

Indian Oil and Gas Canada

2023-2024 Annual Report



Indigenous Services
Canada

Services aux
Autochtones Canada

Canada

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Cover Photo: Walking through a canola field towards a reclaimed wellsite on Ermineskin Cree Nation lands in central Alberta. IOGC photo.

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Titre principal : Rapport annuel de Pétrole et gaz des Indiens du Canada 2023-2024

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Photo de couverture : Marche à travers un champ de canola en direction d'un site de puits récupéré sur les terres de la Nation Crie d'Ermineskin, dans le centre de l'Alberta. Photo de PGIC.

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Message from Wallace

Tansi,

Since joining IOGC in mid-2024, I have an enhanced understanding of the organization. This report is a snapshot of all the hard work done last year. There was modest new oil and gas development on First Nation lands this past year. We saw slightly increased oil production and decreased gas production. First Nation oil and gas revenue was lower this year (\$103.9 million) compared to last year (\$165 million), and there was generally lower overall oil and gas pricing and decreased gas production. Oil and gas development on First Nation lands and the revenue it provides to Nations is an important part of economic development.

First Nations have also shared with us their concerns about inactive sites. We remain committed to working closely with First Nations, Indian Resource Council, industry and other partners to protect these lands. We ensured both First Nation and industry involvement in the discussions and plans to return the lands back to the Nations.

Looking forward, we're actively committed to better serving our First Nation clients, enhancing our relationships with industry stakeholders and other partners, and advancing the transfer of services to First Nations. I am in the process of making some further refinements and will share in the future.

Wallace Fox
Executive Director and CEO

Land acknowledgement

In the spirit of reconciliation, we acknowledge that our office is located on Tsuut'ina Nation lands within the Treaty 7 Region which includes the Traditional Territories of the Blackfoot Confederacy including Siksika, Kainai, and Piikani, the Tsuut'ina Nation, the Îlethka Stoney Nakoda Nations including Bearspaw, Chiniki, and Goodstoney.

We also support and work with many other First Nations, including those located in Treaties 2, 4, 6, 8, 10 and 11, as well as Unceded Lands in British Columbia and Ontario.

This acknowledgement only becomes meaningful when combined with accountable relationships and informed actions.

We acknowledge that we have much work to do as we endeavour to build and strengthen our relationships with First Nations Peoples, while affirming their inherent rights and advancing Truth and Reconciliation.

Annual report summary 2023-24

Our 2023-24 strategic highlights

Operational excellence

- officially completed our Resource Information Management System 2 (RIMS2) multi-year project. This resulted in 2 new IOGC systems including the:
 - Royalty Case Management tool which tracks the royalty obligation non-compliance process
 - Royalty Management tool which supports streamlined and timely royalty calculations and reporting
- supported and funded an inaugural First Nation-initiated Audit¹ which applied new provisions from the *Indian Oil and Gas Regulations*. This is the first tangible example for First Nation assertion of jurisdiction
- advanced the Environment and Surface Contracts Regulatory Amendment in collaboration with the Indian Resource Council's (IRC) Joint Technical Committee
- issued 82 offset and pre-offset notices and 9 trigger notices. We received 82 offset responses and 7 new wells are now required to pay compensatory royalties
- issued 11 new subsurface and 12 new surface contracts
- completed 20 surrenders and clarified reclamation and remediation environmental protection requirements

Operational excellence continued

- collaborated with the Department's Chief Finances, Results and Delivery Officer (CFRDO) to complete an internal control assessment to assess the key controls related to Internal Controls over Financial Management and Internal Controls over Financial Reporting

First Nation assertion of jurisdiction

- created a Senior Advisor Strategic Transition and Engagement position to support First Nation Assertion of Jurisdiction and capacity development
- completed internal business unit scans to build awareness and identify areas of improvement for the transfer of services to First Nations
- coordinated and aligned our work with service transfer departmental initiatives and task teams

Workplace wellness

- advanced the implementation of 6 items from the 2022 Organizational Review, and work is ongoing
- developed and approved a *Statement of Action on Work-Life Balance*

Other 2023-24 highlights

Looking ahead

¹While the Audit was initiated in 2023-24, it was completed in April 2024.

- First Nation land, oil, and gas revenue was **\$103.9 million²** including over \$1 million in subsurface contracts and just under \$600,000 in surface contracts
- Oil production **↑** in Alberta and Saskatchewan
- Gas production **↓** in Alberta; **steady** in Saskatchewan
- **67 new wells³** were spud on First Nation lands, including 60 in Alberta and 7 in Saskatchewan
- Overall, First Nation oil and gas moneys were lower than 2022-23 (\$165 million) due to lower gas production in Alberta and lower oil and gas pricing.
- In partnership with Petrinex and other partners, we received approval for an enhancement project to expand our Royalty Management system to include British Columbia and Manitoba. The project is anticipated to start in 2024-25.
- We will continue to focus on Operational Excellence, First Nation Assertion of Jurisdiction, and Workplace Wellness for 2024-2025.
- We will invest in rebuilding and enhancing working relationships and communication with First Nations, IOGC Co-Management Board, Indian Resource Council, and other partners.
- As part of our ongoing commitment to operational excellence, we will continue to focus on inactive sites and their liability by working with First Nations, Indian Resource Council, industry, provincial regulators and orphan well associations, and other partners to ensure site clean-up is completed.
- We will also continue to make investments in information technology upgrades, case management, compliance and enforcement.

