term drinking water advisories from public systems on reserves since 2015, with 28 remaining as of March 31, 2024.
- Land Management: \$30 million from Budget 2023 to relaunch the Reserve Land and Environment Management Program, featuring \$70,000 base-level funding and a revised entry process.

Economic Development Service Area

Departmental Result 7: Indigenous communities are progressing in their business and economic growth

- Economic Reconciliation Framework: Budget 2023 allocated \$5 million to support the co-development of the Framework to increase economic opportunities for Indigenous Peoples, communities, and businesses.
- Indigenous Procurement Target: 745 Indigenous businesses were added to the Indigenous Business Directory, totaling 2,633. ISC awarded 13.44% of its contracts to Indigenous businesses.
- Aboriginal Entrepreneurship Program: Continued co-redesign to improve program delivery and support Indigenous business growth.

Governance Service Area

Departmental Result 8: Indigenous communities have governance capacity and support for self-determination

- Governance Capacity: Budget 2023 allocated over \$76.3 million to strengthen First Nations governance, plus \$400 million for sustainable Indigenous governments through capacity-building programs.
- New Fiscal Relationship Grant: 13 new First Nations signed Grant agreements, bringing the total to 143 First Nations under this funding model.
- Transformational Approach to Indigenous Data: Improved data governance and sharing with Indigenous partners by standardizing data request handling, conducting training, and administering Information Sharing Agreements. Though engagement on the National Outcome-Based Framework was delayed, a strategy was developed to create a Policy on External Data Sharing in 2024-25
- Transition away from the *Indian Act*: Supported First Nations through legislative efforts such as Bill C-61 regarding water management and continued work on Bill C-38 to address inequities in registration and membership. Progress was also made in helping First Nations adopt alternative election systems and strengthening governance support. Additionally, ISC contributed to the release of the *UN Declaration Act* Action Plan in June 2023, following two years of consultation with Indigenous partners to address systemic barriers, combat racism, and promote greater equality and prosperity for Indigenous Peoples.

More information about Indigenous Well-Being and Self-Determination can be found in the [“Results - what we achieved”](#) section of the full departmental results report.

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From the Minister

In 2023-2024, Indigenous Services Canada (ISC) made meaningful progress in partnership with First Nations, Inuit, and Métis partners to advance reconciliation and support the self-determination of Indigenous Peoples across the country.

In partnership with First Nations, Inuit and Métis communities, the federal government is addressing barriers and supporting self-determined approaches to healthcare, education, infrastructure, and child and family services.

The federal government investments, combined with legal tools, have supported First Nations, Inuit and Métis to improve access to health, social, and educational supports and services to their members and communities.

To support Indigenous-led, culturally relevant, and community-based mental wellness programming, ISC provided \$650 million in annual funding and hosted the second National Summit on Indigenous Mental Wellness. Mental wellness funding has supported Survivors of residential schools and those affected by the discovery of unmarked burials.

In February 2024, the Supreme Court of Canada confirmed the validity of *An Act respecting First Nations, Inuit and Métis children, youth and families* (the Act), holding that the law is constitutionally valid. This opinion is a key milestone for First Nations, Inuit and Métis as it affirms the inherent right of Indigenous communities to care for their children and ensure they are connected to their culture, language and communities. As of September 2024, ISC has signed 11 coordination agreements across the country, including the first Inuit coordination agreement, signed in late September 2024. These agreements are the hope for the future, and the promise of a new path that keeps families connected, and kids closer to home.

Education is critical to the self-determination of Indigenous Peoples. ISC supports the education priorities of First Nations, including advancing the tools of self-determination through pathways such as regional education agreements. These agreements establish and foster the success of First Nations school systems and the delivery of culturally appropriate education programming. In May 2023, ISC signed an education agreement in Saskatchewan with the East Central First Nations Education Partnership, supporting students in three First Nations communities.

In 2023-2024, First Nations-led education systems narrowed the education attainment gap. Through the investments made by this government, elementary and secondary education funding support for First Nations students on reserves has grown by 98% since 2015-2016. Ending the discrimination in education funding has been a key component in improving the capacity of First Nations education providers to meet the needs of their students.

Everyone should have access to safe housing. ISC is committed to supporting vital social programs and addressing broader community needs. Together with the National Indigenous Collaborative Housing Incorporated (NICHI), I announced immediate funding of \$287.1 million to address the critical need for safe and affordable urban, rural, and northern Indigenous housing projects. Taking a "For Indigenous by Indigenous" approach to research, advocacy, and partnerships, and supporting housing providers in the building of homes, NICHI is supporting the delivery of housing investments to help address the immediate needs of urban, rural, and northern Indigenous communities. Additionally, since 2016, ISC has significantly increased targeted funding for First Nations with pressing housing needs on reserves.



Since 2016, an average of approximately \$298 million per year in targeted funding was allocated to First Nations communities. As of the end of the last fiscal year, these investments have built 3,051 new homes, renovated and upgraded 6,380 homes, with many more builds and renovations underway, and funded 1,950 housing-related capacity development and innovation projects.

Everyone in Canada should have access to safe, clean, and reliable drinking water. The Government of Canada works in partnership with First Nations, who are the managers and operators of their water systems, to ensure access to clean and safe drinking water. Between 2015 and March 31, 2024, ISC worked with First Nations across Canada to lift 144 long-term drinking water advisories on public systems on reserves. As of March 31, 2024, there were 26 communities with 28 active long-term advisories. To ensure Canada never slides back on this long-standing injustice, the government introduced Bill C-61, the First Nations Clean Water Act. This bill represents not just a legislative response, but a profound and lasting commitment to real reconciliation in Canada. Bill C-61 provides an opportunity to protect water access for generations to come and ensures that First Nations communities have the tools they need to prevent drinking water and wastewater service gaps.

Indigenous-led economic reconciliation has been identified by many leaders as a critical ingredient to long-lasting prosperity. In February 2024, we hosted the first national economic reconciliation roundtable, bringing together Indigenous leaders from National Indigenous Organizations and economic institutions, executives from the financial sector, and senior government officials to identify opportunities to address economic gaps faced by Indigenous Peoples and advance ongoing work through meaningful partnerships between Indigenous communities, the private sector, and government.

Since 2016, we have been working with First Nations to establish a new fiscal relationship that provides predictable, flexible and sufficient funding for First Nations communities. In 2019, the New Fiscal Relationship Grant was launched, a new type of funding arrangement co-developed with the Assembly of First Nations with support from the First Nations Financial Management Board. This funding mechanism offers longer, renewable funding agreements of up to 10 years in length, which includes the flexibility to design and deliver services according to community needs, and includes an annual escalator based on inflation and population growth to improve funding sufficiency year over year. The number of First Nations that have signed Grant agreements has increased steadily, with 13 new First Nations joining in 2023-2024.

The legacy of colonialism endures and the federal government must critically address past and present wrongs. Since 2015, we have centred reconciliation in the work of our government. We are determined in our focus on ending the racism, discrimination and bias that continues to deeply affect the lives, wellness and prosperity of Indigenous Peoples. Moving forward requires reflection and action. We must work quickly and meaningfully with Indigenous partners to ensure that the next generations have all the foundations they need to thrive. And we must ensure that we never again return to a time where Indigenous priorities are ignored or deemed too difficult to act on.

The Honourable Patty Hajdu, P.C., M.P.

Minister of Indigenous Services

Results – what we achieved

Core responsibility and internal services

- Core responsibility: Indigenous Well-Being and Self-Determination
- Internal Services

Core responsibility: Indigenous Well-Being and Self-Determination

In this section

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- Progress on results, Key risks, Resources required to achieve results
 - Health Service Area
 - Children and Families Service Area
 - Education Service Area
 - Infrastructure and Environments Service Area
 - Economic Development Service Area
 - Governance Service Area
- Related government-wide priorities
- Program inventory

Description

Well-being services support First Nations, Inuit, and Métis individuals, children and families throughout their life from childhood to elder years.

- These services are informed by the social determinants of health and are intended to fulfill the departmental mandate to close socioeconomic gaps through services that include culturally appropriate physical and mental health; safety and social wellness; and education.
- Community well-being is part of a continuum that extends to the environment and the land. These services work together to create sustainable infrastructure and environments and economic prosperity.
- Support for governance capacity advances self-determination and enables opportunities for service transfer. Service transfer in partnership with Indigenous Peoples extends across all service areas to support Indigenous self-determination in alignment with the departmental mandate.

Health Service Area

Progress on results

This section presents details on how the department proceeded to achieve results and meet targets for Indigenous Well-Being and Self-Determination. Details are presented by the Health Service Area and departmental results.

Table 1, 2 and 3: Targets and results for Service Area 1: Health

Table 1, 2 and 3 provide a summary of the target and actual results for each indicator associated with the results under the Health Service Area.

Table 1: Indigenous Peoples are physically well

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of First Nations individuals who reported being in "excellent" or "very good" health	44%	March 2028	2021–22: 37.8% 2022–23: 37.8% 2023–24: 37.8% ¹
Percentage of Inuit adults who reported being in "excellent" or "very good" health	44%	March 2028	2021–22: 36.9% 2022–23: 36.9% 2023–24: 36.9% ²
<p>1 - Last available data for First Nations (on reserve) (ages 18 and older) is from the 2015-16 Regional Health Survey. The survey is completed on a 5-year cycle, but the current cycle has been significantly delayed due to the COVID-19 pandemic. The next set of survey results are expected to be made available by the First Nations Information Governance Centre in 2027.</p> <p>2 - Last available data for Inuit Nunangat (ages 18 and older) is from the 2017 Indigenous Peoples Survey. The next set of these results are expected to be available in 2024. In addition, the results from the National Inuit Health Survey are expected to be available in 2027.</p>			

Table 2: Indigenous Peoples are mentally well

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of First Nations individuals who reported "excellent" or "very good" mental health	55%	March 2028	2021–22: 50.5% 2022–23: 50.5% 2023–24: 50.5% ¹
Percentage of Inuit adults who reported "excellent" or "very good" mental health	50%	March 2028	2021–22: 42.5% 2022–23: 42.5% 2023–24: 42.5% ²
<p>1 - Last available data for First Nations (on reserve) (ages 18 and older) is from the 2015-16 Regional Health Survey. The survey is completed on a 5-year cycle, but the current cycle has been significantly delayed due to the COVID-19 pandemic. The next set of survey results are expected to be made available by the First Nations Information Governance Centre in 2027.</p> <p>2 - Last available data for Inuit Nunangat (ages 18 and older) is from the 2017 Indigenous Peoples Survey. The next set of these results are expected to be available in 2024. In addition, the results from the National Inuit Health Survey are expected to be available in 2027.</p>			

Table 3: Indigenous Peoples have access to quality federally-funded health services

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of First Nations on-reserve adults who rate the quality of health care services delivered in their community as "good" or "excellent"	57%	March 2028	2021–22: 55.2% 2022–23: 55.2% 2023–24: 55.2% ¹
Percentage of First Nations with an Indigenous-led plan for health service delivery	94%	March 2024	Introduced in 2023-24 2023–24: 93.43%
1 - Last available data for First Nations (on reserve) (ages 18 and older) is from the 2015-16 Regional Health Survey. The survey is completed on a 5-year cycle, but the current cycle has been significantly delayed due to the COVID-19 pandemic. The next set of survey results are expected to be made available by the First Nations Information Governance Centre in 2027.			

Additional information on [the detailed results and performance information](#) for ISC’s program inventory is available on GC InfoBase.

Details on results

The following section describes the results for the Health Service Area in 2023–24 compared with the planned results set out in ISC’s departmental plan for the year. Seeking to fulfill the Core Responsibility of Indigenous well-being from a health perspective requires taking a holistic approach to improving health outcomes for Indigenous Peoples. This means considering all aspects of health and its determinants, including mental, economic, cultural, and social factors, rather than just symptoms of diseases. The Health Service Area brings together health programs that support mental, cultural and physical well-being including Public Health Promotion and Disease Prevention, Home and Long-Term Care, Primary Health Care, Health Systems Support, Supplementary Health Benefits, Jordan's Principle and the Inuit Child First Initiative.

Although there is still much to do in this area, there are three departmental results in the Health Service Area that worked together to ensure progress was made towards Indigenous Peoples’ physical and mental wellness, and access to quality federally-funded health services in 2023-24.

Departmental Result 1: Indigenous Peoples are physically well

In 2023-24, ISC committed to improving health outcomes for Indigenous Peoples by taking steps to improve access to enhancing their physical well-being. The department worked to dismantle program siloes and provide greater integrated health care services by:

- Funding Jordan’s Principle and the Inuit Child First Initiative – The department worked to ensure First Nations children continued to have access to the products, services and supports they needed. Aided through Budget 2024’s commitment of an additional \$1.6 billion over two years starting in 2023-24 for Jordan’s Principle, the department continued to support children accessing the services and supports they need to thrive. From July 2016 to March 2024, over 6.37 million products, services and supports were provided for First Nations children, with nearly \$8.1 billion invested since 2015. The department also ran advertising campaigns to increase awareness, resulting in nearly 88,000 web visits for Jordan's Principle and about 10,000 for the Inuit Child First Initiative. Additionally, more than 226,000 supports were

provided to Inuit children from April 2019 to March 2024, and work is ongoing with Inuit Tapiriit Kanatami and Inuit Treaty Organizations to develop a new shared responsibility model.

- Implementing Joyce's Principle – The Government of Canada provided \$2 million to the Conseil des Atikamekw de Manawan to establish the Joyce's Principle Office. Launched in July 2023, the office aims to promote the integration of Joyce's Principle into health and social services across Canada, ensuring better care for Indigenous and non-Indigenous people.
- Addressing Anti-Indigenous Racism in Health Systems – In 2023-24, ISC supported over 150 Indigenous-led projects with more than 100 partners, focusing on addressing racism in health systems. These efforts were part of a broader strategy funded by Budget 2021, which allocated \$126.7 million over three years. ISC worked with Indigenous organizations and health system partners to implement these initiatives and develop sustainable approaches to addressing racism in health systems. Of the 150 Indigenous-led projects, a few notable outcomes included the hiring of 22 Indigenous health system navigators in urban areas, improving access to birth supports including Indigenous doulas or midwives, and the establishment of two national Indigenous health professional associations, the Indigenous Dental Association of Canada and the Indigenous Pharmacy Professional Association.
- National Dialogues – ISC organized four National Dialogues between October 2020 to January 2023 to address racism experienced by Indigenous Peoples in Canada's health systems. These dialogues brought together governments, health partners and Indigenous health organizations to identify root causes and gaps in care, with a focus on supporting Indigenous health system navigators, patient advocates, midwifery and doula supports, strengthening national and regional Indigenous organizations, and increasing Indigenous representation in health professions.
- Co-developing Distinctions-based Health Legislation – ISC continued to work with partners in co-developing new distinctions-based health legislation for First Nations, Inuit and Métis to improve access to high-quality, culturally relevant health services. Between October 2022 and June 2023, 12 co-development tables were launched to discuss legislative options, and in August 2023, a document outlining the key legislative elements was released informed by the discussions and input from partners. While some partners supported the proposals, others expressed significant concerns, and ISC is working to address these concerns and move forward in a meaningful way.

The department measures distinctions-specific progress towards positive health outcomes through self-reported health status. The data sources for these outcomes rest with the community health surveys that circulate on a five-year rotational basis. The next set of survey results are expected to be made available in 2027.

Departmental Result 2: Indigenous Peoples are mentally well

Inequities in mental wellness among Indigenous populations are deeply rooted in intergenerational trauma, current day racism and discrimination, and disparities in access to mental wellness services. Addressing these gaps, related to the social determinants of health, requires dedicated and culturally sensitive interventions. ISC's mandate includes supporting distinctions-based approaches to mental wellness, including recognizing and supporting existing and developing Indigenous-led mental wellness strategies.

In 2023-24, ISC continued ongoing implementation of the Budget 2021 investment of \$597 million over three years and Budget 2022 investment of \$227.6 million over two years. These funds continued to provide trauma-informed and culturally relevant supports for Survivors and Intergenerational Survivors

of Indian Residential Schools and Federal Indian Day Schools, as well as Survivors, family members and those directly impacted by the ongoing crisis of Missing and Murdered Indigenous Women, Girls, and 2SLGBTQI+ people. The funding also enhances community-based suicide prevention and life promotion, substance use prevention and treatment including wraparound supports at opioid agonist therapy sites, and local multidisciplinary community-based mental wellness teams.

The outcomes of these initiatives were assessed using two key indicators: the percentage of First Nations adults who reported "excellent" or "very good" mental health and the percentage of Inuit adults who reported "excellent" or "very good" mental health. Detailed results for these indicators are drawn from the First Nations-specific Regional Health Survey, and the Indigenous Peoples Survey. The next set of survey results are expected to be available in 2027.

Departmental Result 3: Indigenous Peoples have access to quality federally-funded health services

In 2023-24, ISC continued to work with First Nations, Inuit and Métis partners to advance joint priorities towards improving health outcomes, including implementing various community programs to help remove barriers and support access to a wide range of health services. These efforts included:

- Advancing Public Health Efforts – Advanced culturally-grounded public health surveillance, health protection, and disease prevention through community-based health promotion programs, culturally relevant health education, and disease prevention campaigns.
- Addressing Food Security – Worked with Inuit partners to advance shared actions and deliverables related to food security through the Inuit-Crown Partnership Committee Health and Wellness Work Plan.
- Promoting Healthy Living – Supported a suite of culturally appropriate community-based health promotion and disease prevention programming focused on nutrition and healthy eating, physical activity, and reducing commercial tobacco use.
- COVID-19 Recovery and Ongoing Public Health Support – Supported COVID-19 recovery efforts by working closely with the Public Health Agency of Canada, other Government of Canada departments, and provincial and territorial governments, as well as Indigenous leadership, organizations and communities to continue vaccination campaigns and ensure access to essential health services.
- Eliminating Tuberculosis in Inuit Nunangat – With the allocation of \$16.2 million over three years through Budget 2023, ISC continued to support Inuit Partners to advance tuberculosis elimination across Inuit Nunangat by 2030. ISC worked with the Government of Nunavut, Nunavut Tunngavik Incorporated, and other partners to mobilize public health nurses and epidemiologists for community-wide screenings and outbreak responses, including one in Pangnirtung in Fall 2023. This included sending rapid tuberculosis diagnostic equipment and teams to northern, remote, and isolated communities. ISC also ensured a key tuberculosis treatment drug, rifapentine, was ready for use in Nunavik once training and procedures were completed.
- Supporting Indigenous Health Workers – ISC provided support aimed to enhance the capacity of local health workers and improve health service delivery. Through virtual training and certification programs, Indigenous community health workers were provided the tools to conduct rapid testing for various infections such as tuberculosis, other respiratory infections, and sexually transmitted blood-borne infections.

- Strengthening Environmental Public Health Programming – ISC sought to strengthen the delivery of core environmental public health services and expanded project proposals under the First Nations Environment Contaminants Program. The program funded nine proposals to investigate and mitigate the impact of environmental contaminants on human health.
- Implementing a Recruitment and Retention Strategy for Environmental Public Health Officers – ISC focused on raising awareness and establishing a bursary program for Indigenous students, with a particular focus on recruiting Indigenous Peoples and women.
- Co-developing a Long-Term and Continuing Care Framework – ISC continued progress in co-developing a new, comprehensive long-term and continuing care framework with First Nations and Inuit partners, that aims to support community members of all ages to receive necessary care at home, promoting their ability to stay within their community, share traditional knowledge and healing practices and maintain independence. Options for the Métis segment of the framework are anticipated to be co-developed by Winter 2025.
- Co-developing Holistic Distinctions-based Services – ISC collaborated with Health Canada and engaged with partners to develop an Indigenous Distinctions-Based Palliative Care Framework and gathered Indigenous perspectives on Medical Assistance in Dying. This whole-of-government approach fostered greater cooperation across related initiatives, such as Indigenous Health Legislation, the *Safe Long-Term Care Act*, and Long-Term and Continuing Care, to co-design a holistic continuum of services for First Nations, Inuit, and Métis communities.
- Maintaining ISC’s Supplementary Health Benefits (also known as Non-Insured Health Benefits Program) – ISC continued providing supplementary health benefits, such as mental health services, dental and vision care, and medications, to First Nations and Inuit, supported by an investment of \$810.6 million over five years (Budget 2023).
- Continuing the [Non-insured Health Benefits Program Joint Review](#) – ISC’s joint review with the Assembly of First Nations led to improvements in five benefit areas, with ongoing work on medical transportation expected to be completed by 2024-25. ISC also engaged with Inuit partners and the Inuit Tapiriit Kanatami to address Inuit-specific health priorities within the Non-Insured Health Benefits Program.
- Sustaining the Health Workforce – ISC implemented the Nursing Health Human Resources framework using Budget 2021 funds to explore and implement new talent acquisition strategies. A new digital platform streamlined the hiring process, reducing turnover rates of nurse candidates. Efforts also provided support for front-line nurses dealing with non-nursing issues related to IT and compensation, as well as ensuring their safety through field security assessments and policy guidance.

ISC’s core responsibility includes not only administering programs and supports aimed at achieving wellness for Indigenous Peoples but also working with partners to increase control over the design and delivery of health programs. Advancing self-determination in health is a critical priority for Indigenous communities and a fundamental aspect of ISC’s mandate. In 2023-24, ISC did this by advancing Indigenous Data Governance and Health Transformation through:

- Data Governance and Capacity Building – ISC signed a Memorandum of Collaboration with the First Nations Information Governance Centre to support the First Nations Data Governance Strategy and Transformational Approach to Indigenous Data. This included the “Identifying capacity needs for inclusive pan-Canadian health data systems” priority project, through which

a Clearing House Table with federal representatives has been established to serve as a central hub for sharing and aligning information on health data issues.

- Health Surveys – ISC supported three key health surveys: the Regional Health Survey and Regional Social Survey (funded by a \$78.9 million Budget 2019 allocation, with \$13.7 million annually ongoing), and the Qanuipitaa? National Inuit Health Survey (funded by \$81.9 million Budget 2018 allocation, with \$6 million annually ongoing). These surveys provide vital self-reported health data from Indigenous Peoples, essential for informing ISC health programming and performance measurement.
- Health Transformation Projects – ISC supported engagement and negotiation processes with First Nations and provinces to advance six Health Transformation projects focusing on transferring health service management to Indigenous control. These projects involve Tajikeyimik (NS), Southern Chiefs Organization (MB), Keewatinohk Inniniw Minoayawin Inc. (MB), Nishnawbe Aski Nation (ON), Health and Social Services Commission for First Nations of Quebec and Labrador (QC), and Battleford Agency Tribal Chiefs (SK). These projects aim to negotiate agreements for transferring funding for federally administered health services and programs to Indigenous control over the design, deliver and management of their own health systems.
- Long-term Health Transformation Support – ISC provided ongoing support for Health Transformation initiatives through an \$8.2 billion investment made from Budget 2021, which finalized a decade-long agreement with the First Nations Health Authority in British Columbia to enhance their self-determined health care delivery.
- Indigenous Health Equity Fund – Budget 2023 committed \$2 billion over ten years for a new Indigenous Health Equity Fund, representing a long-term commitment to supporting Indigenous self-determination in health. This fund, starting in 2024-25, supports distinctions-based, Indigenous-led approaches to improving access to quality and culturally safe health care services and was developed with First Nations, Inuit, and Métis partners. Of the annual \$200 million, 95% will go directly to Indigenous communities, while 5% will support innovative health initiatives led by Indigenous organizations.

Results of expected performance

ISC tracked progress on access to quality federally-funded health services by assessing self-reports on the quality of clinical and client care in remote and isolated First Nations communities. Positive client experiences are linked to better clinical outcomes, improved patient safety, and reduced healthcare use. The most recent data from the Regional Health Survey shows that as of 2015, 55.2 percent of First Nations on-reserve adults living on reserve rated the quality of healthcare services in their community as "good" or "excellent". This reflects progress toward the 57% target set for March 2028. Supporting this effort, Budget 2019 provided \$78.9 million over seven years, with \$13.7 million annually ongoing, to fund the Surveys on Indigenous Peoples and the First Nations Regional Health Survey, which are essential for collecting data to enhance service delivery. The program is looking to the next set of survey results to determine if progress has been made in supporting First Nations and Inuit access to quality healthcare.

Additionally, progress on transferring health services to First Nations control was measured by the annual percentage of First Nations under Block or Flex funding agreements or the 10-year New Fiscal Relationship Grant. These funding models empower First Nations to develop and manage community-based health programs with increased flexibility. The results indicated that 93.43% of First Nations had an Indigenous-led plan for health service delivery, just below the 94% target. This funding supports the

development of Indigenous-led health governance and enhances capacity for service delivery and management, aligning with the goal of self-determined health care.

Key risks

ISC identified three key risks for 2023-24 that could impact the delivery of health services and programming:

- **Health Human Resources Shortages** – The risk of Human Health Resources shortages in various professions exists across the country and globally. To mitigate this, ISC continued to implement the Nursing Human Health Resources Framework focused on the retention and recruitment of nursing personnel, and the multi-year Environmental Public Health Officer Recruitment and Retention Strategy to alleviate the ongoing national and global shortage risk of Health Human Resources.
- **Mental Wellness Services** – The demand for these services continues to grow, straining the capacity of Indigenous and provincial/territorial systems. The department is working with National Indigenous Organizations and other partners to address the need for mental wellness services, particularly in response to the opioid and crystal meth crises, and in response to increased demand for trauma-informed supports seen with the continued announcements of unmarked burial sites connected to former Indian Residential Schools. ISC has supported the ongoing implementation of various strategies and efforts such as harm reduction campaigns, virtual treatment options, and expanding wraparound supports at opioid agonist therapy sites. ISC has also worked to enhance local multidisciplinary community-based mental wellness teams and worked with partners to support the trauma-informed workforce as they, many of whom are Survivors and Intergenerational Survivors of colonial sources of trauma, face challenges such as burnout, compassion fatigue, and vicarious trauma. ISC is dedicated to adapting these initiatives to meet increasing needs and ensure the well-being of Indigenous communities. However, sustained investment and adaptation are essential to effectively manage this high-risk area and support mental wellness.
- **Increased Volume of Health and Social Program Requests** – The risk of increased volume of requests was presented as it could affect the department's ability to process requests and make decisions within the compliance timelines for Jordan's Principle ordered by the Canadian Human Rights Tribunal in 2017. To mitigate this, ISC deployed surge teams to manage the increased volume of incoming requests and actively address backlog issues and solutions related to email correspondence.

Resources required to achieve results

Table 4: Snapshot of resources required for the Health Service Area

Table 4 provides a summary of the planned and actual spending and full-time equivalents (FTEs) required to achieve results.

Resource	Planned	Actual*
Spending	\$5,415,826,211	\$7,150,336,464
Full-time equivalents	2,740	3,117

* Due to rounding, figures may not add to totals shown. The difference in planned and actual spending is primarily due to additional funding provided through Supplementary Estimates for the continued implementation of Jordan's Principle, non-insured health benefits, the First Nations Health Authority, and medical travel costs in the North. Additional funding was also allocated for compensation and reform to the First Nations Child and Family Services Program and Jordan's Principle, although

some funds were deferred to future years. The increase in FTEs reflects the Supplementary Estimates funding for Jordan’s Principle, an allocation of resources needed to meet health program priorities, and new funding for health human resources.

[Complete financial](#) and [human resources information](#) for the ISC’s program inventory is available on GC InfoBase.

Children and Families Service Area

Progress on results

This section presents details on how the department proceeded to achieve results and meet targets for Indigenous Well-Being and Self-Determination. Details are presented by the Children and Families Service Area and departmental results.

Table 5: Targets and results for Service Area 2: Children and Families

Table 5 provides a summary of the target and actual results for each indicator associated with the results under the Children and Families Service Area.

Table 5: Indigenous Peoples are culturally safe and socially well

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of Indigenous women who report being a victim of intimate partner violence in the previous 12 months	Decrease results year over year ¹	March 2024	Introduced in 2023-24 2023–24: 7.5% ²
Percentage of requests for overnight residence in ISC-funded shelters by women, children, and 2SLGBTQIA+ people that are met	Maintain or increase results year over year ³	March 2024	Introduced in 2023-24 2023–24: Not available ⁴
Percentage of residents living on reserve who are supported through Income Assistance	Maintain or decrease results year over year ³	March 2024	2021–22: Not available ⁵ 2022–23: Not available ⁵ 2023–24: Not available ⁵
Percentage of First Nations children on-reserve in care	Maintain or decrease results year over year ³	March 2024	2021–22: 6.09% ⁶ 2022–23: Not available ⁷ 2023–24: Not available ⁷
Percentage of children in care who are placed with a family member (kinship care)	Maintain or increase results year over year ³	March 2024	2021–22: 27.87% ⁶ 2022–23: Not available ⁷ 2023–24: Not available ⁷
Percentage of First Nations communities offering family support services aimed at keeping families together	Not applicable ⁸	Not applicable ⁸	2021–22: 62% ⁸ 2022–23: 88% ⁸ 2023–24: Not applicable ⁸
Number of First Nations Groups, Communities and Peoples exercising their jurisdiction under the <i>Act respecting First Nations, Inuit and Métis children, youth and families</i>	18	March 2024	Introduced in 2023-24 2023–24: 10 ⁹

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Number of Inuit Groups, Communities and Peoples exercising their jurisdiction under the <i>Act respecting First Nations, Inuit and Métis children, youth and families</i>	At least 1	March 2024	Introduced in 2023-24 2023–24: 1
Number of Métis Nation Groups, Communities and Peoples exercising their jurisdiction under the <i>Act respecting First Nations, Inuit and Métis children, youth and families</i>	At least 1	March 2024	Introduced in 2023-24 2023–24: 0 ⁹
<p>1 - An exact target is inappropriate for this indicator given the program's ability to collect accurate information. Instead the program is looking to see a general positive movement/reduction in a range of aspects of family violence occurrence/issues.</p> <p>2 - Results are based on data from the Statistics Canada Survey, Victimization of First Nations People, Métis and Inuit in Canada. Given the timing of reporting and availability of results from the data source, the most current published results are from the 2022-23 Statistics Canada Survey, which reported that percentages fell from 15% in 2009 to 7.5% in 2019.</p> <p>3 - Interim target presented as the department works toward a final target under co-development with partners. Final target to be determined in 2024-25. The associated date to achieve these targets represent the date when results will be reported. ISC will continue to collect and report on an annual basis to track trends over time.</p> <p>4 - The Program collects data annually on the operation of emergency shelters. In 2022-23, the Program revised its methodology to include the number of overnight requests that were turned away. With the end of COVID-19 reporting flexibilities for recipients in March 2024, the Program has collected all outstanding data and is now reviewing it to determine the 2023-24 result, which is expected to be finalized in 2024-25. This will enable the program to report against this indicator on an annual basis and further establish narrative for on-the-ground needs.</p> <p>5 - Given the timing of reporting and availability of results from the data source, results reported are from the previous fiscal year. This means the result reported in 2023-24 refers to the 2022-23 year. Although latest results for 2023-24 are not available, the 2020-21 result has become available and reports as 26.6% (a decrease from the previous 28.3%). Program reform is underway and indicators and outcomes may change as a result once baselines are determined. Due to a minor formula adjustment, the 2019-20 result has been adjusted from 28.3% to 29.6%.</p> <p>6 - The result was previously not available, but has since been determined by the program.</p> <p>7 - Recipient reporting and data inputs were not finalized for 2022-23 and 2023-24. These results will be presented in future reports once data becomes available.</p> <p>8 - The target and result for 2023-24 are not applicable as the Community Wellbeing and Jurisdiction Initiative Program has been dormant since March 31, 2023 and is no longer in effect. No new proposals were accepted in 2023-24 and the program is no longer collecting results. However, the results for 2021-22 and 2022-23 were previously not available and have since been determined as 62% and 88% respectively. The results take into account the number of First Nations with reserve land, as those would have been the only ones eligible to receive funding through the initiative. The 2022-23 results include Prevention funding provided through the First Nations Child and Family Services Program.</p> <p>9 - The interest and momentum for First Nations, Inuit and Métis groups, communities and peoples to exercise jurisdiction in the delivery of some or all aspects of child and family services is self-determined. Current projections are based on the average duration of negotiations related to coordination agreements and fiscal arrangements.</p>			

Additional information on [the detailed results and performance information](#) for the ISC's program inventory is available on GC InfoBase.

Details on results

The following section describes the results for the Children and Families Service Area in 2023–24 compared with the planned results set out in ISC's Departmental Plan for the year. The Children and Families Service Area brings together programming related to community safety, family violence prevention, and programming for children, youth and families. It includes activities that relate to income assistance, urban programming, and First Nations, Inuit, and Métis jurisdiction over Child and Family Services that are aligned with the best interests of the child and the integration of future safety and prevention programming (e.g. Pathways Initiative and co-development of policing legislation).

Departmental Result 4: Indigenous Peoples are culturally safe and socially well

In 2023-24, ISC continued to improve Indigenous well-being and support self-determination in the areas of social programming that support better outcomes in the best interests of the child, and the integration of future safety and family violence prevention programming. These efforts included working with Indigenous Peoples, provincial and territorial governments, other federal departments and agencies, and various stakeholders.

- Supporting Family Violence Prevention Projects – ISC supported the selection of 47 new facilities through the Indigenous Shelter and Transitional Housing initiative, including emergency shelters, transitional housing, mixed-use projects, and 3 Inuit-specific projects. Additionally, the department worked with Indigenous partners on the redevelopment of the national funding formula to support the construction of emergency shelters and second-stage housing facilities for off-reserve communities, including in Inuit Nunangat, Métis and urban Indigenous communities. On May 8, 2023, ISC announced the development of 22 new shelter and transitional housing projects in partnership with the Canada Mortgage and Housing Corporation, representing a combined investment of up to \$103 million for construction and ongoing operational support.
- Funding Family Violence Prevention Activities – A total of 384 culturally-appropriate violence prevention activities were funded, including initiatives in Alberta, Manitoba, and Quebec, and an additional 78 prevention activities at the national level. To support this work, Budget 2022 provided a total of \$61.5 million over six years, starting in 2022-23, to supplement operations and programming within the existing shelter network and enhance violence prevention activities.
- Improving Community Safety and Well-being – The [Pathways to Safe Indigenous Communities Initiative](#) continued with a \$120 million commitment over five years (2021-2026) to assist Indigenous communities and partners to implement Indigenous-designed projects. In 2023-24, \$28 million in funding was provided to 52 community safety and well-being projects in First Nations, Inuit, and Métis communities both on and off reserve. These projects offer opportunities for Indigenous-led interventions and community-defined concepts of safety, security, and resilience, enabling greater community control and alternative approaches to enhancing overall safety and well-being.
- Strengthening Relationships with Indigenous Partners – ISC contributed to the implementation of the \$724.1 million Prevention Strategy, a part of the [Federal Pathway to Address Missing and Murdered Indigenous Women, Girls, and 2SLGBTQIA+ People](#). In 2023-24, ISC delivered 100% of its annual funding to support Indigenous communities' safety and well-being priorities and will continue to measure impacts of this funding to 2026. The department also worked to expand the Safe Passage initiative to include new online tools and establish the Safe Passage Women's Safety Council, supported by an investment of \$1.2 million through the Pathways to Safe Indigenous Communities Initiative.
- Income Security – ISC continued to fund the administration of the income assistance program, including adjusting rates to align with rates set by provinces and the Yukon. The department initially provided an inflation relief benefit starting in April 2023 of \$256.8 million over an eight-month period to eligible on-reserve residents individuals. Due to the ongoing struggles related to affordability, and as the cost of living remains high, an additional \$64 million was issued for February and March 2024 to support at-risk residents on reserves and in the Yukon through the remaining Winter months. This brought the total to \$320 million over the 10 month period (approximately \$300 per client per month).

- Income Assistance Program Improvements – ISC worked to address ongoing data integrity, reporting, data management, and analysis issues by developing a new information management system. The department also worked with First Nations partners to reform the program to better meet the needs of individuals and families residing on-reserve and in Yukon. This focused on better understandings of key areas, such as the prevalence of disabilities on reserves and the availability of wraparound supports.
- Income Assistance Program Devolution – ISC developed an incremental implementation plan for future program reforms. The devolution of the Income Assistance program was supported through New Fiscal Relationship and Self-Government agreements, such as the Mi'kmaq of Nova Scotia sectoral self-government agreement, represented by the Ta'n Etli-tpi'tmk Association. Research was conducted in partnership with First Nations in the Atlantic region to compare on-reserve and provincial income assistance programs and analyze the needs of clients and service providers.
- Urban Programming for Indigenous Peoples – ISC provided \$60.5 million in financial support to urban First Nation, Inuit and Métis partners, including the National Association of Friendship Centres, the Ontario Federation of Indigenous Friendship Centres, Métis Governing Members, the Manitoba Métis Federation, urban Inuit organizations, coalitions, and other urban Indigenous service delivery organizations. This funding supported the ongoing provision of culturally appropriate programs and services that support at risk urban Indigenous populations (women and girls, seniors, persons with disabilities, and youth). Furthermore, ISC continued to work with partners to finalize a new performance framework grounded in Indigenous methodologies which will advance the program's efforts to improve the socio-economic opportunities for Indigenous Peoples living in urban areas.