Additional 2023-24 First Nation oil and gas graphs and figures are included in Annex A.



²Excludes \$5.08 in Treaty Land Entitlement (TLE). The management and regulation of First Nation oil and gas resources by IOGC is provided at no cost to First Nations and all revenues are provided to First Nations.

³Includes 4 wells on surface-only lands.

2023-24 key numbers

\$103.9
million

First Nation
land, oil, and gas revenue⁴

\$40.6
million

First Nation
oil revenue

\$29.8
million

First Nation
gas revenue

\$33.5
million

First Nation compensation,
land rentals, bonuses, and
interest



First Nation
oil production in Alberta
and Saskatchewan

\$427

Canadian Dollars
First Nation average oil
price in Canadian
dollars per cubic metre



Alberta First Nation
gas production

steady

Saskatchewan First
Nation
gas production

\$2.03

Canadian Dollars
First Nation weighted
average price of gas per
gigajoule

12

new surface
contracts issued

11

new subsurface
contracts issued

1

permit
issued

82

offset and pre-offset
notices issued

82

offset and pre-offset
responses received

7

now pay
compensatory royalty⁵

126

sites inspected for
production compliance

42

environmental field/
reclamation inspections

20

surrenders
completed

⁴Excludes \$5.08 in Treaty Land Entitlement (TLE). The management and regulation of First Nation oil and gas resources by IOGC is provided at no cost to First Nations and all revenues are provided to First Nations.

⁵64 wells are required to pay compensatory royalties, including 7 new wells from 2023-24.

Our vision

Excellence in managing First Nation oil and gas resources

Our mandate

Our dual mandate is to

- fulfill the Crown's fiduciary and statutory obligations related to the management of oil and gas resources on First Nation lands and
- further First Nation initiatives to manage and control their oil and gas resources such as governance

Governance

IOGC Co-Management Board

The IOGC Co-Management Board (Board) provides guidance on our strategic direction and operations. The Board was established in 1996 through a Memorandum of Understanding (1996 MOU) between the Minister of Indigenous Services Canada (formerly Indian and Northern Affairs) and the Indian Resource Council (IRC). The 1996 MOU identified 3 phases including co-management, delegation, and full management for First Nations to manage and control their oil and gas resources. The 9-member Board includes 6 First Nation members appointed by the IRC, the Assistant Deputy Minister of Lands and Economic Development within Indigenous Services Canada, IOGC's Executive Director and CEO, and an industry advisor, appointed jointly by IRC and IOGC.

Organizational structure

In 2023-24, IOGC experienced significant changes in our leadership and staffing, including acting and rotating positions and several staff vacancies. Below is an overview of our organizational structure by directorate.

Executive Directorate

- Application Development including Resources Information Management System (RIMS2) Project
- Communications and Executive Services
- Elders-in-Residence
- First Nation Assertion of Jurisdiction and Capacity Development
- Policy

Lease and Royalty Administration Directorate

- Lease Administration
- Liability Reduction Program
- Negotiations, Research, and Subsurface contracts
- Royalty

Regulatory Compliance Directorate

- Audit, Compliance and Enforcement
- Environment
- Resource Analysis and Conservation

Planning and Corporate Services Directorate

- Administrative Services
- Financial Services
- Human Resources
- Information Technology

See Annex B for additional information on each Business Unit and our 2023-24 key performance indicators.

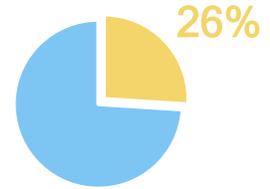
About us

**>\$1
billion**

First Nation
oil and gas revenue
over the last 10 years

under 1%

of overall Canadian
oil and gas production



percentage of mineral
agreements leased by
First Nation-owned
companies



Chief and Council approval
is required for all
agreements



we manage and regulate all
phases of oil and gas on
designated First Nation
lands



we operate pursuant to
the *Indian Oil and Gas Act*,
*Indian Oil and Gas
Regulations*, and other
federal legislation



we are a special operating
agency within Indigenous
Services Canada

74

employees

34%

Indigenous
employees

194

industry
contract holders

33

oil and gas producing
First Nations

17

First Nations with
historical oil and gas

4,389

surface agreements

391

subsurface agreements

~2,770

orphan, inactive, and
legacy oil and gas wells⁵

⁵This number regularly fluctuates and some sites have multiple wells on one surface agreement.

Financial summary

Table 1 provides a breakdown of the 2023-24 First Nation \$103.9 million oil and gas revenues. Royalties made up most (88%) of the revenues, followed by compensation and rentals (10.8%), bonuses (<1%) and interest (<1%).

Table 2 provides a summary of our 2023-24 budget and expenses. Our most significant expenses were investments in enhancing our digital infrastructure and developing more modern tools (Informatics and Database/Application Development (RIMS)). We also had lower IOGC Co-Management Board expenses as there was only one meeting. We had a number of positions vacant this past year which accounts for the salary surplus. Over the year, IOGC transferred some salary, Operations & Maintenance (O&M), and capital out of our budget to the Lands and Economic Development sector and the broader ISC department, including budget for two Information Technology (IT) investment projects. Contributions include funds transferred out of IOGC's budget to support oil and gas related projects on First Nation lands. Lastly, we collaborated with the Department's CFRDO to complete an internal control assessment to assess the key controls related to Internal Controls over Financial Management and Internal Controls over Financial Reporting. The assessment determined IOGC's financial management policies and processes comply with central agency and Departmental policies and directives and are designed appropriately. Some areas of opportunity for improvement were identified and an action plan is underway.