On February 9, 2024, the Supreme Court of Canada issued an historic opinion affirming the right of Indigenous communities to care for their children under the *Act respecting First Nations, Inuit, and Métis children, youth, and families* (the Act). In 2023-24, ISC continued to work towards supporting Indigenous communities to exercise jurisdiction over child and family services, advance service reform, ensure fair and equitable compensation for those harmed by the Child and Family Services Program, fully implement the Act, and support the needs of First Nations, Inuit and Métis children. The department supported these efforts through:

- Continued Implementation of the Act – In 2023-24, a total of three Indigenous governing bodies brought their laws into force with coordination agreements previously signed in 2023-24, while one additional did so without a coordination agreement in place, bringing the overall total to 10 Indigenous governing bodies who have brought their laws into force since 2020. Since the act came into force and as of March 31, 2024, \$31.5 million was provided to Indigenous communities to support their participation in coordination agreement discussions, with 21 active coordination agreement discussion tables. ISC invested \$71 million in 124 capacity-building proposals to support First Nations, Inuit and Métis communities, groups and organizations. Since 2020, a total of 23 Indigenous groups were funded to organize governance engagement mechanisms with nearly 200 sessions held. ISC also provided \$334.7 million in support of the exercise of jurisdiction over their child welfare systems for nine Indigenous governing bodies.
- Work with the Métis Nation – A Memorandum of Understanding for a Canada-Métis Nation Child and Family Services Accord was renewed and a future bilateral working group was established with the Métis National Council. The overarching vision of the Accord is to reduce the number of Métis Nation children in care and enhance Métis participation in child and family programs and services delivery.

- Child and Family Services Program Advancements – ISC continued to address the over-representation of Indigenous children in care through distinctions-based governance engagement, capacity-building, coordination agreement discussions, and operationalization of Indigenous child and family services models under the Act. The department also worked with partners and the Public Health Agency of Canada to include sex- and gender-disaggregated information on Indigenous children in the Canadian Child Welfare Information System.
- Performance Measurement Framework - Ongoing co-development with First Nations partners of performance targets to monitor the proportion of First Nations children typically on reserve or in the Yukon who are in care continues as does work to co-develop a new performance measurement framework for the First Nations Child and Family Service Program and the Act.
- First Nations Child and Family Services Reform – Beginning in April 2023, the department began implementing reforms outlined in the Agreement-in-Principle. This included updating the funding system and addressing specific needs of remote communities, such as those in Nishnawbe Aski Nation. To prevent service disruptions, funding was provided directly to both service recipients and providers. The department also created a dedicated Remoteness Secretariat to focus on challenges in remote communities. Additionally, efforts began to follow a work plan aimed at improving outcomes under Jordan’s Principle.
- Child and Family Services Compensation – A final settlement agreement was reached in April 2023 on compensation for First Nations persons harmed by the discriminatory underfunding of child and family services on reserve and those impacted by the narrow interpretation of Jordan's Principle. On July 26, 2023, the Canadian Human Rights Tribunal confirmed that this agreement fully complied with the 2019 compensation orders. The Federal Court of Canada approved the settlement on October 24, 2023. The First Nations Child and Family Services, Jordan's Principle, and Trout Class Settlement Agreement allocated \$23.3 billion to support children removed from their homes under the First Nations Child and Family Services Program (April 1, 1991 - March 31, 2022), those affected by the narrow definition of Jordan's Principle (December 12, 2007 - November 2, 2017), those who did not receive or had delays in receiving essential public services, products, or support (April 1, 1991 - December 11, 2007), and individuals living on-reserve or in the Yukon sent off-reserve by a caregiving parent or grandparent to stay with a non-family member (April 1, 1991 - March 31, 2022).

Results of expected performance

To measure progress for decreasing the number of women who report being a victim of intimate partner violence in the previous 12 months, ISC relies on Statistics Canada's Family Violence in Canada: A statistical profile, which is published every 3 to 4 years. The last report was published in 2021 but focused solely on survey results from 2019. Therefore, it is anticipated that a high-level overview of intimate partner violence for Canadian women, with some considerations for Indigenous women, will be tentatively available in 2024-25.

Progress in the Child and Family Services area is assessed through indicators that monitor the proportion of children on reserve in care and children in care who are placed with a family member (kinship care). While results for 2023-24 are not available at the time of publishing, the department will continue to monitor the proportion of First Nations children on reserve in care. Additionally, the department monitors the number of Indigenous governing bodies (IGBs) exercising jurisdiction under the *Act respecting First Nations, Inuit and Métis children, youth and families*. The department had projected that 18 First Nations IGBs, along with at least 1 Inuit group and 1 Métis Nation, would be implementing their own child and family services under the *Act* by March 31, 2024. However, interest and momentum for Indigenous governing bodies to exercise jurisdiction is self-determined. The

projection for Inuit groups was met; however, no Métis Nation and 10 First Nations groups were exercising their jurisdiction. The total number of Indigenous people living under an Indigenous child and family services law with a Coordination agreement in place as of March 31, 2024 was reported to the Department as 24,927 citizens or members including 11,313 who were living within their communities and 13,614 living outside, at the time the agreements were concluded. This suggests that while some progress has been made, further efforts are required to fully support Indigenous communities in exercising jurisdiction under the Act.

Measuring the percentage of residents living on reserve who are supported through Income Assistance helps the department compare ISC's program performance to programs delivered by the provinces and territories and provides information regarding labour force gaps and community self-sufficiency. While results for 2023-24 were not available at time of publishing, ISC will continue to monitor this marker for labour force gaps and community self-sufficiency.

Key risks

In 2023-24, ISC identified five risks that could impact the Children and Families Service area:

- **Adequacy of Programs to Meet Needs** – ISC identified a risk that due to rising inflation and cost of living, social programs may not be adequate to meet future demands. The department identified and addressed short, medium, and long-term gaps and needs by working with regional partners and a network of emergency shelter providers to ensure emergency shelters could adequately respond to community needs for clients escaping violence. ISC allocated \$320 million through the Income Assistance Program in 2023-24 to help alleviate rising costs of living. Additionally, the department engaged with Indigenous communities, groups, and individuals to assess needs and devise strategies to reduce the impact of these costs.
- **Long-Term Planning** – The risk that communities' long-term planning abilities may be inhibited without access to predictable, sufficient, and sustainable funding remains. The department is in the process of co-developing a new First Nations-led funding methodology, shifting from payment based on actual costs to stable and flexible funding to support long-term needs.
- **Final Agreements** – ISC had identified the potential risk of not reaching an agreement with the parties to the Canadian Human Right Tribunal complaint related to the First Nations Child and Family Services Program and Jordan's Principle. A final agreement on Compensation was reached on April 19, 2023 and was approved by the Federal Court on October 24, 2023. The parties reached an Agreement-in-Principle on the long-term reform of the First Nations Child and Family Services and Jordan's Principle on January 4, 2022. In 2023-24, ISC continued to work closely with the parties to seek agreement on the reform of the First Nations Child and Family Services Program and a long-term sustainable approach to Jordan's Principle. On July 11, 2024, the Assembly of First Nations, Chiefs of Ontario, Nishnawbe Aski Nation, and Canada reached an Agreement on the long-term reform of the First Nations Child and Family Services Program.
- **Interpretation of the Act** – Lack of clarity concerning the interpretation of *An Act respecting First Nations, Inuit and Métis children, youth and families* may generate frustration with Indigenous partners, provinces, and territories and strain relationships. To address this, ISC has actively engaged and consulted with Indigenous groups, communities, and individuals to better understand their needs to support their child and family services vision and service delivery models. Ongoing efforts are underway to alleviate concerns from Indigenous governing bodies,

national Indigenous organizations and provinces and territories regarding the implementation of the Act. The upcoming five-year review of the legislation will provide another opportunity to receive feedback regarding the Act and its implementation. The Supreme Court of Canada issued an opinion in February 2024 affirming that the Act was a valid exercise of Parliament’s authority. In its opinion, it also stated that providing Indigenous child and family services is “the responsibility of both levels of government, which must act in a concerted fashion.” The Court was silent on the division of responsibility, particularly as it relates to cost-sharing. Differences in interpretation will continue to present significant risks for the Act’s implementation, particularly as some provinces and territories believe it is solely the federal government’s responsibility for providing funding to support the exercise of Indigenous jurisdiction over child and family services using the framework provided by the Act.

Resources required to achieve results

Table 6: Snapshot of resources required for the Children and Families Service Area

Table 6 provides a summary of the planned and actual spending and full-time equivalents (FTEs) required to achieve results.

Resource	Planned	Actual *
Spending	\$25,447,735,022	\$29,354,934,240
Full-time equivalents	403	487

* Due to rounding, figures may not add to totals shown. The difference between planned and actual spending is mainly due to additional funding received through Supplementary Estimates for the First Nations Child and Family Services Program, as well as for urban, rural and northern Indigenous housing projects. Some funds were deferred to future years for compensation and reforms related to First Nations Child and Family Services and Jordan’s Principle programs. The increase in FTEs is due to increased program delivery in northern regions and growth in implementing long-term reforms for child and family services.

[Complete financial](#) and [human resources information](#) for the ISC’s program inventory is available on GC InfoBase.

Education Service Area

Progress on results

This section presents details on how the department proceeded to achieve results and meet targets for Indigenous Well-Being and Self-Determination. Details are presented by the Education Service Area and departmental results.

Table 7: Targets and results for Service Area 3: Education

Table 7 provides a summary of the target and actual results for each indicator associated with the results under the Education Service Area.

Table 7: Indigenous students are progressing in their education

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of First Nations on reserve students who graduate from secondary school	Maintain or increase year over year ¹	March 2024	On time: ² Introduced in 2022-23 2022–23: 26% ³

Departmental Result Indicators	Target	Date to achieve target	Actual Results
			2023-24: 30% ³ Extended Time: ² Introduced in 2022-23 2022-23: 44% ³ 2023-24: 49% ^{3,4}
Number of First Nations under a transformative education model	Maintain or increase year over year ¹	March 2024	2021-22: 184 2022-23: 206 2023-24: 207 ⁵
Number of funded First Nations students who graduate with a post-secondary degree/diploma/certificate	Between 4110-4494	March 2025	2021-22: 1,148 ^{3, 6} 2022-23: 1,664 ^{3, 6} 2023-24: 2,311 ^{3, 6}
Number of funded Inuit students who graduate with a post-secondary degree/diploma/certificate	50 ⁷	March 2024	2021-22: 110 ^{3, 6, 8} 2022-23: 277 ^{3, 6, 8} 2023-24: 140 ^{3, 6, 8}
Number of funded Métis students who graduate with a post-secondary degree/diploma/certificate	Maintain or increase year over year ¹	March 2024	2021-22: 1,254 ^{3, 6, 8} 2022-23: 713 ^{3, 6, 8} 2023-24: 515 ^{3, 6, 8}
<p>1 - Target was established in March 2023 to maintain or increase results year over year starting in 2023-24. The associated date to achieve these targets represent the date when results will be reported. ISC will continue to collect and report on an annual basis to track trends over time.</p> <p>2 - A new cohort-based methodology was introduced in 2022-23 to measure two distinct graduation rates reflecting students who graduate "on time" (3 years after beginning Grade 10) or over an "extended term" (5 years after beginning Grade 10).</p> <p>3 - Given the timing of reporting, and the fact that the school year and departmental fiscal year are not aligned, results reported in this report are from the previous year. This means the result reported in 2023-24 refers to the 2022-23 year.</p> <p>4 - Extended time graduation includes students from the same cohort who graduated on-time. This increase reflects the utility of supporting additional years of secondary school with the outcome of increased graduation rates.</p> <p>5 - The number of First Nations signing education agreements has been steadily increasing since Education Transformation began in 2019-20, from 177 to 207 in 2023-24. As of March 2024, ISC has concluded and signed 10 regional education agreements with First Nations partners as well as two pre-2018 Transformative School Board Agreements.</p> <p>6 - The results are not representative of 100% reporting from Indigenous partners, and are based on data that was finalized and accepted at time of reporting. For 2023-24, this result is based on 44% of accepted reports for First Nations and 75% for Inuit post-secondary students.</p> <p>7 - The 2023-24 Departmental Plan noted the target would be set through engagement with partners. This reflects an initial target set in 2024 when the Inuit Post-Secondary Strategy was established pursuant to Budget 2019. Inuit partners' actual data indicates that the initial target was surpassed in both 2021-22 and 2022-23.</p> <p>8 - The fluctuation in results does not indicate a decline in student progression or success but rather reflects how recipients may prioritize funding based on their specific community needs.</p>			

Additional information on [the detailed results and performance information](#) for the ISC's program inventory is available on GC InfoBase.

Details on results

The Elementary and Secondary Education Program works in partnership, on a nation-to-nation basis with First Nations and First Nations-mandated organizations who are supported to establish education systems over which they will exercise control. The Program supports elementary to secondary education for First Nations students, schools, and communities while respecting First Nations' program delivery. Core education program funding, provided through interim regional funding formulas, supported First Nations elementary and secondary education programming, culturally-appropriate curriculum, language and culture programs, full-day kindergarten, and before- and after-school

programs. ISC also funded targeted education programs, including First Nations and Inuit Cultural Education Centres, High-Cost Special Education, Innovation in Education, Research and Learning, and the Education Partnerships Program.

The department recognizes the significant role post-secondary education plays in closing socio-economic gaps for Indigenous Peoples. Distinctions-based Post-Secondary Education strategies increase access and success in post-secondary education for eligible First Nations, Inuit, and Métis Nation students.

Departmental Result 5: Indigenous students are progressing in their education

ISC's activities in the area of elementary and secondary education support its mandates to advance the priorities of First Nations communities in the area of education.

- Elementary and Secondary Education Transformation – ISC worked with First Nations partners to further transform First Nation elementary and secondary education on reserve by implementing year three of before- and after-school programming and continuing to work through Budget 2021 initiatives to refine interim regional funding formulas in critical areas.
- Implementing Regional Education Agreements – By April 2023, nearly 50 First Nations and First Nations education organizations accessed Regional Education Agreement development funding. As of April 2024, ten agreements had been signed, supporting close to 25,000 students in five provinces. The department continued the ongoing implementation through the Budget 2022 commitment of \$260.6 million over five years for agreements with the First Nations Education Council in Quebec and its 22 member communities. The department also worked on a framework for the development, renewal and negotiation of regional education agreements, including fiscal and policy parameters for future agreement negotiations, and an approach to regional education agreements based on First Nations-developed funding formulas. The number of First Nations signing education agreements (i.e. transformative education model) has been steadily increasing since Education Transformation began in 2019-20, from 177 to 207 in 2023-24.
- Funding Elementary and Secondary Education Programs – In 2023-24, ISC funded 524 education programs, supporting approximately 117,940 First Nations students on and off reserve, and provided funding for full-day kindergarten services to 8,261 students.
- Refining Funding Formulas – The department reviewed provincial funding models to ensure predictable funding for First Nations administered schools and determine the potential impact on funding levels. Implementation of this commitment is ongoing.
- Continuing Implementation of [Adult Education](#) – Through Budget 2021 funding, ISC engaged with First Nations partners to discuss ongoing vision, evaluation of successes, challenges to date, and best practices. Implementation of this initiative is ongoing with regional education programs and partners.
- Supporting Early Learning and Childcare – ISC supported the implementation of the Before- and After-School Programming initiative through Regional Offices and First Nations partners, based on the first years of the initiative. Funding is incorporated in the interim regional funding formulas.

In 2023-24, the department aimed to increase the number of post-secondary education students and worked towards closing the education attainment gap between Indigenous and non-Indigenous peoples in Canada by:

- Continuing to Implement Distinctions-based Post-Secondary Education Strategies – Starting in 2023-24, the Métis Nation and Inuit Post-Secondary Education Strategies' terms and conditions were reviewed by partners for greater flexibility in program delivery. ISC co-developed regional models with First Nations partners and potential amendments to the First Nations Post-Secondary Education Strategy's terms and conditions. Census 2021 showed an increase in the number of Indigenous Peoples (aged 25-64) who obtained a post-secondary certificate, degree, or diploma, however, the attainment gap between Indigenous and non-Indigenous results widened. For registered First Nations on reserve (aged 25 to 64) the gap increased from 23.9% to 27.9%; for registered First Nations off reserve, the gap increased from 11.3% to 15.7%; for Inuit, it increased from 24.0% to 29.4%; and for Métis, from 15.7% to 18.0%. In 2022-23 (reported in 2023-24), over 19,615 students were funded for post-secondary education. There are approximately 15,100 First Nations, 870 Inuit, and 3,645 Métis Nation students currently reported. Post-secondary education remained a priority for the department, and ISC continued to work with partners to improve outcomes.
- Conducting analysis of Post-Secondary Education regional models – Engagement reports from First Nations partners received to date consistently show that First Nations pursued engagement as the first stage of a multi-staged regional model development process. The deadline for Post-Secondary Education engagement reports to inform regional models was extended to March 31, 2025. In the interim, analysis has begun on reports submitted to date to inform next steps, such as the need to seek funding beyond existing reference levels to support the models.
- Modernizing and Expanding the [First Nations Inuit Youth Employment Strategy](#) – In 2022-23, ISC completed a formal engagement process with recipients and youth participants. ISC also engaged regional offices to modernize the terms and conditions under which the strategy is administered. The goal was to learn about the views and experiences of funded recipients and youth participants, and to gather information to help improve alignment with the overarching Employment and Social Development Canada's Youth Employment and Skills Strategy, which aims to better assist youth in overcoming barriers to employment. Employment and Social Development Canada reviewed the proposed changes and confirmed their approval. The engagement results informed recommendations for changes to the terms and conditions, and the department is in the process of implementing these changes. It is expected that the modernized terms and conditions will improve program delivery and participant outcomes by providing greater flexibility to funding recipient organizations and youth participants.

Results of expected performance

Graduation from secondary school is an internationally-recognized measure of elementary and secondary education success, providing insights to monitor whether secondary school graduation rate gaps between First Nations students on reserve and non-Indigenous students are closing. Recognizing that First Nations students may not follow a linear education pathway and take additional years to complete their secondary education, it is more useful to report both on-time and extended-time graduation rates to more accurately measure education attainment. ISC tracked the outcomes using a Grade 10 cohort methodology, aligned with the Canadian Education Statistics Council and recommended by the Office of the Auditor General of Canada. For the 2023-24 period, the on-time graduation rate for First Nations students on reserve increased to 30%, up from 26% in 2022-23. The extended-time graduation rate also improved, rising from 44% in 2022-23 to 49% in 2023-24. These results indicate progress in closing the educational achievement gap for First Nations students on reserve.

Graduation of funded post-secondary First Nations, Inuit and Métis students is a key measurement of post-secondary student success, and the potential impacts on labour force participation. The department tracks data on students who are funded through its programs, and by monitoring the total number of post-secondary degree/diploma/certificate graduates by distinction group, the department can assess the support provided to students year over year. In 2023-24, performance targets were established to maintain or increase results year over year. For First Nations students, the number of graduates with a post-secondary degree, diploma, or certificate increased significantly from 1,148 in 2021-22 to 2,311 in 2023-24. However, the number of funded Inuit students who graduated decreased to 140 in 2023-24 (from 277 in 2022-23). Similarly, the number of funded Métis students who graduated declined from 1,254 in 2021-22 to 515 in 2023-24. The fluctuation in results across different distinction groups does not indicate a decline in student progression or success but rather reflects how recipients may prioritize funding based on their specific community needs.

Key risks

In 2023-24, ISC identified two risks that could impact the Education Service area:

- Future Uptake of Regional Education Agreements – Canada continues to work closely with First Nations partners to meet the educational needs of First Nations students and achieve First Nations-identified educational results. Future uptake may be affected if the department is unable to fund needs-based supports requested through future agreements.
- Supporting Existing and Prospective Students – The department continued to seek additional investments to address the risk that current Indigenous post-secondary education program funding will have a decreasing ability to support existing and prospective Indigenous post-secondary students due to inflation and an expanding Indigenous population, which could in turn continue to cause the Indigenous post-secondary education attainment gap to grow.

Resources required to achieve results

Table 8: Snapshot of resources required for the Education Service Area

Table 8 provides a summary of the planned and actual spending and full-time equivalents (FTEs) required to achieve results.

Resource	Planned	Actual *
Spending	\$3,518,395,834	\$3,686,608,948
Full-time equivalents	348	340

* Due to rounding, figures may not add to totals shown. The increase in spending is primarily due to incremental funding through Supplementary Estimates for on-reserve First Nations elementary and secondary education. The difference in FTEs is due to delays in staffing for Federal Schools in Ontario and unexpected staff departures during the fiscal year.

[Complete financial](#) and [human resources information](#) for the ISC’s program inventory is available on GC InfoBase.

Infrastructure and Environments Service Area

Progress on results

This section presents details on how the department proceeded to achieve results and meet targets for Indigenous Well-Being and Self-Determination. Details are presented by the Infrastructure and Environments Service Area and departmental results.

Table 9: Targets and results for Service Area 4: Infrastructure and Environments.

Table 9 provides a summary of the target and actual results for each indicator associated with the results under the Infrastructure and Environments Service Area.

Table 9: Indigenous communities have sustainable land management and infrastructure

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of on-reserve public water systems financially supported by Indigenous Services Canada that have low-risk ratings	70%	March 2026	2021–22: 55% 2022–23: 59.7% ¹ 2023–24: Not available ¹
Percentage of on-reserve public wastewater systems financially supported by Indigenous Services Canada that have low-risk ratings	69%	March 2026	2021–22: 42% 2022–23: 41.7% ¹ 2023–24: Not available ¹
Percentage of First Nations households living in a dwelling that contains more than one person per room	10.7% ²	March 2026 ²	Introduced in 2023-24 2023–24: Not available ³
Percentage of First Nations housing that is adequate as assessed and reported by First Nations	75%	March 2024	2021–22: 72.6% 2022–23: 74.1% ⁴ 2023–24: Not available ⁴
Percentage of on-reserve Indigenous Services Canada-funded other community infrastructure assets with a condition rating of "good" or "new"	45%	March 2026	Introduced in 2023-24 2023–24: 42% ⁵
Percentage of on-reserve education facilities with a condition rating of "good" or "new"	60%	March 2026	2021–22: 54% 2022–23: 55% 2023–24: 60.55% ⁶
Percentage of on-reserve health facilities with a condition rating of "good" or "new"	75%	March 2024	2021–22: 84% 2022–23: 84% 2023–24: 80%

Percentage of First Nations communities with adequate solid waste management systems	65%	March 2028	2021–22: 34.6% 2022–23: 40.5% 2023–24: 49.8%
Percentage of high-risk contaminated sites on-reserve where remediation activities are being undertaken	29%	March 2024	2021–22: 34.9% 2022–23: 17.6% 2023–24: 25.2% ⁷
<p>1 - The 2022-23 results were previously unavailable and have since been determined as 59.7% (water) and 41.7% (wastewater). Data for water and wastewater reporting lags by a year due to the Annual Performance Inspection cycle. Results are based on data from the previous year. Results for 2023-24 are expected to become available in 2024-25.</p> <p>2 - Target and date to achieve were determined in 2023-24.</p> <p>3 - Results are based on Census data which will be available in 2026.</p> <p>4 - Results are based on data from the Community Infrastructure and Housing Annual Report which is published outside of the reporting cycle for the Departmental Results Report. Due to this, results from the previous year are reported in the next report. The 2023-24 result will be based on finalized data in late 2024-25. The 2022-23 result was previously not available and has since been determined as 74.1%.</p> <p>5 - Community infrastructure assets are assessed every three years using the Asset Condition Reporting System. As 2023-24 is the start of the current cycle (2023-24 to 2025-26), not all assets have been inspected yet, which may cause fluctuations in results. The target is set for March 2026, at the end of this cycle.</p> <p>6 - Community Infrastructure assets are assessed every three years using the Asset Condition Reporting System. As 2023-24 is the start of the current cycle (2023-24 to 2025-26), not all assets have been inspected yet, which may cause fluctuations in results. The target is set for March 2026, at the end of this cycle. The data presented includes all ISC-supported band-operated, federal, private, and self-governing schools, but does not include provincial schools.</p> <p>7 - In 2023-24, this target was not met due to several factors: the expansion of Federal Contaminated Sites Action Plan funding eligibility to include community-priority but lower-risk sites (Class II & III), increased project costs driven by inflation and supply chain issues, and the addition of new Class 1 sites to the ISC contaminated sites inventory from the discovery of legacy sites or the creation of new ones.</p>			

Additional information on [the detailed results and performance information](#) for the ISC’s program inventory is available on GC InfoBase.

Details on results

The following section describes the results for the Infrastructure and Environments Service Area in 2023–24 compared with the planned results set out in ISC’s departmental plan for the year.

The Infrastructure and Environments Service Area comprises all infrastructure, land, and environmental management programming to reflect the interlinkages between land, environment and natural resource management, resilient infrastructure, climate change-related adaptation and mitigation, and emergency management and preparedness. It also reinforces the importance of these interrelated program areas as the underpinnings of improved health and well-being and socio-economic outcomes. It includes support for land and environmental management capacity building, specialized training, and land use planning. These supports help First Nation communities to effectively manage their own reserve lands, to realize community socio-economic objectives at the pace and level of control of their choosing and to strengthen land governance over reserve lands and natural resources.

Departmental Result 6: Indigenous communities have sustainable land management and infrastructure

Housing

- Planned spending in 2023-24: \$652,411,484
- Actual spending in 2023-24: \$900,355,015*

*Due to rounding, figures may not add to totals shown. Increase in spending is mainly due to an incremental funding provided through Supplementary Estimates for implementation reforms to the First Nations Child and Family Services Program, as well as an allocation of funding for housing from internal resources.

The department continued to work toward closing the infrastructure gap by 2030 through housing investments and activities such as:

- Service Delivery Models – ISC worked with First Nations communities and transfer organizations to build service delivery models for transferring housing and infrastructure services. By March 31, 2024, there were 11 active partners working toward a transfer agreement to assume responsibility for the care and control of housing and infrastructure service delivery.
- Funding Construction and Renovations – As of March 31, 2024, ISC and [Canada Mortgage Housing Corporation](#) have supported the construction, renovation or retrofit of 36,022 homes on-reserve, with 22,988 homes completed. By March 31, 2024, Budget 2021 and 2022 funding had been fully disbursed for housing allocated for 2022-23 and 2023-24.
- Housing Capacities – Through Budget 2022, \$223 million was secured for housing capacity management on-reserve which supported the critical work of housing managers as well as the capacity to build more and better quality housing in First Nations communities in Canada. Additionally, \$12.1 million was secured to establish a national network of First Nations housing lenders. By March 31, 2024, \$3,071,400 had been invested in the [Yanonhchia initiative](#), an Indigenous-designed, -led and -managed institutional solution to the housing crisis in First Nations communities.

In order to determine if housing investments are resulting in improved housing conditions in First Nations, ISC measures the percentage of First Nations housing that is adequate as assessed and reported by First Nations. In 2022-23, First Nations indicated that 74.1% of homes on-reserve were adequate, an increase of 1.5% over 2021-22.

Education Facilities

- Planned spending in 2023-24: \$296,501,244
 - Actual spending in 2023-24: \$369,955,976*
- *Due to rounding, figures may not add to totals shown. Increase in spending is mainly due to an allocation of funding to meet departmental priorities, including realigning asset classes to address First Nations' community infrastructure needs.

ISC aimed to improve educational facilities to create safe and healthy quality learning environments, which will promote better educational outcomes for First Nations students by:

- Investing in Construction – The Government of Canada committed \$2.27 billion until 2024-25 for First Nations School Facilities. By March 31, 2024, \$2.18 billion had been invested in 317 projects, with 185 completed. This funding led to the construction or renovation of 230 schools, with 153 completed, benefiting 254 communities and 38,000 students.
- Supporting School Expansions – ISC provided targeted funding to support First Nations school expansions and new school construction projects. The revised [School Space Accommodation Standards](#) took effect on April 1, 2023, outlining service standards for construction and major renovations of First Nations schools funded by ISC through its [Capital Facilities and Maintenance Program](#).
- Supporting Efforts – The department continued to help advance Crown-Indigenous Relations and Northern Affairs Canada's mandate by maintaining oversight of activities addressing the legacy of former Indian residential school buildings and sites. This included support for the demolition and remediation of residential school sites, as well as supporting community-led engagement activities to arrive at a decision regarding the future of any remaining residential school buildings and sites on reserves.

In order to determine if educational facilities investments are resulting in quality physical learning environments for First Nations students, ISC measures the percentage of ISC-funded schools that have received a condition rating of "good" or "new" on inspection. In 2023-24, 60.55% of First Nations schools had a condition rating of "good" or "new" (including band-operated, federal, private, and self-governing schools, but excluding provincial schools). The department already achieved the set target of 60%, although the date to achieve this is March 2026.

Health Facilities

- Planned spending in 2023-24: \$308,279,448
- Actual spending in 2023-24: \$373,163,616*

*Due to rounding, figures may not add to totals shown. Increase in spending is mainly due to additional funding from Supplementary Estimates for the Weeneebayko Area Health Authority (Budget 2017) and an allocation of funding within First Nations and Inuit Health programs to meet overall health needs for members of First Nations and Inuit communities and address health programs priorities and requirements.

ISC aimed to provide First Nations and Inuit with the necessary space for safe and efficient health care delivery in their communities through:

- Supporting New Health Infrastructure Projects – ISC supported Grassy Narrows leadership in the community-led design, ownership, and control of the Mercury Care Home. The department contributed \$19.7 million to the construction of [Aqqusariaq \(formerly known as the Nunavut Recovery Centre\)](#) to support Inuit mental wellness services. The Cross Lake Health Complex was completed in December 2023, while work continued on the Norway House Cree Nation Health Centre of Excellence, expected to be completed in 2024. On September 11, 2023, ISC, in partnership with the Sauleaux Pelly Agency Health Alliance and the Saskatchewan Ministry of Health, began construction of a multi-purpose health care facility on the Keeseekoose First Nation. This facility will serve the communities of Cote First Nation, Keeseekoose First Nation, and The Key First Nation.
- Continuing Funding and Support – By December 31, 2023, ISC invested \$716.9 million in 286 infrastructure projects, including health facilities, accommodations for health professionals, addictions treatment centres, and facilities hosting [Aboriginal Head Start On Reserve](#) programming. This resulted in the completion of 216 projects, benefiting 214 communities and approximately 243,000 people.
- Supporting Jordan's Principle – ISC continued to implement immediate and ongoing measures as ordered by Canadian Human Rights Tribunal. As of March 2024, Canada received 312 funding requests for 189 unique infrastructure projects related to the Canadian Human Rights Tribunal's order on Jordan's Principle, of which included 141 requests for projects that focus on providing spaces for delivering health and allied programs and services. Regions are working closely with First Nations as requests progress through various phases.
- First Nation Community Health Infrastructure – Health facilities are often the primary point where First Nation individuals receive health care. Quality health infrastructure enhances the development and delivery of health programs and services and is a component of reliable and sustainable infrastructure in Indigenous communities. 80% of First Nation health infrastructure inspected between 2020-21 to 2022-23 had a condition rating of good, which exceeds the target of 75%.

Other Community Infrastructure & Activities

- Planned spending in 2023-24: \$1,118,236,118
- Actual spending in 2023-24: \$990,530,822*

*Due to rounding, figures may not add to totals shown. Decrease in spending is mainly due to an allocation of funding to meet departmental priorities, including realigning asset classes to optimize impact of investments and to address First Nations' community infrastructure needs.

ISC supported community infrastructure projects, including roads and bridges, fire protection, connectivity, cultural and recreational facilities and Band administrative buildings, which enhance the quality of life and environment in First Nation communities by:

- Investing in Community Infrastructure – By March 31, 2024, ISC invested \$1.64 billion of targeted funds (excluding operating expenses) to support 1,834 other community infrastructure projects, with 1,078 projects completed. These projects aim to benefit 611 communities and serve approximately 477,000 people.
- Supporting Lubicon Lake Band Project – ISC worked with the Lubicon Lake Band on a major multi-year infrastructure project. By 2023, the project reached the design phase for most assets. Construction began on roads, water and wastewater services, and housing, with ten projects completed. ISC invested over \$198.7 million in targeted funds since 2018, supporting 23 community buildout projects, including:
 - water and wastewater (\$76.8 million)
 - housing (\$37.9 million)
 - school facilities (\$14.7 million), and
 - other community infrastructure (\$69.3 million).
- Releasing a First Nations Fire Protection Strategy – In May 2023, at the inaugural First Nations First Responders Gathering, ISC and Assembly of First Nations released a [First Nations Fire Protection Strategy for 2023-2028](#). ISC announced \$10 million in funding to support the objectives of the fire-protection strategy through education, prevention, smoke alarm installations, inspections, firefighter training, and fire department communication projects.

To gauge the impact of community infrastructure investments, the department tracked the percentage of ISC-funded assets rated as "good" or "new." In 2023-24, 42% of these assets met this standard. Since assets are assessed every three years and 2023-24 marks the beginning of the current cycle (2023-24 to 2025-26), not all assets have been inspected yet, which may lead to fluctuations in results. The target is set for March 2026, the end of the cycle.

Water & Wastewater

- Planned spending in 2023-24: \$1,250,288,163
- Actual spending in 2023-24: \$1,252,897,488*

*Due to rounding, figures may not add to totals shown. Increase in spending is mainly due to an allocation of funding to meet departmental priorities, including realigning asset classes to address First Nations' community infrastructure needs, and the deferral of funding to future years to align with the water treatment plant project for Asubpeeschoseewagong Netum Anishinabek and the mercury wellness centre for Wabaseemoong Independent Nations.

ISC supported the provision of safe drinking water for First Nations on reserves as a shared responsibility among First Nations communities and the Government of Canada through:

- Investment in Water and Wastewater Projects – By March 31 2024, ISC invested \$4.29 billion to support 1,354 [Water and Wastewater projects](#), with 594 completed. These projects benefitted 591 communities, serving approximately 475,000 people. Among these, 1,052 projects were new or upgraded water and wastewater systems, with 499 completed.
- Overall Funding Commitments – Since 2016, the Government of Canada has committed \$4.39 billion of targeted funds to address critical infrastructure gaps related to water and wastewater. An additional \$1.22 billion has been committed to support First Nations to operate and maintain their water and wastewater infrastructure, for a total commitment of \$5.61 billion.

- Addressing Long-Term Drinking Water Advisories – ISC provided \$246.6 million over two years starting in 2022–23 to address and prevent long-term drinking water advisories affecting public systems on reserves.
- Since November 2015 and as of March 31, 2024:
 - 144 long-term drinking water advisories have been lifted from public water systems on reserves
 - 276 short-term drinking water advisories have been addressed, preventing them from becoming long-term drinking water advisories
 - 28 long-term drinking water advisories remain on public systems on reserves, affecting 26 communities. ISC continues to work with First Nations communities to address these advisories.
 - Approximately \$932.6 million has been spent on 158 projects to address long-term drinking water advisories in First Nations communities.

Additionally, Budget 2021 provided \$31.3 million on-going to continue supporting First Nations communities' reliable access to clean water and to help ensure the safe delivery of health and social services on reserve.

- Compliance with Regulations – In 2022-23, 65.6% of wastewater systems on-reserve met the effluent quality standards outlined in the Wastewater Systems Effluent Regulations. This represents an improvement from 60% in 2021-22. This progress reflects our ongoing commitment to increasing support for wastewater projects and helping communities meet their environmental objectives, as outlined in the 2023-24 Departmental Plan.
- Bill C-61 – On December 11, 2023, [the proposed First Nations Clean Water Act](#) was introduced in Parliament. This bill is aimed at closing drinking water and wastewater service gaps between First Nations and non-First Nations communities, operating independently of the *Indian Act*, replacing the repealed *Safe Drinking Water for First Nations Act*. The proposed legislation was developed with significant input from First Nation voices to ensure responsiveness to their needs and priorities.
- Monitoring Drinking Water Quality – ISC assists communities in monitoring drinking water quality in all water systems at tap, which includes providing advice and guidance about drinking water safety and wastewater disposal, and reviewing infrastructure project proposals from a public health perspective.
- Service Delivery Transfer – The department continued to implement the service delivery transfer agreement with the Atlantic First Nations Water Authority, including significant training and capacity building with water operators and more than \$25 million in capital investments in the first two years of operations.

ISC measures the reliability and sustainability of infrastructure in First Nations communities by identifying the percentage of systems with low-risk ratings. An increase indicates more reliable and sustainable infrastructure. The percentage of low-risk water systems in 2022-23 has increased to 59.7%, compared to 57.4% in 2019-20. The percentage of low-risk wastewater systems in 2022-23 has decreased to 41.7% compared to 47.7% in 2019-20. The water and wastewater annual performance inspections are reported with a one-year delay; data collection and validation are currently underway across regions for 2023-24.