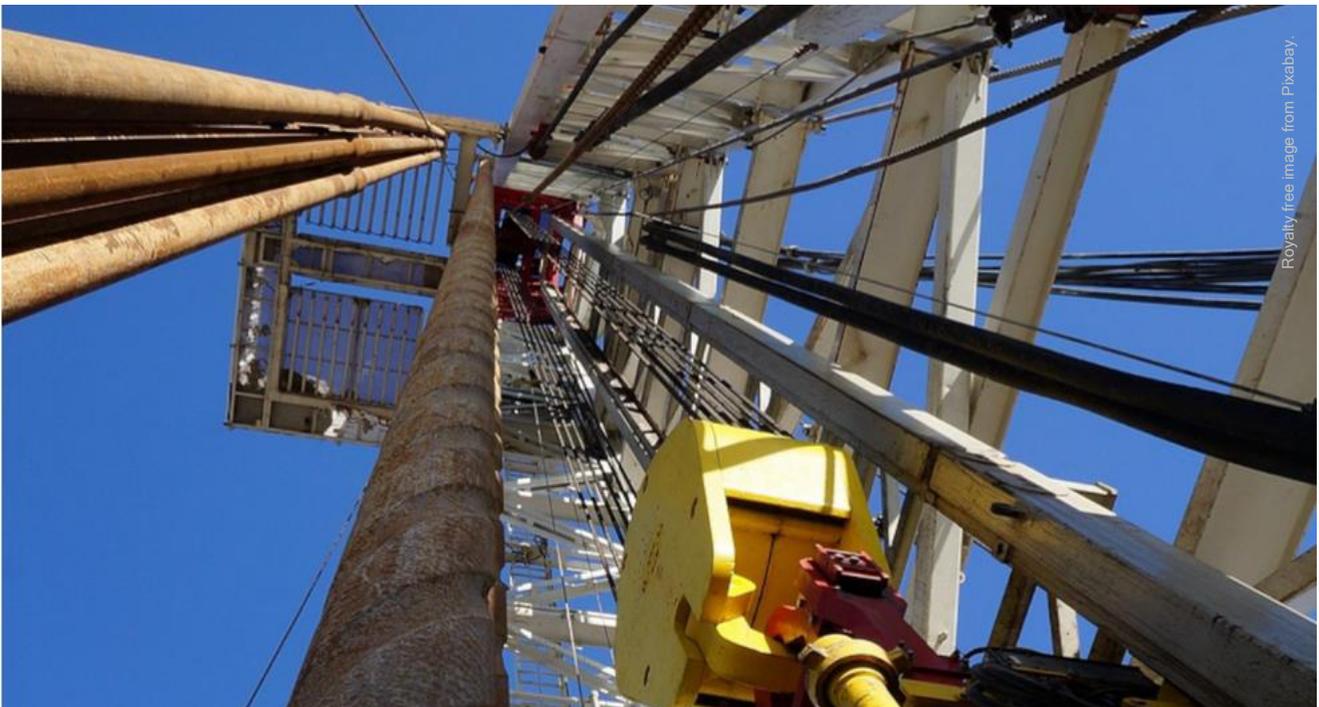


Table 1: 2023-24 First Nation land, oil, and gas revenues⁶

Royalties	91,686,894
Compensation and rentals	11,284,869
Bonuses	706,000
Interest	191,494
Total First Nation oil and gas revenues	103,869,257

Table 2: 2023-24 IOGC financial summary

<u>Budget</u>	13,995,425
<u>O&M</u>	
Salaries	7,816,535
Expenses	
Agreement management	870
Audit, compliance and enforcement/Resource analysis and conservation	315,240
Corporate management	594,555
Direct operations support	26,161
Environment	45,731
Informatics	510,136
IOGC Co-Management Board meeting	2,817
Database/Application development (RIMS)	874,994
Policy	13,846
Royalty	148
Total expenses	2,384,498
Capital	202,066
<u>Grants, contributions and transfers</u>	
Capital	158,971
Grants and contributions	908,000
O&M	559,272
Salaries	985,000
Total grants, contributions and transfers	2,611,243
Total expenditures	13,014,342
Surplus/Deficit	981,083

⁶The management and regulation of First Nation oil and gas resources by IOGC is provided at no cost to First Nations and all revenues are provided to First Nations.

Abbreviations and acronyms

1996 MOU	1996 Memorandum of Understanding that established the Board
Act	<i>Indian Oil and Gas Act</i> , RSC 1985, c I-7
Board	IOGC Co-Management Board
CEO	Chief Executive Officer
CFRDO	Chief Finances, Results Delivery Officer
Clerk's Call	Clerk of the Privy Council's 2021 Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service
Declaration Act	<i>United Nations Declaration on the Rights of Indigenous Peoples Act</i>
EE	Employment Equity
GBA	Gender-based Analysis
GCA	Gas Cost Allowance
ILRS	Indian Lands Registry System
IT	Information Technology
IOGC	Indian Oil and Gas Canada
IRC	Indian Resource Council
ISC	Indigenous Services Canada
JTC	Joint Technical Committee (made up of First Nation, IRC, IOGC representatives)
MOU	Memorandum of Understanding
O&M	Operations and Maintenance
Regulations	<i>Indian Oil and Gas Regulations</i> , SOR/2019-196
RIMS/RIMS2	Resource Information Management System 2
TLE	Treaty Land Entitlement
TRC Calls	Truth and Reconciliation Commission's Calls to Action
WCS	Western Canadian Select (standard oil price)
WTI	West Texas Intermediate (standard oil price)