Communities and the Environment

ISC supports First Nations to take greater control and responsibility in areas that matter to them by supporting sustainable management of land, environment and natural resources through:

- Supporting Land Management – In 2023-24, ISC worked with partners to add seven new signatories to the [Framework Agreement on First Nation Land Management](#). The department also supported 11 First Nations in transitioning from the land provisions of the *Indian Act* by ratifying community-approved land codes. The Land Use Planning Initiative was funded to help First Nations develop land use visions. With \$30 million from Budget 2023, the [Reserve Land and Environment Management Program](#) was relaunched, featuring \$70,000 base-level funding and a revised entry process. In 2023-24, 11 new First Nations joined the program, with ongoing support from the First Nations Land Management Resource Centre and the National Aboriginal Lands Managers Association.
- Supporting Waste Management – ISC supported 73 new Solid Waste projects in 2023-24 and 339 ongoing projects since 2016 through the [First Nations Waste Management Initiative](#).
- Contaminated Sites Management – The department continued the assessment and remediation of contaminated sites on-reserve through the Contaminated Sites On-Reserve Program. In 2023-24, significant progress was made with 38 sites closed, 111 undergoing assessment, and 97 undergoing remediation. The project expenditures for these activities totaled \$58.6 million in 2023-24.
- Modernizing Policies – The department co-developed modernized land administration tools, reducing policy barriers for economic development projects. In 2023-24, ISC finalized updates to policies on permitting and mineral disposition under the Indian Mining Regulations. The suite of national land instrument precedents was expanded to 15 to streamline drafting processes. Preliminary work began to modernize the Indian Lands Registry System, aiming to improve the online lands instrument registration process.
- Additions to Reserves – ISC continues to support Indigenous partners and Crown-Indigenous Relations and Northern Affairs Canada to redesign the federal Additions to Reserve/Reserve Creation Policy and accelerate existing requests from First Nations. In 2023-24, ISC approved 17 additions to reserve submissions, totaling 463 additions and adding 267,313 acres since November 2015. This effort was funded by Budget 2021, which provided \$43 million over four years, with \$32.2 million allocated to reducing the existing inventory.

ISC measures the support provided to First Nation communities in maintaining and improving environmentally sustainable waste management systems. Improved solid waste management helps protect the environment, safeguard human health and safety, and improves land management in communities. In 2023-24, 49.8% of First Nations communities had adequate solid waste management systems, an increase of 9.3% from 2022-23. While progress is being made, the department will continue to work towards the target of 65% by March 2028.

Contaminated sites present significant risk to human health, safety and environment, particularly those classified as high-risk (Class I). The department tracks the percentage of high risk contaminated sites on reserve where remediation activities are being undertaken. While the department advanced remediation on 21.1% of high-risk sites in its contaminated sites inventory, 2023-24 results show 25.2% of high risk contaminated sites on reserve where remediation activities are being undertaken. This falls short of reaching the 29% target by March 2024. Several factors contributed to not meeting the target, including the expansion of the Federal Contaminated Sites Action Plan funding eligibility to include lower risk sites (Class II & III) in order to address community priority sites, increased project costs caused by inflation and supply chain issues, and the addition of new Class 1 sites to the department's inventory due to the discovery of legacy sites or creation of new sites.

The advancement of governance and service delivery for First Nation emergency management recognizes the right of Indigenous Peoples to autonomy or self-government in matters relating to their internal and local affairs and means for financing their autonomous functions as they exercise self-determination. In 2023-24, ISC supported 568 First Nation communities during emergencies by:

- Funding Support – ISC funded 255 Emergency Management Coordinator positions in First Nation communities to prepare for and respond to emergency events.
- Supporting Prevention and Preparedness – The department provided \$11.3 million towards [FireSmart funding](#) to prevent and prepare for wildland fires.
- Enhancing Mitigation and Capacity – ISC allocated \$15.6 million in March 2024 through [the Non-structural Mitigation and Preparedness fund](#), with \$16.4 million designated under Capacity Enhancement to support First Nations-led emergency management initiatives in Ontario, Manitoba, Saskatchewan, British Columbia, and five Saskatchewan Tribal Councils.
- Strengthening Service Agreements – The department bolstered supports related to service agreements and engaged with First Nations and provincial/territorial partners to adopt multilateral emergency management service agreements.
- Supporting Emergency Management – Over \$509 million was allocated to the [Response & Recovery program](#) to address the impact of emergencies across Canada. This funding supported responses to the 2023 wildfire season and earlier events, such as the 2022 wildfire in Lytton First Nation, and Hurricane Fiona, which displaced 32,408 people. Additionally, long-term recovery initiatives were undertaken to support communities, such as those in Little Red River Cree Nation in Alberta and K'atlodeche First Nation in the Northwest Territories.

Key risks

In 2023-24, ISC identified five key risks that could impact the delivery of Infrastructure and Environment programming:

- Delays and Cost Impacts for Infrastructure Projects – Shortages in supplies, equipment and labour, and pandemic response measures, were identified as potential causes for delays and increased forecasted costs for projects. Weather and labour shortages also were potential factors that could impact surveys and environmental site assessments for developing land codes. ISC worked closely with First Nations communities to prioritize resources, monitor project processes, and allow flexibility in approvals to speed up contracting and maintain stable project costs. Weather and building conditions were considered to minimize impact during design and construction. Financial transfers were standardized for more flexible contracting, and prepayment for materials was encouraged.
- Lack of Predictable and Sustainable Funding – There was a risk that insufficient funding could hinder departmental objectives and infrastructure support for First Nations. To mitigate this, ISC actively worked to secure long-term, predictable funding for First Nations community infrastructure. This included efforts to renew Budget 2023 funding and identify infrastructure gaps with First Nations. Surplus funds were allocated to priority projects and inspections were supported. Established governance structures ensured oversight and accountability. Budget 2023 investments also enhanced operational funding for First Nations with enacted land codes and provided funding to support 50 new signatories to the Framework Agreement on First Nations Land Management by 2027-28.

- Risk-based Approaches – The department addressed the Auditor General's recommendation on Emergency Management to implement a risk-based approach in program planning. Working with First Nations, ISC developed an enhanced risk-based funding formula, including a highest-risk community list and a regional proposal risk matrix. This approach will be used to direct funding to communities most in need, maximizing support for preparedness and mitigation activities. ISC leveraged existing funding and authorities to ensure effective resource allocation to protect and support First Nations communities during emergencies.
- Adequate Capacity for Co-Development – A risk was identified signaling that partner organizations were experiencing staffing capacity constraints, impacting the transfer of services and causing delays in services offered to First Nations. ISC focused on strategic policy and developing multilateral emergency management service agreements with First Nations as equal partners. Region-specific approaches based on First Nations' priorities were initiated to promote the uptake of new multilateral agreements. Internal reforms for engagement, capacity building, and innovative approaches were implemented to strengthen Indigenous partners' skills. ISC co-developed partnerships, adopted mission-oriented program development, and addressed broader operational capacity issues, including developing on new approaches to operations and maintenance with the Assembly of First Nations. Significant investments supported water and wastewater management, covering 100% of operations and maintenance costs.
- Timely and Sufficient Data for Decision-Making – Inadequate data and information could hinder effective decision-making and reporting. ISC worked with partners and regions to increase reporting efforts through regular meetings and quarterly reports. In response to the [2022 Auditor General report on Emergency Management in First Nation communities](#), ISC completed an evaluation process of its emergency-related performance indicators, reducing them from 60 to 19 to ensure a focused approach. Outcomes, measures, logic models and targets were also developed.

Resources required to achieve results

Table 10: Snapshot of resources required for the Infrastructure and Environments Service Area
Table 10 provides a summary of the planned and actual spending and full-time equivalents (FTEs) required to achieve results.

Resource	Planned	Actual*
Spending	\$4,149,690,259	\$4,806,069,346
Full-time equivalents	876	973

* Due to rounding, figures may not add to totals shown. The increase in spending is mainly due to additional funding from Supplementary Estimates for the Emergency Management Assistance Program, First Nations Child and Family Services Program reforms, out-of-court settlements, reimbursing on-reserve response and recovery efforts, and funding allocations for housing. Some funds were deferred to future years for mercury care facilities and on-reserve emergency management. The increase in FTEs is due to resource allocation, managing First Nations' health emergencies, and advancing land management initiatives.

[Complete financial](#) and [human resources information](#) for the ISC's program inventory is available on GC InfoBase.

Economic Development Service Area

Progress on results

This section presents details on how the department proceeded to achieve results and meet targets for Indigenous Well-Being and Self-Determination. Details are presented by the Economic Development Service Area and departmental results.

Table 11: Targets and results for Service Area 5: Economic Development.

Table 11 provides a summary of the target and actual results for each indicator associated with the results under the Economic Development Service Area.

Table 11: Indigenous communities are progressing in their business and economic growth

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of the population that lived in a low income situation in the year preceding the Census	Registered Indian on reserve 47.7% Registered Indian off reserve 30.3% Non-Status Indian 25.2% Inuit 22.3% Métis 17.3% Non-Indigenous 13.8% ¹	March 2026	Introduced in 2023-24 2023–24: Registered Indian on reserve 28.4% Registered Indian off reserve 17.6% Non-Status Indian 14.8% Inuit 14.7% Métis 11.8% Non-Indigenous 10.6% ²
Employment rate of the working age population (25-64)	Registered Indian on reserve 46.9% Registered Indian off reserve 60.2% Non-Status Indian 66.1% Inuit 57.4% Métis 70.4% Non-Indigenous 76.0% ¹	March 2026	Introduced in 2023-24 2023–24: Registered Indian on reserve 47.1% Registered Indian off reserve 58.7% Non-Status Indian 64.8% Inuit 55.2% Métis 69.1% Non-Indigenous 74.1% ²
Median income of the working age population (25-64)	Registered Indian on reserve \$20,357 Registered Indian off reserve \$32,553 Non-Status Indian \$34,458 Inuit \$33,135 Métis \$40,814 Non-Indigenous \$42,930 ¹	March 2026	Introduced in 2023-24 2023–24: Registered Indian on reserve \$32,000 Registered Indian off reserve \$42,000 Non-Status Indian \$43,200 Inuit \$42,800 Métis \$48,800 Non-Indigenous \$50,400 ²
<p>1 - Targets are established using 2015 Census baseline data. 2 - New indicator introduced in 2023-24. Results are based on 2021 Census data.</p>			

Additional information on [the detailed results and performance information](#) for the ISC's program inventory is available on GC InfoBase.

Details on results

The following section describes the results for the Economic Development Service Area in 2023–24 compared with the planned results set out in ISC's departmental plan for the year. The Economic Development Service Area recognizes that economic development cannot be separated from other

factors directly impacting socio-economic outcomes, such as education, housing, health, and clean water.

Departmental Result 7: Indigenous communities are progressing in their business and economic growth

ISC is mandated to support Indigenous communities to progress in their business and economic growth opportunities by expanding the Aboriginal Entrepreneurship Program; facilitating access to funding from across the federal government for Indigenous entrepreneurs, businesses and communities via Indigenous Entrepreneurs Navigators; and ensuring that business support programs are as inclusive as possible. Although there is still much to do in this area, in 2023-24, ISC supported the economic growth of Indigenous communities and businesses through:

- Co-development of an Economic Reconciliation Framework – Budget 2023 allocated \$5 million to support the co-development of an Economic Reconciliation Framework with Indigenous partners that will increase economic opportunities for Indigenous Peoples, communities, and businesses. The framework is targeting completion by the end of 2024-25 and will aim to address persistent economic barriers and support Indigenous economic goals.
- National Indigenous Economic Strategy for Canada - Launched in June 2022, this strategy was developed by over 20 Indigenous organizations. ISC supports economic reconciliation and the four Strategic Pathways—People, Lands, Infrastructure, and Finance—to enhance economic development, including in the urban space for non-Status and urban Indigenous populations.
- Indigenous business procurement – The department continued to support the implementation by 2024-25 of the mandatory minimum 5% target for federal procurement with Indigenous businesses. In 2023-24, 745 new Indigenous businesses were added to the Indigenous Business Directory, bringing the total to 2,633 Indigenous businesses. Results of the Government of Canada’s performance against the mandatory minimum 5% procurement target for 2023-24 will be released by March 31, 2025. In 2023-24, ISC awarded 13.44% of its contracts to Indigenous businesses.
- Transformative Indigenous Procurement Strategy – ISC conducted over 40 meaningful engagement sessions that supported the launch of the co-development process in April 2024. Work remains ongoing with partners to determine ways to improve the Indigenous Procurement Strategy, including the transfer of the Indigenous Business Directory to Indigenous partners.
- Government Contracts – ISC annually allocates \$1.125 million to support Inuit firms in securing government contracts under the Nunavut Settlement Agreement. To qualify for funding, individuals and businesses must achieve Inuit Firm status and register in the publicly accessible Inuit Firm Registry. An additional \$5 million over the next four years (Budget 2022) will support Inuit organizations and projects.
- Engagement with Indigenous Partners – In February and May 2024, roundtable discussions were held with Indigenous leaders from National Indigenous Organizations and national Indigenous economic institutions, representatives from financial institutions, and senior government officials to explore opportunities to further advance economic reconciliation.
- Lands and Economic Development Services Program and Community Opportunity Readiness Program Funding – ISC implemented new investments from Budget 2022 to support economic development projects for First Nations and Inuit communities south of the 60th parallel and providing stimulus for their businesses. This included \$41.6 million for the Lands and Economic Development Services Program to fund First Nations and Inuit communities and \$8.2 million to lands and economic development organizations. The Community Opportunity Readiness

Program allocated \$19.4 million, with an additional \$28.7 million through the national Prioritization Framework for large economic development projects that leveraged contributions worth \$339.9 million.

- Expand Access to Equity Capital – ISC continued the modernization effort through the [Aboriginal Entrepreneurship Program's](#) Access to Capital Stream to increase the establishment and expansion of Indigenous firms through Indigenous Financial Institutions and Métis Capital Corporations. The program was devolved in 2015 and is now administered by the National Aboriginal Capital Corporations Association and five Métis Capital Corporations. Conversations with partners have focused on program improvements based on feedback and supporting a broader spectrum of Indigenous entrepreneurs. The development of a new reporting framework is underway based on the recent program evaluation with completion targeted for the 2025-26 fiscal year.
- Funding Indigenous Businesses - ISC provided \$36.5 million for the Aboriginal Entrepreneurship Program (AEP) Access to Capital Stream (ATC). ISC also provided \$24 million (Budget 2021) for the AEP-ATC expansion, and \$7.4 million for the sunsetting Indigenous Women Entrepreneurship Program. An additional \$9.2 million was provided to help Indigenous Financial Institutions and Métis Capital Corporations maintain their lending activities. ISC also provided direct funding to Indigenous organizations through the AEP-Access to Business Opportunities Stream to promote a culture of entrepreneurship and provide direct business development support to Indigenous businesses.
- Economic Development Program Modernization – ISC allocated \$14.45 million through the Strategic Partnership Initiative to regional initiatives that aid with program transfer and leveraged a ratio of \$2.92 from other sources for every \$1 invested.
- Clean Energy Capacity Building – ISC invested \$10.3 million through the Strategic Partnership Initiative Clean Energy initiative to advance local, economically-sustainable clean energy projects in First Nations, Inuit, and Métis communities, leveraging a ratio of \$6.00 from other sources for every \$1 invested.
- Indigenous Business Navigators – The department provided pathfinding services through the Strategic Partnerships Initiative, providing a single-window for Indigenous entrepreneurs, businesses, and communities to access federal funding and support economic development.
- [Indian Oil and Gas Regulations](#) – Indian Oil and Gas Canada (IOGC) completed draft instructions for new regulations in consultation with a Joint-Technical Committee. Additionally, work began in 2023-24 to expand the royalty management system and case management system that support the complex information required for royalty administration. A workplan was developed by the Indian Resource Council regarding Assertion of Jurisdiction, while IOGC continued to support and engage communities with oil and gas opportunities and prepared for future IT improvements.

Results of expected performance

The Economic Development Service Area evaluates its performance through three indicators that provide further understanding into a population's economic health: the percentage of the population that lived in a low income situation in the year preceding the Census, employment rate of the working age population (25-64) and median income of the working age population (25-64). ISC established performance targets using Census data to assess poverty levels and economic health within Indigenous populations, helping to address systemic barriers or enduring effects of past injustices.

Key risks

ISC identified three key risks that could impact Economic Development:

- **Delay in Indigenous Business Recovery** – Delays in the timely delivery of support funding, and multiple applications required to receive funding pose a risk to Indigenous business recovery. The department announced an additional \$350 million from Budget 2024 over five years for Indigenous Financial Institutions as part of Canada’s commitment to supporting meaningful participation by Indigenous Peoples in the post-pandemic economic recovery in Canada. This will help Indigenous Financial Institutions meet increasing loan demand and work to prevent delays in Indigenous business recovery by ensuring funding is provided promptly, without requiring multiple applications.
- **Funding Allocation** – The potential for funding to be allocated to more populated communities rather than less populated communities where relative impact could be significant but program success less guaranteed posed a risk. ISC updated the management control framework for the Community Opportunity Readiness program and examined proposal assessment tools to account for the relative impact of projects on communities and their needs. This will help to address the risk that funding might otherwise favor more populated and higher-capacity communities at the expense of less populated ones with significant potential impact.
- **Inaccurate Outcome Measurement** – Outdated data gathering standards and formulas posed a risk to the department’s ability to measure outcomes or produce evidence needed for future program or policy objectives. ISC programs reviewed their data collection practices and reflected these in updated Performance Information Profiles. The department is continuing to work with Indigenous partners to co-develop an updated logic model and expand intersectional data collection, which will support more accurate and comprehensive measurement of outcomes, as well as support an approach for Inuit entrepreneurs.

Resources required to achieve results

Table 12: Snapshot of resources required for the Economic Development Service Area

Table 12 provides a summary of the planned and actual spending and full-time equivalents (FTEs) required to achieve results.

Resource	Planned*	Actual*
Spending	\$262,255,452	\$450,194,925
Full-time equivalents	259	253

* Due to rounding, figures may not add to totals shown. The increase in spending is mainly due to funding allocated for out-of-court settlements and to address departmental priorities. The decrease in FTEs is attributed to staffing delays and unexpected vacancies.

[Complete financial](#) and [human resources information](#) for the ISC’s program inventory is available on GC InfoBase.

Governance Service Area

Progress on results

This section presents details on how the department proceeded to achieve results and meet targets for Indigenous Well-Being and Self-Determination. Details are presented by the Governance Service Area and departmental results.

Table 13: Targets and results for Service Area 6: Governance.

Table 13 provides a summary of the target and actual results for each indicator associated with the results under the Governance Service Area.

Table 13: Indigenous communities have governance capacity and support for self-determination

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Number of communities certified by the First Nations Financial Management Board	Maintain or increase year over year ¹	March 2024	2021–22: 241 2022–23: 263 2023–24: 283
Percentage of First Nations adopting alternatives to the <i>Indian Act</i> election system	At least 79%	March 2024	2021-22: 77.9% 2022-23: 78% ² 2023-24: 79.87%
<p>1 - A target was identified in 2023-24, however, as the adoption of a financial administration law is an entirely self-determined choice of First Nations, the establishment of a target by Canada would not be meaningful or relevant.</p> <p>2 - Due to an error in calculation of the 2022-23 result at the time of reporting for the 2022-23 Departmental Results Report, the 2022-23 result was originally published as 55% and has been recalculated as 78%.</p>			

Additional information on [the detailed results and performance information](#) for the ISC's program inventory is available on GC InfoBase.

Details on results

The following section describes the results for the Governance Service Area in 2023–24 compared with the planned results set out in Indigenous Services Canada's departmental plan for the year.

ISC's efforts to build governance capacity and support Indigenous self-determination highlight the importance of programs and Indigenous institutions, such as the Transformational Approach to Indigenous Data and the co-development of the New Fiscal Relationship. The data generated through these efforts, especially in fulfilling statutory and Treaty obligations, are among ISC's most valuable and have significant implications for First Nations data governance and sovereignty.

Departmental Result 8: Indigenous communities have governance capacity and support for self-determination

ISC committed to supporting governance capacity and self-determination for Indigenous Peoples, communities, and governments to control the design, delivery, and management of services. Over \$76.3 million from Budget 2023 was directed to strengthening the administrative capacity of First Nations governments and tribal councils, with an additional \$400 million invested in building sustainable Indigenous governments through the Indigenous Governance and Capacity programs. In 2023-24, ISC delivered ongoing support by:

- Improving Access to Services to Individuals – ISC delivered Treaty Annuities to approximately 92% of eligible First Nations communities, supporting over 129,800 individuals. In addition, a

total of 34,234 individuals were added to the Indian Register, and 155 First Nations accessed their trust accounts. A digital application service was launched for applications for the Secure Certificate of Indian Status. In addition, 26 organizations and 30 locations are now trusted sources that can help individuals complete an application for registration and a status card. ISC also provided \$4.2 million to support 57 proposals for estate management activities.

- Expanding Fiscal Relationships – The [New Fiscal Relationship Grant](#) has been steadily increasing with 13 First Nations who joined the Grant in 2023-24, for a total of 143 First Nations. The department received notice of an additional 51 First Nations who have expressed interest in the potential entry to the Grant. By 2023-24, the New Fiscal Relationship 10-Year Grant has been adopted by over 25% of First Nations, with more than \$1.3 billion in transfer payments flowing via the grant. The Grant Funding Escalator provided \$30 million to recipients to reflect inflation and population growth. The department continued to co-develop policy options to further expand Grant eligibility, and repeal of the [First Nations Financial Transparency Act](#). While this work progresses, an evaluation of the New Fiscal Relationship Grant is currently underway and expected to be completed in Spring 2025.
- Advancing Transformational Approach to Indigenous Data – ISC continued to strengthen its data governance and improved its capacity to share departmental data assets externally with First Nations, Inuit and Métis partners. The department developed an internal guide that standardizes how the department handles data requests from Indigenous and other external parties, conducted department-wide training sessions on the external data sharing process, and administered several Information Sharing Agreements. While delays were experienced in completing engagements on the National Outcome Based Framework by Fall 2023, ISC developed a strategy for meaningful engagement with Indigenous partners that will facilitate the development of a departmental Policy on External Data Sharing in 2024-25.
- Governance Program Reform – ISC continued technical engagements with partners through the Governance Modernization Working Group. The department engaged with expert Indigenous organizations to develop options for new approaches to supporting the full spectrum of governance responsibilities held by First Nations governments. These technical discussions and research activities continued with First Nations partners, including the Assembly of First Nations, AFOA (Aboriginal Financial Officers Association Canada), and the First Nations Financial Management Board.
- Supporting First Nations Governments – Through the Indigenous Community Development National Strategy and Community Development Wrap-Around Initiative, ISC provided wrap-around support and mentorship in community development, and offered holistic support to 22 First Nation communities implementing their community development priorities. Regional Tables were established with partners to address barriers identified by communities, and discussions were held with partner programs about future participation in National Tables to explore program alignment and modernization opportunities in 2024-25.
- Transitioning away from the *Indian Act* – ISC supported First Nation-led processes to transition away from the [Indian Act](#). The department collected data that showed 94 First Nations accessed their trust accounts under an alternative legislative or policy option, representing 14% of the 670 trust accounts held for First Nations. [Bill C-61, An Act respecting water, source water, drinking water, wastewater and related infrastructure on First Nation lands](#) was introduced in December 2023 to replace the *Safe Drinking Water for First Nations Act*, which was repealed in June 2022. Work continued on [Bill C-38](#) to address specific inequities in the registration and band membership provisions of the *Indian Act*. This included options to address broader reform in registration and membership from consultation with Indigenous partners. Work to help First

Nations transition to alternative election systems, particularly custom codes and the [First Nations Elections Act](#), and ensuring First Nations governments have access to core management and administrative support also continued. ISC tracked progress towards this by measuring the percentage of First Nations that adopt alternatives to the *Indian Act* election system.

- Supporting Implementation of the *UN Declaration Act* - ISC supported the release of the *UN Declaration Act* Action Plan in June 2023. This roadmap to implementing the UN Declaration came as a result of two years of consultation and cooperation with First Nations, Inuit and Métis to help break down barriers, combat systemic racism and discrimination, close socio-economic gaps, and promote greater equality and prosperity for Indigenous Peoples.

Results from Expected Performance

ISC measures the certification of communities by the First Nations Financial Management Board as one method for assessing good governance and financial practices by a First Nations Government. It is part of the eligibility criteria to enter into a Ten-Year Grant with ISC. In 2023-24, 283 communities were certified by the First Nations Financial Management Board. In addition, the department looks at the percentage of First Nations that move to hold their elections under the *First Nation Elections Act* or their own autonomous election system rather than under the *Indian Act*. In 2023-24, 79.87% of First Nations adopted alternatives to the *Indian Act* election system, such as the *First Nation Elections Act* or their own community election system, meeting the 79% target established for 2023-24. These alternative systems enhance self-determination by eliminating the departmental role in the electoral process, allowing First Nations to exercise greater autonomy and control over their governance.

Key risks

In 2023-24, ISC identified two key risks that could impact the delivery of governance programming:

- Lack of Predictable, Sufficient and Sustainable Funding – There was a risk that insufficient funding would limit the ability of Indigenous governments to carry out the full scope of responsibilities related to governance and core administration. The severity of this risk remains unchanged. Governance program modernization efforts are underway through engagement with Indigenous Partners. The Community Development Wrap-Around Initiative’s efforts continue through work with communities and partners to identify and address barriers to community development.
- Responding to Community Development Needs – The severity of the risk that government programming may not adequately respond to community development needs, as identified by Indigenous communities, remains unchanged. The Community Development Wrap-Around Initiative (CDWAI) will bring forward barriers to community development, identified by participating communities to CDWAI National Tables in 2024-25 through 2026-27, to determine how government can better respond to the community development needs identified by Indigenous communities.

Resources required to achieve results

Table 14: Snapshot of resources required for the Governance Service Area.

Table 14 provides a summary of the planned and actual spending and full-time equivalents (FTEs) required to achieve results.

Resource	Planned*	Actual*
Spending	\$584,643,016	\$691,886,337
Full-time equivalents	882	1,017

* Due to rounding, figures may not add to totals shown. The increase in spending is primarily due to incremental funding from Supplementary Estimates for Indigenous governance and capacity, and adjustments to the New Fiscal Relationship Grant for inflation and population growth. The increase in FTEs is mainly due to resource realignment to manage funding agreements, as well as increased staffing to meet rising registration demand from Bill S-3.

[Complete financial](#) and [human resources information](#) for the ISC's program inventory is available on GC InfoBase.

Related government-wide priorities

In this section:

- Truth and Reconciliation Commission (TRC) Calls to Action
- National Inquiry into Missing and Murdered Indigenous Women Girls (MMIWG) Calls for Justice
- United Nations Declaration on the Rights of Indigenous Peoples (Un Declaration) Articles
- United Nations Declaration Act (UN Declaration Act) Action Plan Measures
- Gender-based Analysis Plus
- Innovation

ISC is dedicated to supporting the well-being and self-determination of Indigenous communities by working with Indigenous partners. Efforts are guided by a commitment to reconciliation, aiming to address historical injustices and promote a future where Indigenous Peoples can thrive. Through partnership and innovation, ISC seeks to enhance the capacity of Indigenous communities, ensuring that work is rooted in respect for Indigenous knowledge, cultures, and rights.

When referring to the process of co-development throughout this report, it is important to note that Indigenous partners have articulated expectations around co-development, including principles and best practices, which the department strives to recognize and respect. In all of its efforts, ISC is seeking to ensure that the pursuit of outcomes align with reconciliation aspirations.

[Truth and Reconciliation Commission \(TRC\) Calls to Action](#) (PDF)

In 2023-24, ISC worked across several service areas to advance the TRC Calls to Action. In the area of **Health**, ISC worked with Indigenous partners and provincial/territorial governments to explore distinctions-based health legislation and policies, supporting Calls to Action 18, 20, 22, and 23. The department also implemented Jordan's Principle and the Inuit Child First Initiative, ensuring necessary health services for eligible First Nations and Inuit children (Calls to Action 3, 18, and 20). Additionally, ISC co-developed culturally safe long-term care options (Call to Action 22) and provided cultural competency training for healthcare professionals (Call to Action 23).

In support of **Children and Families**, ISC contributed to Calls to Action 1, 2, and 4 by reforming child and family services on reserves and in Yukon, including implementing the *Act respecting First Nations, Inuit, and Métis children, youth, and families*. The October 2023 Federal Court approval of the First Nations Child and Family Services and Jordan's Principle Settlement Agreement marked a significant step toward reconciliation.

For **Education**, ISC implemented Regional Education Agreements, supporting Call to Action 7 by providing First Nations students with education in their native languages. ISC also expanded access to adult education and post-secondary programs for First Nations, Inuit, and Métis students, addressing Calls to Action 7, 8, 9, 10, 11, 12, 61.3, and 62.3.

ISC supported **Infrastructure and Environments** through environmental protection, waste management, and land-use planning initiatives, addressing TRC Calls to Action 42, 45, 53, 56, and 57 by upholding First Nations' rights, laws, and Crown relations in managing their lands and resources.

Under **Governance**, ISC advanced Call to Action 92(1) by funding initiatives like the New Fiscal Relationship Grant, supporting First Nations' autonomy in designing and delivering culturally appropriate services.

[Murdered and Missing Indigenous Women and Girls \(MMIWG\) Calls for Justice](#) (PDF)

In 2023-24, ISC's **Health** activities supported MMIWG Calls for Justice by working on distinctions-based Indigenous health policies that aligned with Calls 3.1, 3.2, and 3.6, aimed at improving health services for Indigenous women and girls. ISC also expanded Early Learning and Child Care services for First Nations and Inuit children, promoting healthy development in line with Call 3.2. Additionally, ISC co-developed culturally safe long-term care options, addressing Call 7.2 by improving access to health services for Indigenous elders and those with disabilities.

For **Children and Families**, ISC ensured protection against violence and discrimination for Indigenous women and children. This supported Call 4.7 through funding Indigenous-led shelters, safe spaces, and services. ISC also contributed to the Federal Pathway to Address MMIWG and the 2021 National Action Plan under the Comprehensive Violence Prevention Strategy.

In **Education**, ISC supported adult education for Indigenous women, girls, and 2SLGBTQI+ people, addressing Calls 1.1 and 4.4 by providing equitable access to education and employment opportunities. The modernization of the First Nations and Inuit Youth Employment Strategy supported Call 16.21 by empowering Indigenous youth with skills and training for economic participation.

For **Infrastructure and Environments**, ISC addressed Calls 4.1, 4.6, 4.7, 4.8, 13.5, 16.5, and 16.7 by ensuring access to safe, culturally appropriate housing for Indigenous women, girls, and 2SLGBTQI+ people. ISC constructed new housing and repaired existing homes, providing shelters for those at risk of violence and abuse. These efforts also supported Call 4.1 by upholding the rights of First Nations peoples to safe housing and essential services.

In **Economic Development**, ISC's Indigenous Women Entrepreneurship initiatives addressed Call 4.2 by improving economic security for Indigenous women entrepreneurs, providing opportunities for sustainable business development.

Under **Governance**, ISC supported First Nations-led transitions away from the *Indian Act*, aligning with Calls 1.2 and 3.1. These efforts promoted First Nations' autonomy and self-governance, contributing to the elimination of violence and discrimination against Indigenous women and girls.

[United Nations Declaration on the Rights of Indigenous Peoples \(UN Declaration\) Articles](#) (PDF)

In 2023-24, ISC advanced support for the UN Declaration across various service areas. In **Health**, ISC's work on distinctions-based health policies aligned with Article 21.1, improving economic and social

conditions in healthcare for Indigenous Peoples. The development of culturally safe long-term care options supported Article 24.1, emphasizing the right to traditional medicines and health practices.

For **Children and Families**, ISC's efforts to protect Indigenous women and children from violence supported Article 22.2, which focuses on the rights and needs of Indigenous women, children, and elders. Child and family services reforms furthered Article 1.29, affirming the right of Indigenous Peoples to enjoy all human rights and freedoms.

In **Education**, ISC implemented Regional Education Agreements and supported Post-Secondary Education for Indigenous students, advancing Articles 3, 4, 14, 21, and 31. These articles emphasize self-determination, education in one's language, and the preservation of cultural heritage, ensuring Indigenous students have access to culturally relevant education.

In **Infrastructure and Environments**, ISC provided safe housing, clean water, and health facilities in First Nations communities, supporting Articles 21, 23, and 24.2. ISC's work on environmental protection and land-use planning advanced Articles 5, 18, 20, 21, 23, 26, 32, and 34, recognizing Indigenous rights to their lands and resources and participation in decision-making.

In **Economic Development**, ISC fostered economic growth and self-determination through initiatives like Indigenous Financial Institutions, aligning with Articles 3 and 21.2, which support the economic participation of Indigenous communities.

ISC's **Governance** capacity-building investments and support for First Nations-led governance aligned with Articles 3-5, promoting self-determination, autonomy, and the governance of Indigenous institutions and communities.

[United Nations Declaration Act \(UN Declaration Act\) Action Plan Measures](#) (PDF)

The United Nations Declaration Act Action Plan, which was released in June 2023, provides a roadmap of actions Canada needs to take in partnership with Indigenous peoples to implement the principles and rights set out in the UN Declaration and to further advance reconciliation in a tangible way. In 2023-24, ISC aligned its activities with the UN Declaration Act Action Plan, ensuring Canada met its obligations. In **Health**, ISC's exploration of distinctions-based Indigenous health policies supported Action Plan measures 1.6, 1.7, 3.13, and 4.11, which focus on culturally safe and responsive health services. The department also advanced measures 1.7 and 1.80 by developing culturally appropriate long-term care options and training healthcare professionals in cultural competency.

For **Children and Families**, ISC contributed to measure 1.9 by securing long-term funding for Indigenous-led shelters and services, protecting Indigenous women, girls, and 2SLGBTQI+ people from violence. Reforms to child and family services supported measure 1.29, promoting dignity and eliminating discrimination against Indigenous children and families.

For **Education**, ISC's implementation of Regional Education Agreements and expansion of Post-Secondary Education supported measures 1.102 and 2.19, ensuring Indigenous students have equitable access to culturally relevant education. The modernization of the Youth Employment Strategy also aligned with measure 1.102, providing Indigenous youth with the skills for economic participation.

In **Infrastructure and Environments**, ISC advanced measures 2.15, 2.16, and 2.17 by ensuring safe housing, clean water, and adequate infrastructure in Indigenous communities, while also supporting environmental protection and land management.

In **Economic Development**, ISC's support for Indigenous entrepreneurship advanced measure 1.74, increasing economic opportunities. Efforts to foster economic self-determination through financial institutions and entrepreneurship initiatives also aligned with measure 1.77, promoting inclusive economic growth.

Under **Governance**, ISC's investments in First Nations-led governance processes supported measure 2.8, focusing on transitioning from the *Indian Act* and promoting Indigenous self-governance, thus contributing to the successful implementation of the *UN Declaration Act* Action Plan.

Gender-based Analysis Plus

Gender-based Analysis Plus (GBA Plus) is integral to **Health** programming, helping to identify and address service gaps for Indigenous Peoples, leading to more inclusive health outcomes.

- **Mental Wellness** – Budget 2021 investments for mental wellness programs were delivered through contribution agreements, allowing partners to tailor support for distinct populations, such as youth, seniors, women, 2SLGBTQI+ individuals, and people with disabilities. This included expanded access to trauma-informed health and cultural supports, emotional supports, mental health counselling, and substance use prevention.
- **Anti-Indigenous Racism** – Projects supported by Budget 2021 addressed anti-Indigenous racism in healthcare. These projects benefitted a broad spectrum of diverse Indigenous Peoples, while recognizing that Indigenous Peoples are not a homogenous group, and that intersecting identities present unique interactions within the healthcare system as well as unique challenges associated with cultural and patient safety. Approximately \$2.85 million supported three projects primarily benefiting 2SLGBTQI+ Indigenous Peoples, as well as work with the Indigenous Women's Well-Being Advisory Committee on issues intersecting gender and sexuality.
- **Jordan's Principle and Inuit Child First Initiative** – These initiatives continued to provide tailored support for First Nation and Inuit children, including a wide range of health, social and educational needs. These initiatives take into consideration distinct community circumstances, and includes support for the unique needs of 2SLGBTQI+ children and children with disabilities.

GBA Plus informed ISC's efforts to ensure the safety and well-being of Indigenous **children and families**.

- **Pathways Initiative** – Over \$100.7 million was committed to projects supporting Indigenous community safety and well-being. This included 66 projects across First Nations, Inuit, Métis, and urban Indigenous communities, addressing the needs of various groups such as women, 2SLGBTQI+ individuals, children, families, and Elders.
- **Children in Care** – ISC monitors the proportion of First Nations children on reserve who are in the child welfare system, highlighting an overrepresented group. While data for 2023-24 is pending, there is a noted rise from 5.95% in 2020-21 to 6.09% in 2021-22. The higher rate for females (6.18%) compared to males (5.94%) in 2021-22 may reflect gender-specific factors influencing these rates.

GBA Plus supported First Nations in taking control of their **education** systems, ensuring that funding is aligned with unique community priorities and needs.

- Transformative Education Models – As of 2023-24, 207 First Nations operate under a transformative model for education like Regional Education Agreements, reflecting a steady increase from 183 in 2017-18. This shift emphasizes First Nations' control over education, with flexibility in funding allocation to meet specific community needs.

GBA Plus principles guided ISC in promoting healthier communities and sustainable development through reliable **infrastructure and environments**.