Definitions

Orphan site/well	A well, facility, pipeline or associated areas where an oil and gas company is declared bankrupt, or where there is no responsible party.
Spud	This refers to the initial stages of drilling an oil or gas well when soil, rock, or other subsurface materials are removed with a drill bit. This may or may not result in a well that produces oil and gas.
Suspense account	This type of financial accounts serves as a temporary holding account for transactions that cannot be immediately classified.
Surrender	<p>This is a reference to the Indian Act. Surrendered lands are defined as “a reserve or part of a reserve or any interest therein, the legal title to which remains vested in Her Majesty, that has been released or surrendered by the band for whose use and benefit it was set apart.”</p> <p>For IOGC’s purposes, this is the end of the oil and gas life cycle when the contract is terminated. Surface contract surrenders are processed after a joint First Nation-industry-IOGC reclamation inspection passes and when IOGC receives all of the required documentation.</p>
Tansi	Cree language greeting meaning “Hi, how are you?”

Annex A: First Nation oil and gas graphs and figures

Figure 1: First Nation land, gas, and oil revenue

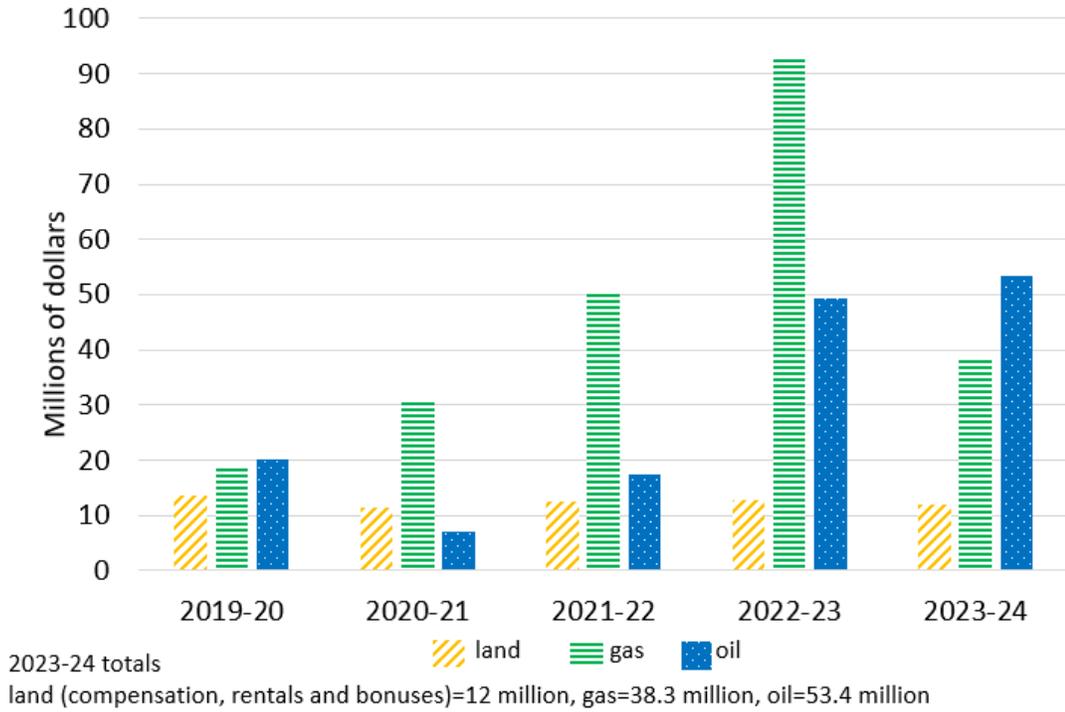


Figure 2: Oil production from First Nation lands

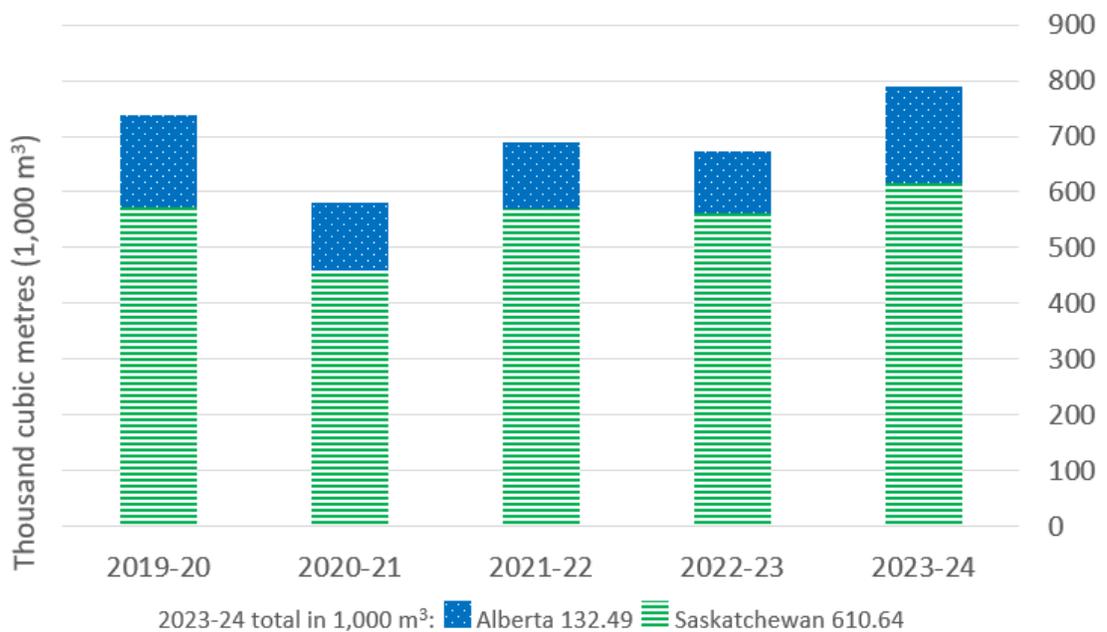


Figure 3: Natural gas production from First Nation Lands

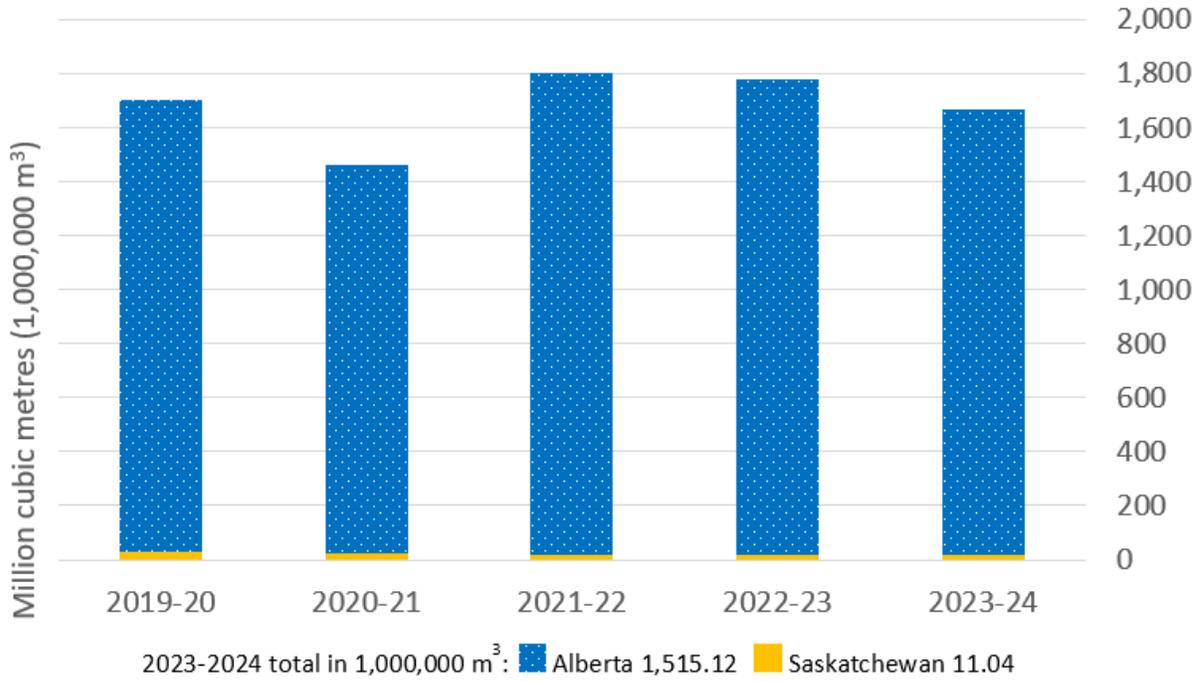


Figure 4: First Nation gas prices and monthly benchmarks

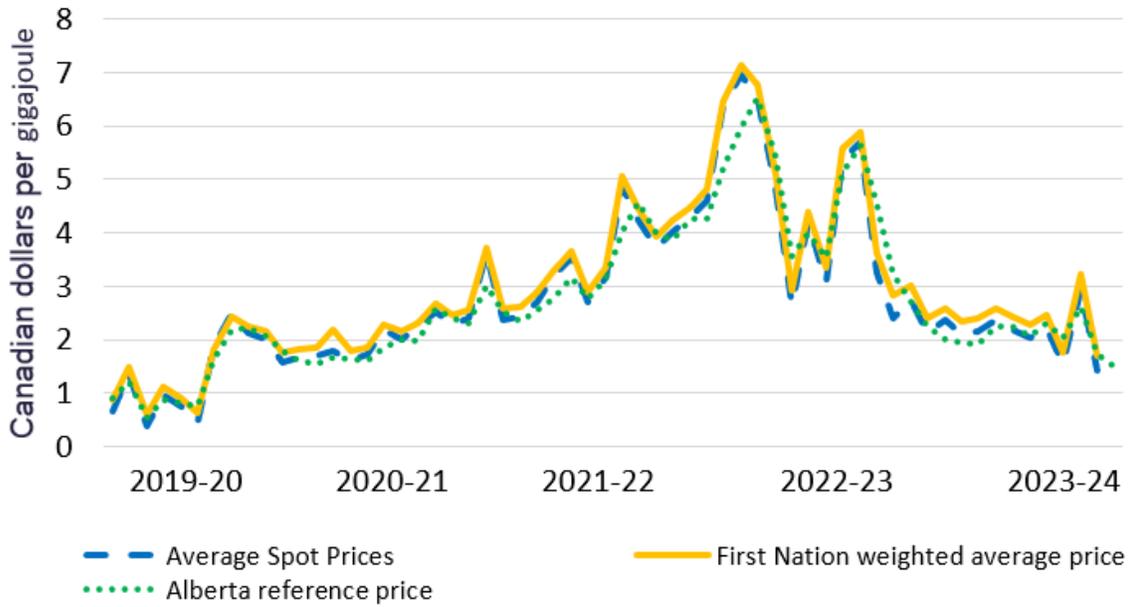
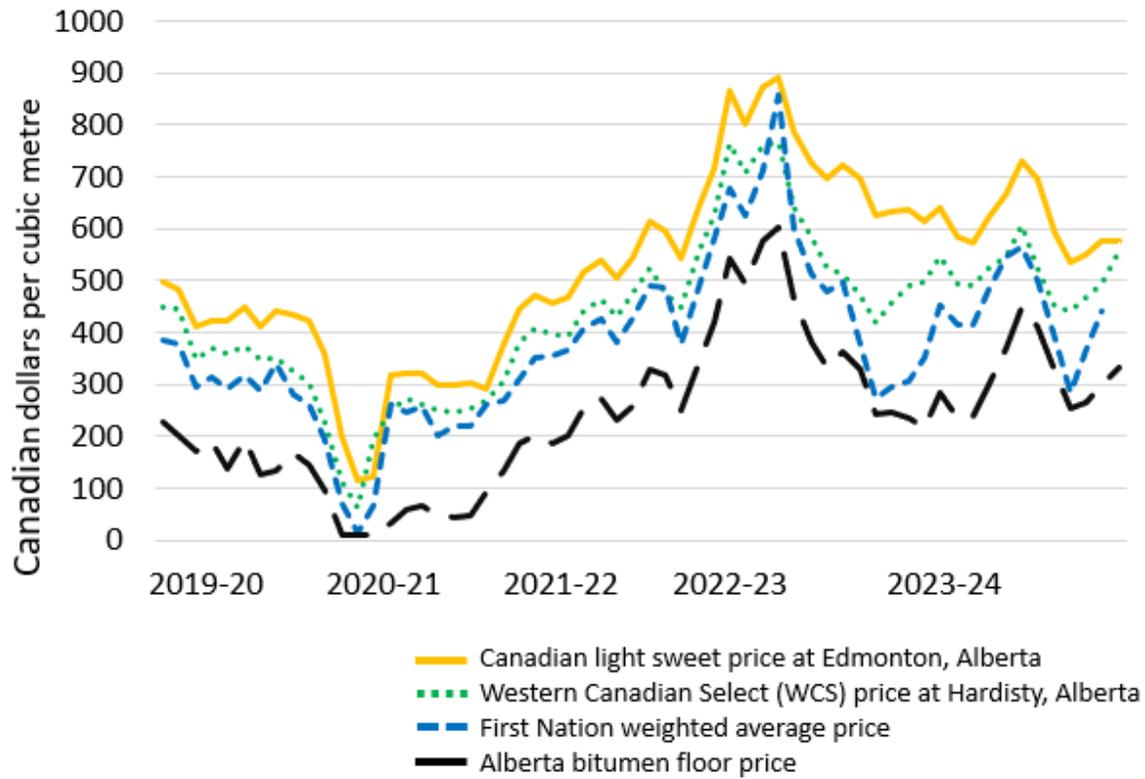


Figure 5: First Nation oil prices and monthly benchmarks



Annex B: IOGC business units, functions, and 2023-24 key performance indicators

Business unit	Functions	2023-24 Key performance indicators and deliverables
Application Development	Responsible for leading multiple information technology enhancements including project planning, development, implementation, and maintenance.	<ul style="list-style-type: none"> • completed our Resource Information Management System 2 multi-year project. • successfully awarded long-term support and maintenance contract for RIMS2 • completed 38 new incident requests (fixes), and 3 change requests completed for RIMS2 • completed 39 new incident requests (fixes) for RIMS1 • resolved 85 internal issues
Audit, Compliance and Enforcement	<p>Responsible for managing compliance activities across IOGC and using a risk-based approach to decision-making including:</p> <ul style="list-style-type: none"> • coordinating with other business units to gather and centralize risk and compliance information for a holistic approach to regulatory compliance within IOGC • supporting and funding First Nation-initiated audits and examinations • coordinating IOGC-initiated production compliance reviews, audits and inspections • coordinating and managing response to insolvencies 	<ul style="list-style-type: none"> • finalized a funding arrangement with Regional office so that a First Nation could conduct and control their Audit • funded and supported completion of the first ever First Nation Initiated Audit • collected rents and royalties from regulated entities, resulting from enforcement actions taken and/or litigation, for the benefit of First Nations • coordinated completion of production compliance inspections for 126 sites • coordinated completion of an Audit for verification of