- School Conditions – The educational facilities program tracks the condition of ISC-supported schools nationwide. In 2023-24, 60.55% of schools were rated as “good” or “new.” The Atlantic region had the highest rating at 85.71%, followed by Ontario at 76%, Saskatchewan at 68%, Quebec at 55.56%, Alberta at 55%, British Columbia at 54%, and Manitoba at 35.59%. Manitoba’s lower rating is due to the high number of schools in remote communities, where construction and repair costs are significantly higher. Based on zone of remoteness, Zone 3 (over 350 km from the nearest service center with year-round road access) had the highest percentage of schools rated “good” or “new” at 75.00%. Zone 1 (within 50 km of a service center) had 63.70%, Zone 4 (no year-round road access) had 63.22%, and Zone 2 (between 50 and 350 km) had 56.44%. Since inspections occur on a three-year cycle and 2023-24 is the start of the current cycle (2023-24 to 2025-26), not all assets have been inspected yet, which may lead to fluctuations in results.
- Housing Crowding – Recent census data shows that from 2016 to 2021, crowding rates in the most remote First Nations communities (remoteness index scores of 0.8–1) decreased by 2.6%, compared to a 0.5% overall decrease. This indicator is tracked every five years.

GBA Plus ensured equitable access to **economic** opportunities, especially in remote and isolated communities.

- Community Opportunity Readiness Program (CORP) – In 2023-24, CORP supported 19.4% of very remote communities and 11.3% of small communities, up from the previous year (17.5% and 10.3% respectively). Overall, 66.2% of very remote communities benefited from CORP, ensuring fair resource distribution regardless of how far First Nations or Inuit communities are from urban areas.

GBA Plus informed the analysis of **governance** capacity and economic participation for First Nations communities.

- Salary Benchmarking – A 2023 analysis conducted with Statistics Canada reviewed data from self-government agreements, identifying 21 occupational classes related to governance functions for further exploration. The study compared average salaries of these classes for First Nations on-reserve and off-reserve with the general Canadian population, separated by remoteness. Results showed that average salaries on-reserve were 28% lower than in non-remote Canadian communities and 21% lower than in remote ones. This highlights challenges in hiring and retaining governance and administrative roles in First Nations communities and informs the impact of Indigenous Governance and Capacity programs.

More information on ISC's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in ISC's [Departmental Sustainable Development Strategy](#).

Innovation

In 2023-24, ISC focused on enhancing Indigenous well-being and self-determination through initiatives like the transformational approach to Indigenous data and the introduction of a renewed Departmental Results Framework. ISC worked to strengthen Indigenous data capacity, funding projects aimed at increasing disaggregated data. ISC also prioritized digital healthcare advancements and expanding and promoting innovative healthcare technologies such as virtual care platforms and electronic medical records to improve access in remote communities. These efforts align with ISC's vision of supporting Indigenous-led service delivery and measuring progress on long-term objectives through the updated DRF.

- **Promoting Innovative Healthcare Technologies** - ISC made significant efforts to support front-line nurses by expanding the Nursing Services Response Centre to address safety and security concerns. The department also promoted access to innovative healthcare technologies, enabling First Nations individuals, families, and communities to connect virtually with healthcare services. Key initiatives included enhancing the use of electronic medical records and virtual care platforms, improving healthcare access in remote areas. Collaborations with digital health organizations, such as Canada Health Infoway, alongside First Nations partners and provincial governments, helped ensure the connectivity and interoperability of healthcare systems. To further support healthcare workers, ISC prioritized the development of a Learning Management System (LMS) for front-line practitioners, which was funded in 2021 as part of the Nursing HHR Framework. In March 2024, ISC signed a contract with Edu-Performance to provide a cloud-based LMS, offering resources and courses for healthcare professionals working in First Nations and Inuit communities across Canada.
- **Indigenous Homes Innovation Initiative** - ISC is also nearing conclusion for the Indigenous Homes Innovation Initiative, which aims to find and support First Nations, Inuit, and Métis Nation innovators who have housing ideas for rural, urban or remote Indigenous communities. Twenty-six Indigenous innovators were selected to receive funding to develop their ideas into implementable projects during the Initiative's accelerator phase, 19 projects moved onto the implementation phase and 11 projects are nearing completion.
- **Service Transfer and Supports** - ISC has made significant progress in measuring service transfer and supports for service transfer in the areas of health, children and families, housing and infrastructure, governance, and education. For example, the new DRF incorporates indicators that measures First Nations adopting alternatives to the *Indian Act* election system, Indigenous Peoples exercising their jurisdiction under the *Act respecting First Nations, Inuit and Métis children, youth and families*, and at the program level, First Nations communities with an Indigenous-led plan for health service delivery, First Nations communities covered by a Memorandum of Understanding that outlines partner intentions and roles and responsibilities towards service transfer and First Nations under transformative education models.

- Transformational Approach to Indigenous Data - Budget 2021 announced \$81.5 million to focus on the development and implementation of First Nations, Inuit, and Métis led data strategies to enhance their data capacity. In the long term, this capacity will help ensure that ISC's Departmental Results Framework reflects a shared understanding with Indigenous Partners of how to measure success in a culturally relevant way. In the meantime, ISC has partnered with Statistics Canada to support Indigenous Partners in building Indigenous data capacity and the visibility of Indigenous Peoples in Canada's national statistics. In 2023-24, \$4.7 million of Transformational Approach to Indigenous Data funding supported 22 projects focused on increasing the availability of disaggregated data; 21 co-developed projects designed to meet the data needs of Indigenous organizations and communities; and delivery of 35 courses to over 700 participants to expand statistical capacity within Indigenous partner organizations and communities.

Renewed Departmental Results Framework – In 2022-23, the department engaged with National Indigenous Organizations on the development of a new Departmental Results Framework (DRF) as an important signal check with regard to expected results. In 2023-24, ISC introduced the new DRF, moving to a single Core Responsibility focused on Indigenous Well-Being and Self-Determination. This shift aims to align the department's programs with outcomes for Indigenous Peoples and communities, supporting them to independently deliver services and address socio-economic conditions in their communities. While it is important to maintain a stable performance measurement framework, the new structure will serve as a strong basis for the future.

The 2023-24 DRF demonstrates the interdependencies between programming across service areas on influencing socio-economic outcomes for Indigenous Peoples. For example, Health Infrastructure, part of the Community Infrastructure program, plays a critical role in the health outcomes of Indigenous Peoples by supporting health service delivery. The DRF aligns with the expectations of both the Government of Canada and Indigenous partners, ensuring clear outcomes from its programs and investments.

While the performance indicators in the DRF demonstrate overall progress, challenges remain in obtaining reliable data. ISC is working with Indigenous partners to improve data collection and availability. In 2023-24, efforts were made to set targets for all indicators, with interim targets established where precise ones are under co-development with Indigenous partners.

- Co-developing Evaluation Models – ISC is focusing on co-development and co-creation with Indigenous partners. In the short- to medium-term, this involves incorporating Indigenous evaluation expertise, knowledge, and perspectives into evaluations, including planning, methodology, data collection, and reporting. The long-term goal is to support the establishment of Indigenous evaluation functions outside of government.

In 2023-24, ISC continued piloting evaluation frameworks developed through multi-year partnerships with Indigenous partners. The Awakening the Journey framework, developed with Johnston Research Inc., is being piloted to evaluate the Urban Programming for Indigenous Peoples Program, which will be completed in 2024-25. Additionally, the Evaluation of the Economic Development Capacity and Readiness program is the first program evaluation to use the framework and metrics emerging from the Centering Indigenous Worldviews Within Evaluation Frameworks project with the Indigenomics Institute.

More details on ISC Evaluation, including the department's complete evaluation schedule, are available in the [Five-Year Departmental Evaluation Plan](#), which is updated annually and published on ISC's website.

Program inventory

Indigenous Well-Being and Self-Determination is supported by the following programs in the program inventory:

- Child and Family Services
- Communities and the Environment
- Community Economic Development
- Community Infrastructure
- Elementary and Secondary Education
- Emergency Management Assistance
- Health Systems Support
- Home and Long-Term Care
- Income Assistance
- Indigenous Entrepreneurship and Business Development
- Indigenous Governance and Capacity Supports
- Jordan's Principle and the Inuit Child First Initiative
- Post-Secondary Education
- Primary Health Care
- Public Health Promotion and Disease Prevention
- Safety and Prevention Services
- Supplementary Health Benefits
- Urban Programming for Indigenous Peoples

Additional information related to the program inventory for Indigenous Well-Being and Self-Determination is available on the [Results page on GC InfoBase](#).

Internal services

In this section

- [Description](#)
- [Progress on results](#)
- [Resources required to achieve results](#)
- [Contracts awarded to Indigenous businesses](#)

Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- management and oversight services
- communications services
- legal services
- human resources management services
- financial management services
- information management services

- information technology services
- real property management services
- materiel management services
- acquisition management services

Progress on results

This section presents details on how the department proceeded to achieve results and meet targets for internal services.

ISC continued to ensure that all programs and regions were supported by high quality internal services that continuously evolved to better serve clients and align with the departmental mandate, including the transfer of services to Indigenous partners.

In 2023-24, ISC:

- Improved service delivery to Indigenous Peoples through integrated planning that aligned decisions and oversight with community needs and priorities.
- Increased Indigenous partners' involvement in strategic planning to better align resources with key objectives through ongoing input on performance frameworks.
- Enhanced transparency and oversight through internal audits and financial reviews, ensuring proper governance, controls, and resource use.
- Provided timely and relevant information to Indigenous communities about programs and services, particularly during emergencies like wildfire season.
- Supported key government initiatives by communicating progress on issues like Missing and Murdered Indigenous Women, the UN Declaration on the Rights of Indigenous Peoples, and unmarked graves at former Residential Schools.
- Collaborated on National Indigenous History Month and Reconciliation campaigns, achieving significant engagement across social media and the department's website.
- Promoted diversity and inclusion by advancing Indigenous cultural competency, supporting Indigenous employees, and participating in leadership programs.
- Launched the first phase of the Accessibility Plan, removing barriers and supporting staff with disabilities, in line with the Accessible Canada Act's goal of full accessibility by 2040.
- Promoted Indigenous employee recruitment, career development, and well-being through targeted initiatives and began transferring the Knowledge Centre for Indigenous Inclusion into ISC.
- Continued to implement the Well-being and Mental Health Strategy to invest in a healthier workplace.
- Assisted in transitioning to a modern workplace by establishing a new ISC Human Resources Branch focused on Indigeneity, support, and innovation.
- Modernized data management and IT solutions with a new Data Strategy, data request management tools, and improved data governance.
- Improved departmental services and supported the Government of Canada's digital and service policies through enhanced planning and reporting processes.

- Strengthened fraud risk management and supported financial operations' digital transformation, including modernizing the Treaty Payment System.
- Standardized transfer payment reviews to improve reconciliation in program design and implementation, establishing a Centre of Excellence for expert guidance and support.
- Applied Gender-based Analysis Plus to ensure equity in internal services and support departmental policies and programs, with a focus on collecting and using disaggregated data and qualitative evidence.

Resources required to achieve results

Table 15: Resources required to achieve results for internal services this year

Table 15 provides a summary of the planned and actual spending and full-time equivalents (FTEs) required to achieve results.

Resource	Planned*	Actual*
Spending	\$228,930,692	\$337,211,351
Full-time equivalents	1,562	1,740

* Due to rounding, figures may not add to totals shown. The increase spending for 2023-24 is mainly due to carrying forward eligible operating budgets; extra funding for internal support services; funding allocated to meet departmental priorities; and Refocusing Government Spending (from Budget 2023). The increase in FTEs is due to program growth, which needed more internal support to match this expansion.

The [complete financial and human resources information](#) or the ISC's program inventory is available on GC InfoBase.

Contracts awarded to Indigenous businesses

Government of Canada departments are to meet a target of awarding at least 5% of the total value of contracts to Indigenous businesses each year. This commitment is to be fully implemented by the end of 2024–25.

Indigenous Services Canada's result for 2023-24:

Table 16: Total value of contracts awarded to Indigenous businesses¹

As shown in the Table 16, ISC awarded 13.44 % of the total value of all contracts to Indigenous businesses for the fiscal year.

Contracting performance indicators	2023-24 Results
Total value of contracts awarded to Indigenous businesses ² (A)	\$44,686,661.31
Total value of contracts awarded to Indigenous and non-Indigenous businesses ³ (B)	\$332,403,365.50
Value of exceptions approved by deputy head (C)	\$0
Proportion of contracts awarded to Indigenous businesses $[A / (B-C) \times 100]$	13.44 %

Contracting performance indicators	2023-24 Results
	<p>1 - For the purposes of measuring performance against the minimum 5% target for 2023–24, the data in this table is based on how Indigenous Services Canada (ISC) defines "Indigenous business", which is one that is owned and operated by Elders, band and tribal councils; registered in the Indigenous Business Directory; or registered on a modern treaty beneficiary business list.</p> <p>2 - Includes contract amendments with Indigenous businesses and contracts that were entered into with Indigenous businesses by means of acquisition cards above \$10,000, and may include subcontracts with Indigenous businesses.</p> <p>3 - Includes contract amendments and contracts that were entered into by means of acquisition cards above \$10,000.</p>

ISC relies heavily on a handful of large contracts to achieve the minimum five percent Indigenous procurement target. In its 2024-25 Departmental Plan, the department forecasted that, by the end of 2023-24, it would award 15% of the total value of its contracts to Indigenous businesses. However, only contracts awarded or amended in that year count toward the target, meaning large contracts awarded in previous years are not included unless amended.

Key activities in 2023-24 included:

- Ensuring 100% of all procurement officers required to take the mandatory training as outlined by the policy did so.
- Participating in various working groups and committees in support of the policy and reporting of Indigenous Procurement.
- Undertaking several communications to raise the awareness among business owners on the Indigenous procurement policy and to encourage use of Indigenous vendors for their business requirements.
- ISC's Materiel and Asset Management Directorate responsible for procurement worked closely with the Lands and Economic Development Sector at ISC (the Government of Canada policy lead) over the last year on reporting improvements and vendor registration in the Indigenous Business Directory.

Spending and human resources

In this section

- [Spending](#)
- [Funding](#)
- [Financial statement highlights](#)
- [Human resources](#)

Spending

This section presents an overview of the department's actual and planned expenditures from 2021–22 to 2026–27.

Budgetary performance summary

Table 17 Actual three-year spending on core responsibilities and internal services (dollars)

Table 17 presents how much money ISC spent over the past three years to carry out its core responsibilities and for internal services.

Core responsibilities** and internal services	2023–24 Main Estimates*	2023–24 total authorities available for use*	Actual spending over three years (authorities used)*
Services and Benefits to Individuals	Not applicable	Not applicable	2021–22: 2,256,640,551 2022–23: 2,435,713,923 2023–24: Not applicable
Health and Social Services	Not applicable	Not applicable	2021–22: 8,671,955,198 2022–23: 10,670,268,362 2023–24: Not applicable
Governance and Community Development Services	Not applicable	Not applicable	2021–22: 5,327,660,547 2022–23: 7,418,701,952 2023–24: Not applicable
Indigenous Self-Determined Services	Not applicable	Not applicable	2021–22: 1,819,668,220 2022–23: 1,736,060,794 2023–24: Not applicable
Indigenous Well-Being and Self-Determination	39,378,545,794	47,501,781,497	2021–22: Not applicable 2022–23: Not applicable 2023–24: 46,140,030,260
Subtotal	39,378,545,794	47,501,781,497	2021–22: 18,075,924,516 2022–23: 22,260,745,031 2023–24: 46,140,030,260
Internal services	228,930,692	356,167,790	2021–22: 275,885,076 2022–23: 295,617,247 2023–24: 337,211,351
Total	39,607,476,486	47,857,949,287	2021–22: 18,351,809,592 2022–23: 22,556,362,278 2023–24: 46,477,241,611

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

** The Core Responsibility totals for 2021-22 and 2022-23 are presented as reported under the former Departmental Results Framework which consisted of four Core Responsibilities: Services and Benefits to Individuals, Health and Social Services, Governance and Community Development Services, and Indigenous Self-Determined Services. As of 2023-24, ISC's Departmental Results Framework consists of one Core Responsibility – Indigenous Well-Being and Self-Determination.

Analysis of the past three years of spending

For the Indigenous Well-Being and Self-Determination core responsibility, the 2023-24 actual spending was \$46,140.0 million, a net increase of \$28,064.1 million compared to 2021-22 actual spending. This increase is primarily due to \$23.3 billion for the First Nations child welfare settlement in 2023-24 and an increase in core funding for the continued implementation of Jordan's Principle as well as a net increase in funding for the community infrastructure program. This increase is partially offset by a net decrease in funding for COVID-19 initiatives.

For Internal Services, the 2023-24 actual spending was \$337.2 million, a net increase of \$61.3 million compared to the 2021-22 actual spending. This is primarily due to the allocation of Treasury Board central votes related to compensation adjustments and the carry forward of eligible operating budget. This increase is partially offset by an allocation of funding to meet other departmental priorities.

More financial information from previous years is available on the [Finances section of GC Infobase](#).

Table 18 Planned three-year spending on core responsibilities and internal services (dollars)

Table 18 presents how much money ISC’s plans to spend over the next three years to carry out its core responsibilities and for internal services.

Core responsibilities and internal services	2024–25 planned spending*	2025–26 planned spending*	2026–27 planned spending*
Indigenous Well-Being and Self-Determination	20,757,248,488	16,389,338,210	16,672,108,769
Subtotal	20,757,248,488	16,389,338,210	16,672,108,769
Internal services	281,642,565	264,681,010	258,838,782
Total	21,038,891,053	16,654,019,220	16,930,947,551

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

Analysis of the next three years of spending

For the Indigenous Well-Being and Self-Determination core responsibility, spending is expected to decrease by \$4,085.1 million between 2024-25 and 2026-27 planned spending. This is primarily due to the one-time investment in the Northern Ontario Grid Connection Project, the sunset (at the end of 2024-25) of funding for implementation reforms to the First Nations Child and Family Services Program and the sunset of top up funding for Jordan’s Principle, and where renewal is sought yearly to address the growing demand.

For Internal Services, spending is expected to decrease by \$22.8 million between 2024-25 and 2026-27 planned spending. This is primarily due to a net decrease in the approved funding profile for internal support service.

Decisions on the renewal of the sunset initiatives will be taken in future budgets and reflected in future estimates.

More detailed financial information from previous years is available on the [Finances section of GC Infobase](#).

Table 19: Budgetary actual gross and net planned spending summary (dollars)

Table 19 reconciles gross planned spending with net spending for 2023–24.