Business unit	Functions	2023-24 Key performance indicators and deliverables
	<ul style="list-style-type: none"> • coordinating and managing designation of IOGC's orphan site inventory 	<p>Royalties collected for the Enhanced Oil Recovery Project</p>
Communication and Executive Services	<p>Responsible for providing strategic and tactical communication support including:</p> <ul style="list-style-type: none"> • supporting and strengthened internal IOGC communication coordination • leading and improving IOGC's external communication • managing IOGC's communication information and platforms in accordance with all applicable policies, guidelines, and legislative requirements 	<ul style="list-style-type: none"> • conducted regular reviews of IOGC's website and actioned updates as required • coordinated incoming enquiries from First Nations, industry and other stakeholders • promoted IOGC at various conferences and events
Environment	<p>Responsible for overseeing federal and provincial environmental legislative requirements, and promoting environmental awareness and protection related to exploration, production and closure including:</p> <ul style="list-style-type: none"> • ensuring all proposed oil and gas surface facilities and activities, including seismic, and construction of surface leases, access roads and pipeline rights of way, undergo an environmental review as required by the <i>Impact Assessment Act</i> • reviewing applications and developing environmental protection terms including federal and provincial legislation requirements • reviewing environmental audits and performing field inspections to monitor industry compliance with the environmental terms of surface contracts 	<ul style="list-style-type: none"> • completed 17 new application reviews and developed environmental protection terms • reviewed 420 environmental audits • conducted 42 field inspections including reclamation inspections • had 27 meetings with First Nations and provincial regulators • advanced a pipeline policy management approach with the Joint Technical Committee • provided funding to support some Ontario First Nations for legacy well identification and management

Business unit	Functions	2023-24 Key performance indicators and deliverables
	<ul style="list-style-type: none"> • providing information and assistance to First Nations, industry representatives and other stakeholders • reviewing remediation plans in coordination with First Nations to ensure timely and appropriate remediation activities • conducting reclamation inspections with First Nations and industry and ensuring the adequacy of reclamation prior to the surrender of surface contracts 	
<p>First Nation Assertion of Jurisdiction and Capacity Development</p> <p>(Note: Although not a business unit, the Senior Advisor Strategic Transition and Engagement was a newly created position and reported to the CEO and Executive Director)</p>	<p>Responsible for furthering First Nation initiatives in managing and controlling their oil and gas resources including:</p> <ul style="list-style-type: none"> • strengthening and enhancing relationships with First Nation clients, the Co-Management Board, and the Indian Resource Council • providing guidance and support to IOGC and cross government policy teams for service transfer initiatives and future responsibilities • providing support to First Nations on their path to self-determination • collaborating with the department on service transfer initiatives 	<ul style="list-style-type: none"> • held regular meetings with the department to identify and seek alignment with strategic priorities regarding service transfer • coordinated an Internal Business Unit Scan to identify gaps and areas of improvement (on-going) • supported a strategy change mid-year for assertion of jurisdiction and awaited further direction
<p>Lease Administration</p>	<p>Responsible for managing the lifecycle of oil and gas surface tenure, processing certain subsurface tenure transactions, and the verification and maintenance of corporate information including:</p> <ul style="list-style-type: none"> • drafting and ensuring the execution of all surface tenure in accordance with negotiated terms and conditions and with federal government regulations • administering all surface and subsurface tenure throughout their 	<ul style="list-style-type: none"> • 12 new surface contract issuances completed • 10 surface contract amendments completed • 20 surface contracts surrendered • implemented the Financial Ability Assessment at time of assignment of contacts

Business unit	Functions	2023-24 Key performance indicators and deliverables
	<p>lives, including financial commitments, rent reviews, assignments and surrenders</p> <ul style="list-style-type: none"> • monitoring of First Nation suspense accounts as it relates to surface tenure coordinating remedial enforcement action for non-compliance issues on surface tenure • training and working together with First Nations and industry regarding surface and subsurface tenure • registering contracts and other instruments into the Indian Lands Registry System (ILRS) 	
Negotiations, Contracts, and Research	<p><u>Negotiations</u> Responsible for negotiating and managing of subsurface contracts including:</p> <ul style="list-style-type: none"> • identifying, developing and promoting disposition options with First Nations to promote and increase exploration and development of First Nations oil and gas resources • assessing proposals by interested companies against IOGC's disposition policy • assisting First Nations in reaching agreements with companies by providing negotiation and facilitation expertise to support the negotiation process • providing information concerning subsurface leasing trends, sales prices and related policies to all interest stakeholders • providing advice to Treaty Land Entitlement (TLE) First Nations, and 	<ul style="list-style-type: none"> • supported the negotiation and issuance of 11 new subsurface contracts

Business unit	Functions	2023-24 Key performance indicators and deliverables
	<p>working together with various federal and provincial government departments and industry to facilitate the implementation of the TLE process</p>	
	<p><u>Research</u> Responsible for:</p> <ul style="list-style-type: none"> • responding to queries regarding the legal title of First Nation lands as it pertains to oil and gas • verification of the chain of title for First Nation lands both present and extinct, mineral and surface, status within the boundaries of the Reserve and its adjacent lands • quantifying areas of potential business interest, reporting on chain of title evidence and confirming the options for the disposition of designated and federal lands • verification of First Nation interests in support of land claim activity and litigation 	<ul style="list-style-type: none"> • completed all research requests within service standards timelines
	<p><u>Subsurface Contracts</u> Responsible for managing the lifecycle of subsurface contracts and the issuance of all replacement contracts in support of the TLE process including:</p> <ul style="list-style-type: none"> • drafting and issuing subsurface contracts (subsurface leases, permits, disposal and injection leases) and amendments in accordance with negotiated terms and conditions and with federal government regulations • verifying provincial and freehold mineral and surface dispositions and drafting and issuing all replacement contracts (subsurface leases, surface leases and right of ways) in support of the TLE process 	<ul style="list-style-type: none"> • issued 11 new subsurface contracts • completed 274 administrative activities associated with subsurface contracts