Core responsibilities and internal services	2023–24 actual gross spending*	2023–24 actual revenues netted against expenditures*	2023–24 actual net spending (authorities used)*
Indigenous Well-Being and Self-Determination	46,146,010,265	(5,980,005)	46,140,030,260
Subtotal	46,146,010,265	(5,980,005)	46,140,030,260

Core responsibilities and internal services	2023–24 actual gross spending*	2023–24 actual revenues netted against expenditures*	2023–24 actual net spending (authorities used)*
Internal services	386,273,478	(49,062,127)	337,211,351
Total	46,532,283,743	(55,042,132)	46,477,241,611

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

Analysis of budgetary actual gross and net planned spending summary

Revenues mentioned above are for the provision of services or the sale of products related to health protection and medical services; and the provision of internal support services under section 29.2 of the Financial Administration Act.

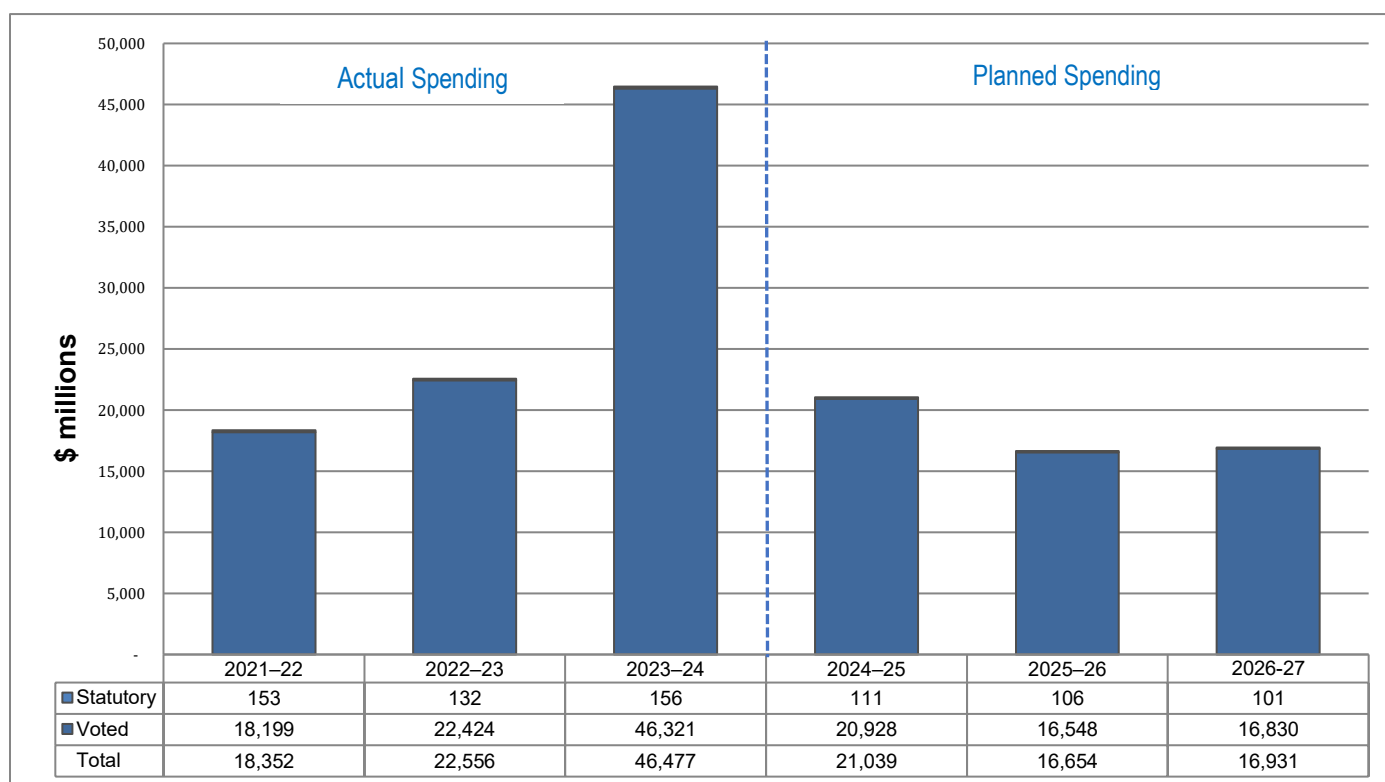
Information on the alignment of ISC’s [spending with Government of Canada’s spending and activities](#) is available on GC InfoBase.

Funding

This section provides an overview of the department's voted and statutory funding for its core responsibilities and for internal services. For further information on funding authorities, consult the [Government of Canada budgets and expenditures](#).

Graph 1: Approved funding (statutory and voted) over a six-year period

Graph 1 summarizes the department's approved voted and statutory funding from 2021-22 to 2026-27.



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

Text description of graph 1

Fiscal Year	Total	Voted	Statutory
2021-22	18,352	18,199	153
2022-23	22,556	22,424	132
2023-24	46,477	46,321	156
2024-25	21,039	20,928	111
2025-26	16,654	16,548	106
2026-27	16,931	16,830	101

Analysis of statutory and voted funding over a six-year period

For the period from 2021-22 to 2023-24:

The 2023-24 actual spending was \$46,477.2 million, a net increase of \$28,125.4 million over 2021-22.

This is primarily due to:

- a net increase in funding for child and family services which is mainly due to \$23.3 billion for the First Nations child welfare settlement in 2023-24.
- a net increase in funding for Jordan's Principle and the Inuit Child First Initiative which is mainly due to an increase in core funding for the continued implementation of Jordan's Principle.
- a net increase in funding for community infrastructure.
- a net decrease in funding for COVID-19 initiatives, such as:
 - Indigenous Community Support Fund;
 - the continuation of public health responses in Indigenous communities;
 - Indigenous communities affected by disruptions to their revenues which are necessary to support programs and services;
 - supporting Indigenous businesses;
 - supportive care in Indigenous communities;
 - supporting a safe restart in Indigenous communities.

For the period from 2023-24 to 2024-25:

Spending is expected to decrease by \$25,438.5 million between 2023-24 actual spending and 2024-25 planned spending. This is primarily due to \$23.3 billion for the First Nations child welfare settlement in 2023-24.

For the period from 2024-25 to 2026-27:

Spending is expected to decrease by \$4,107.9 million between 2024-25 and 2026-27 planned spending. This is primarily due to:

- a net decrease in funding for community infrastructure which is mainly due to the one-time investment in the Northern Ontario Grid Connection Project.

- a net decrease in funding for Child and Family Services which is mainly due to sunset (at the end of 2024-25) of funding for implementation reforms to the First Nations Child and Family Services Program;
- the sunset of top up funding for Jordan’s Principle, and where funding renewal is sought yearly to address the growing demand.

Decisions on the renewal of the sunset initiatives will be taken in future budgets and reflected in future estimates.

For further information on ISC’s departmental voted and statutory expenditures, consult the [Public Accounts of Canada](#).

Financial statement highlights

Indigenous Services Canada operates under the legislation set out in the *Department of Indigenous Services Act*, S.C. 2019, c. 29, s. 336. It reports to Parliament through the Minister of Indigenous Services.

ISC works collaboratively with partners to improve access to high quality services for First Nations, Inuit and Métis. The vision is to support and empower Indigenous Peoples to independently deliver services and address the socio-economic conditions in their communities.

Priorities and reporting are aligned under the following core responsibilities:

- Indigenous Well-Being and Self-Determination – Providing well-being services in support of First Nations, Inuit, Métis individuals, children and families throughout their life from childhood to elder years.
- Internal Services – Groups of related activities and resources that the Federal Government considers to be services in support of programs and/or required to meet the corporate obligations of the Department.

ISC’s complete financial statements (unaudited) for the year ended March 31, 2024, are available on [ISC’s website](#).

Table 20 Condensed Statement of Operations (unaudited) for the year ended March 31, 2024 (dollars)

Table 20 summarizes the expenses and revenues for 2023–24 which net to the cost of operations before government funding and transfers.

Financial information*	2023–24 actual results	2023–24 planned results**	Difference (actual results minus planned)
Total expenses	24,020,872,778	20,614,848,960	3,406,023,818
Total revenues	55,927,488	54,437,062	1,490,426
Net cost of operations before government funding and transfers	23,964,945,290	20,560,411,898	3,404,533,392

*Totals may not match financial statements due to rounding.

**Please refer to the Future-Oriented Statement of Operations on Indigenous Services’ website.

The 2023–24 planned results information is provided in ISC’s [Future-Oriented Statement of Operations and Notes 2023–24](#).

Table 21 summarizes actual expenses and revenues which net to the cost of operations before government funding and transfers.

Financial information*	2023–24 actual results	2022–23 actual results	Difference (2023-24 minus 2022-23)
Total expenses	24,020,872,778	23,880,087,216	140,785,562
Total revenues	55,927,488	48,829,802	7,097,686
Net cost of operations before government funding and transfers	23,964,945,290	23,831,257,414	133,687,876

*Totals may not match financial statements due to rounding.

Expenses

Total expenses were \$24.0 billion in 2023-24, representing an increase of <1% (\$141 million) from the previous year’s expenses. This was mainly due to the increase in transfer payments of \$2.0 billion related to Indigenous Peoples for Indigenous well-being and self-determination, offset by a decrease in operating expenditure of \$1.9 billion mainly related to a decrease in claims, litigation, court awards and other settlements.

Transfer payments represents 82% (\$19.6 billion) of the total expenses; the majority relate to payments to Indigenous Peoples. Operating expenses represents 18% (\$4.4 billion) of the total expenses. Significant operating expenses included salaries and employee benefits totaling \$1.0 billion (24%), professional and special services totaling \$986 million (22%), claims, litigation, court awards, and other settlements totaling \$942 million (21%), utilities, materials and supplies totaling \$699 million (16%), and travel and relocation totaling \$537 million (12%).

Revenues

The department’s total revenues for 2023-24 amounted to \$55.9 million representing a 15% (\$7 million) increase compared to the previous year’s revenue, as a result of an increase in cost recoveries for finance and administrative services collected from Other Government Departments.

Table 22 Condensed Statement of Financial Position (unaudited or audited) as of March 31, 2024 (dollars)

Table 22 provides a brief snapshot of the department’s liabilities (what it owes) and assets (what the department owns), which helps to indicate its ability to carry out programs and services.

Financial information	Actual fiscal year (2023–24)	Previous fiscal year (2022–23)	Difference (2023–24 minus 2022–23)
Total net liabilities	5,731,472,403	27,639,198,139	(21,907,725,736)
Total net financial assets	3,803,515,531	3,128,919,276	674,596,252
Departmental net debt	1,927,956,872	24,510,278,860	(22,582,321,988)

Financial information	Actual fiscal year (2023–24)	Previous fiscal year (2022–23)	Difference (2023–24 minus 2022–23)
Total non-financial assets	43,522,905	39,639,907	3,822,998
Departmental net financial position	(1,844,433,967)	(24,470,638,953)	22,586,204,986

Liabilities

Total liabilities were \$5.7 billion at the end of 2023-24, representing a decrease of 79% over the previous year. This decrease is mainly due to a decrease of \$22 billion in contingent liabilities. The accounts payable and accrued liabilities represents the largest portion of total liabilities at \$3.3 billion (57%). Other significant liabilities include the provision for contingent liabilities of \$1.1 billion (20%), trust accounts of \$646 million (11%), and environmental liabilities and asset retirement obligations of \$489 million (9%).

Net Financial Assets

Total net financial assets at the end of 2023-24 were \$3.8 billion representing an increase of 22% over the previous year. The net financial assets for 2023-24 are mainly comprised of \$3.7 billion in Due From the Consolidated Revenue fund (98%). The \$670 million increase is a result of timing difference between Payables at year-end for transfer payments and other payables affecting authorities and when the payments are processed out of the Consolidated Revenue Fund.

Non-Financial Assets by Type

Non-financial assets at the end of 2023-24 were \$43.5 million and are mainly composed of tangible capital assets totaling \$42.9 million, representing an increase of \$3.3 million (8%). The increase is mainly due to an increase of \$8.5 million in acquisitions of tangible assets offset by a decrease of \$4.9 million due to the current year amortization of tangible assets.

The 2023–24 planned results information is provided in Indigenous Services Canada’s Future-Oriented Statement of Operations and Notes 2023–24.

Human resources

This section presents an overview of the department’s actual and planned human resources from 2021–22 to 2026–27.

Table 23: Actual human resources for core responsibilities and internal services

Table 23 shows a summary of human resources, in full-time equivalents (FTEs), for ISC’s core responsibilities and for its internal services for the previous three fiscal years.

Core responsibilities and internal services	2021–22 actual FTEs	2022–23 actual FTEs	2023–24 actual FTEs
Services and Benefits to Individuals	1,818	1,824	Not applicable*
Health and Social Services	1,800	2,045	Not applicable*

Core responsibilities and internal services	2021–22 actual FTEs	2022–23 actual FTEs	2023–24 actual FTEs
Governance and Community Development Services	1,658	1,819	Not applicable*
Indigenous Self-Determined Services	9	14	Not applicable*
Indigenous Well-Being and Self-Determination	Not applicable*	Not applicable*	6,187
Subtotal	5,285	5,702	6,187
Internal services	1,560	1,576	1,740
Total	6,845	7,278	7,927

* The Core Responsibility totals for 2021-22 and 2022-23 are presented as reported under the former Departmental Results Framework which consisted of four Core Responsibilities: Services and Benefits to Individuals, Health and Social Services, Governance and Community Development Services, and Indigenous Self-Determined Services. As of 2023-24, ISC's Departmental Results Framework consists of one Core Responsibility – Indigenous Well-Being and Self-Determination.

Analysis of human resources over the last three years

For the period from 2021-22 to 2023-24, the variance in FTE utilization is mainly due to:

- the allocation of additional resources throughout the year to address the pandemic, to meet program needs and priorities, and to sustain the program's growing operations.
- growth related to the implementation of Long-Term Reform's immediate measures resulting from the December 2021 Agreement in Principle, as well as an increase in First Nations exercising jurisdiction under an *Act respecting First Nations, Inuit and Métis children, youth and families*;
- additional staffing received related to compensation and for the reforms to the First Nations Child and Family Services and Jordan's Principle programs.
- incremental funding received through Supplementary Estimates for:
 - the continued implementation of Jordan's Principle;
 - infrastructure in Indigenous communities, funding to improve health outcomes in Indigenous communities, the operations and maintenance of infrastructure in First Nations communities on reserve, and infrastructure projects in Indigenous communities;
 - new funding received for Budget 2022 Health Human Resources;
 - approved funding to advance First Nation self-determination and economic reconciliation in First Nations land management.

The increase is also offset by the variance in FTE utilization due to factors related to turnover in the programs.

Table 24: Human resources planning summary for core responsibilities and internal services

Table 24 shows information on human resources, in full-time equivalents (FTEs), for each of ISC's core responsibilities and for its internal services planned for the next three years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2024–25 planned FTEs	2025–26 planned FTEs	2026–27 planned FTEs
Indigenous Well-Being and Self-Determination	5,598	5,145	4,807
Subtotal	5,598	5,145	4,807
Internal services	1,861	1,758	1,732
Total	7,459	6,903	6,539

Analysis of human resources for the next three years

The variance in FTEs is mainly due to decrease in funding sources and sunseting items:

- reduction in Funding for the Continued Implementation of Jordan’s Principle.
- sunset of funding to support co-development of First Nations policing legislation and administer the Pathways to Safe Indigenous Communities Initiative; Funding to advance implementation of *An Act respecting First Nations, Inuit and Métis children, youth and families*, including a new grant program (at the end of 2024-25); funding to implement the Cowessess First Nation’s child and family services law, “Miyo Pimatisowin Act” and; funding to support the implementation of the *Act respecting First Nations, Inuit and Métis children, youth and families* and ongoing reform of First Nations Child and Family Services (at the end of 2024-25);
- sunset of funding for First Nations Child and Family Services; Canadian Human Rights Tribunal Orders Implementation; and Non-compliance Motion Settlement (at the end of 2025-26).
- sunset of funding to strengthen employment and skills supports for youth.
- decrease in FTEs due to the sunseting of FTEs previously funded for Additions to Reserve Land for First Nations Economic Recovery (Budget 2021) and the Federal Contaminated Site Action Plan: Phase IV.

Decisions on the renewal of the sunset initiatives will be taken in future budgets and reflected in future estimates.

Corporate information

Departmental profile

Appropriate minister(s): The Honourable Patty Hajdu, P.C., M.P., Minister of Indigenous Services and Minister responsible for the Federal Economic Development Agency for Northern Ontario

Ministerial portfolio: Department of Indigenous Services, Indian Oil and Gas Canada (special operating agency), and the National Indigenous Economic Development Board (advisory board)

Enabling instrument(s): [Department of Indigenous Services Act, S.C. 2019, c. 29, s.336](#); [Indian Oil and Gas Act, S.C., 1985, c. I-7](#)

Year of incorporation / commencement: 2019

Departmental contact information

Mailing address:

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Supplementary information tables

The following supplementary information tables are available on ISC's website:

- [Details on transfer payment programs](#)
- [Gender-based analysis plus](#)
- [Response to Parliamentary committees and external audits](#)
- [Horizontal initiatives](#)

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](#). 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 and GBA Plus of tax expenditures.

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, departments 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 3-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority (priorité)

A plan or project that a department 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.

departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. 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 quantitative measure of progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

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

fulltime equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. For a particular position, the fulltime equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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

An analytical tool used to assess support the development of responsive and inclusive how different groups of women, men and gender-diverse people experience policies, programs and policies, programs, and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography (including rurality), language, race, religion, and sexual orientation.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2023–24 Departmental Results Report, government-wide priorities are the high-level themes outlining the government’s agenda in the [November 23, 2021, Speech from the Throne](#): building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation; and fighting for a secure, just and equitable world.

horizontal initiative (initiative horizontale)

An initiative where two or more federal 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 a department did with its resources to achieve its results, how well those results compare to what the department 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 a department, program, policy or initiative respecting expected results.

plan (plan)

The articulation of strategic choices, which provides information on how a department 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 to the expected result.

planned spending (dépenses prévues)

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

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 the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (résultat)

A consequence attributed, in part, to an department, policy, program or initiative. Results are not within the control of a single department, policy, program or initiative; instead they are within the area of the department's influence.

Indigenous business (entreprise autochtones)

For the purpose of the *Directive on the Management of Procurement Appendix E: Mandatory Procedures for Contracts Awarded to Indigenous Businesses* and the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses, a department that meets the definition and requirements as defined by the [Indigenous Business Directory](#).

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.

target (cible)

A measurable performance or success level that a department, 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.

ⁱ Many forms of this acronym are used, but for the sake of consistency, this report will only use the Government of Canada Standard "2SLGBTQI+", with the understanding all other identities that may appear excluded are included within the "+".