Business unit	Functions	2023-24 Key performance indicators and deliverables
	<ul style="list-style-type: none"> • administration of subsurface contracts, monitoring regulatory and contractual compliance, monitoring and releasing moneys from First Nation Trust Suspense Accounts and coordinating remedial enforcement action for non-compliance issues on subsurface contracts • providing advice and information to First Nations and Industry 	
Policy	<p>Responsible for regulatory and policy development including:</p> <ul style="list-style-type: none"> • leading the development of the proposed Phase II Regulatory Amendment which includes Environment, Surface contracts, and continuous improvement provisions to the Regulations • researching, assisting, and advising on strategic and operational policies • developing, consulting, and negotiating new provincial/federal agreements/MOU, and supporting their implementation • assisting IOGC business units with the implementation of the Act and Regulations • supporting the charting and implementation of future direction of IOGC from an operational and regulatory perspective 	<ul style="list-style-type: none"> • provided quarterly progress updates on the proposed Phase II Regulatory Amendment and operational policies. • worked in partnership with JTC in the development of the proposed Phase II Regulatory Amendment. • worked with IOGC Department of Justice (DOJ) and DOJ Regulatory Drafter representatives in the preparation of a consultation draft of the proposed Phase II Regulatory Amendment. • supported and led IOGC reporting requirements such as the 2021-2023 Report to Parliament and other requests.
Resource Analysis and Conservation	<p>Responsible for:</p> <ul style="list-style-type: none"> • conducting subsurface lease continuation reviews, which may identify instances of non-compliance such as subsurface trespass and non-productivity 	<ul style="list-style-type: none"> • issued 82 offset notices • sent annual royalty forecasts to ISC Trust Money Officers

Business unit	Functions	2023-24 Key performance indicators and deliverables
	<ul style="list-style-type: none"> • conducting drainage reviews and issuing Offset Notices • conducting annual reserves review of oil and gas production to estimate future royalty forecasts for production life cycle • conducting engineering and geological projects to support First Nations 	<ul style="list-style-type: none"> • completed various studies and technical presentations requested by First Nations
Royalty	<p>Responsible for managing the administration of First Nation oil and gas royalties including:</p> <ul style="list-style-type: none"> • ensuring accuracy and completeness of royalty submissions and assessments • managing Gas Cost Allowance (GCA) processing and deductions • managing trucking deductions and Trucking Cost Audits • engaging with First Nations and industry on royalty enquiries 	<ul style="list-style-type: none"> • achieved over 92% Royalty Assessment efficiency in the Royalty Module tool in preparation for full integration with the payment system. • reviewed and approved 100% of the 2022 GCA Actuals in the Petrinex platform • successfully completed the trucking cost audit • increased stakeholder inquiries efficiency rate by 13% year over year

IOGC also has the following internal services Business Units including Administrative Services, Financial Services, Human Resources, and Information Technology not included in this table. These Business Units provide ongoing supports and internal deliverables.

ANNEX C: Alignment with Indigenous Services Canada and Government of Canada

As a special operating agency, we align our planning and reporting within the Land and Economic Development sector of Indigenous Services Canada (ISC) and broader Government of Canada approaches, commitments, and priorities.

Indigenous Services Canada alignment

We contributed to and are part of ISC's [2020-2025 Strategic Plan](#), [Departmental Plan 2023-2024](#), [Departmental Results Framework 2023 to 2024](#), and the Departmental Results Report (DRR)⁷.

For example, ISC's [2020-2025 Strategic plan](#) identified the following 4 priorities and they have all been integrated into our planning, operations, and reporting processes:

1. transferring control of services to Indigenous partners
2. championing a culturally appropriate and high-quality service approach
3. transforming our practices
4. nurturing an engaged, respectful and healthy workforce

Government of Canada alignment

IOGC is committed to honouring the duty to consult with First Nations and actively supporting the implementation of the [United Nations Declaration on the Rights of Indigenous Peoples Act](#) (Declaration Act) and advancing reconciliation on IOGC-related [Calls to Action of the Truth and Reconciliation Commission](#) (TRC Calls). This means that the design and delivery of our services and policies will integrate the Declaration Act, TRC Calls, and other federal First Nation-related approaches, commitments, and priorities both now and in the future. Likewise, we are committed to broader Government of Canada initiatives such as the Clerk of the Privy Council's [2021 Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service](#) (Clerk's Call), [Gender-Based Analysis \(GBA\) Plus](#), and federal legislation such as [Competition Act](#).



For example, Table 4 provides an overview of IOGC's Employment Equity (EE) representation, including how IOGC exceeds workforce availability in all 4 EE groups. IOGC will continue efforts to increase Indigenous representation within the organization with a goal of having 50% of external hiring filled by Indigenous candidates. In addition, the organization will seek to achieve representation levels of other employment equity group members (visible minorities, persons with disabilities, and women) in accordance with the Clerk's Call.

⁷ The 2023-24 DRR was in the process of being finalized at the time of publication of this Annual Report. ISC's DRRs can be found on this website, [Departmental Results Reports](#).

Table 4: IOGC's 2023-24 EE representation

EE group	IOGC representation	Workforce Availability (WFA) ⁸	Percentage that IOGC exceeds WFA
Women	64.3%	53.2%	11.1%
Indigenous Peoples	34.3%	4.9%	29.4%
Visible minorities	25.7%	14.0%	11.7%
Persons with disabilities	10%	6.5%	3.5%

⁸ Source: 2016 Census and 2017 Canadian Survey on Disability.



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