

# Indigenous Services Canada 2025–26 Departmental Plan

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The Honourable Mandy Gull-Masty, P.C., M.P.  
Minister of Indigenous Services



Indigenous Services  
Canada

Services aux  
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1-800-567-9604

TTY only 1-866-553-0554

Catalogue: R1-105E-PDF

ISSN: 2561-6153

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This publication is also available in French under the title:

Services aux Autochtones Canada : Plan ministériel 2025-2026

## Indigenous Services Canada's 2025-26 Departmental Plan at a glance

A departmental plan describes a department's priorities, plans, and associated costs for the upcoming three fiscal years.

- Indigenous Services Canada's (ISC) [mandate](#) and [operating context](#)

### Key priorities

ISC's top priorities for 2025-26 are as follows:

- Support and improve Indigenous health and well-being by **fully implementing Joyce's Principle** and **addressing anti-Indigenous racism** in health systems, supporting access to essential primary care in remote and isolated communities, and advancing holistic, Indigenous-led models of care.
- Continue to ensure Indigenous children get the care and support they need to thrive and address gaps in service by **fully implementing Jordan's Principle** for First Nations children, working with Inuit partners to co-develop a new model for the **Inuit Child First Initiative**.
- Work with Inuit partners to **eliminate tuberculosis across Inuit Nunangat by 2030**.
- Continue to invest in **distinctions-based Mental Health and Wellness approaches** to meet the needs of First Nations, Inuit and the Métis Nation, including culturally appropriate substance use prevention and treatment services and trauma-informed cultural and emotional supports.
- Co-develop policy options for the First Nations and Inuit components of a new and more holistic **long-term and continuing care framework**, and a Métis Long-Term Continuing Care Framework.
- Continue co-development work with Indigenous organizations on long-term, distinctions-based funding frameworks, and continue work on the first five-year legislative review of the provisions and operations of **An Act respecting First Nations, Inuit, and Métis children, youth and families** in collaboration with Indigenous Peoples.
- Aim to **close the infrastructure gap by 2030** by supporting community-led decision-making on First Nations infrastructure projects, including high-priority repairs and renovations, multi-year capital projects, education facilities and housing.
- Work to ensure clean water access in First Nation communities by **eliminating long-term drinking water advisories** on reserve.
- Collaborate with Indigenous partners to advance the modernization of the governance funding programs.
- Support Indigenous-led policy development for an Economic Reconciliation Framework and respond to key policy priorities advanced by Indigenous partners. ISC will also promote inclusivity in **business support programs** by providing capacity supports, particularly for small and remote First Nation and Inuit communities.
- Advance the priorities of First Nation, Inuit and Métis Nation partners and communities to **reclaim jurisdiction** in the areas that matter to them, such as child and family services, education, health care, policing, tax and the administration of justice.
- Continue to support First Nation-led processes to **transition away from the Indian Act** by exploring alternative processes for topics such as continuing to address inequities in registration and band membership and First Nation lead enumeration.

ISC is committed to honouring the duty to consult with Indigenous Peoples and actively supporting 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 \(UN Declaration\)](#) through the [United Nations Declaration on the Rights of Indigenous Peoples Act \(UN Declaration Act\)](#) in the design and delivery of all programs and policies, both now and in the future. Existing programs within each service area are actively contributing to these commitments, with the details available under the [“Related Government Priorities” sections of this report](#).

## Highlights

In 2025-26, total planned spending (including internal services) for ISC is \$25,321,435,316 and total planned full-time equivalent staff (including internal services) is 8,340. For complete information on ISC’s total planned spending and human resources, read the [Planned spending and human resources section](#) of the full plan.

The following provides a summary of the department’s planned achievements for 2025-26 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

Planned spending: \$24,962,596,079

Planned human resources: 6,251

Departmental results:

#### **Service Area: Health**

- Departmental Result 1: Indigenous Peoples are physically well
- Departmental Result 2: Indigenous Peoples are mentally well
- Departmental Result 3: Indigenous Peoples have access to quality federally-funded health services

#### **Service Area: Children and Families**

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

#### **Service Area: Education**

- Departmental Result 5: Indigenous students are progressing in their education

#### **Service Area: Infrastructure and Environments**

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

#### **Service Area: Economic Development**

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

## Service Area: Governance

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

In 2025-26, ISC is continuing work to fulfill its core responsibility: Indigenous well-being and self-determination. The department is mandated to ensure that First Nations, Inuit and Métis people have access to eligible services that **address socio-economic gaps in health and well-being** between Indigenous individuals and other Canadians. These socio-economic gaps result from **historical and ongoing systemic racism and discrimination** rooted in the **impacts of colonialism**. The department is also striving to contribute to the Government of Canada's goal to **right past and current wrongs** and **renew the relationship with Indigenous Peoples**. This goal will be realized through the gradual transfer of departmental responsibilities to Indigenous organizations, along with co-development, engagement, and collaboration with Indigenous Peoples, provinces and territories, and by recognizing and promoting Indigenous ways of knowing, being, and doing. Service delivery linked to advancing health and well-being, strengthening families, improving education outcomes, helping build sustainable communities, increasing economic development, and supporting Indigenous communities' self-determination must be Indigenous-led and culturally-relevant.

In 2025-26, the department will continue to work with First Nations, Inuit, and Métis partners to ensure access to high-quality and culturally relevant health services, and advance pathways for Indigenous Peoples to have greater control over the health services in their communities. ISC will focus on **addressing systemic racism in health systems**, supporting Health Transformation initiatives, and implementing the Indigenous Health Equity Fund. ISC will work to **improve access to quality health services and reduce health disparities** recruiting and supporting frontline healthcare workers in communities, collaborating with First Nations and Inuit on tailored mental health and wellness initiatives and improving client access to the Supplementary Health Benefits Program (also known as Non-Insured Health Benefits). Efforts will also address health emergencies, including disease outbreaks, environmental risks, and the health-related climate change impacts.

ISC will continue to support the safety and well-being of First Nation children, youth, young adults, families, and communities living on reserve and in the Yukon through the First Nations Child and Family Services Program. ISC maintains its commitment to fully implementing the orders of the Canadian Human Rights Tribunal and advancing the reform of the Program.

ISC will continue to support First Nations, Inuit and Métis groups, communities and Peoples in exercising jurisdiction over child and family services through the framework of an Act respecting First Nations, Inuit and Métis children, youth and families. ISC will continue advancing coordination agreements with Indigenous governing bodies. In collaboration with Indigenous stakeholders and provinces and territories, ISC will also conduct nation-wide engagement through the five-year review of the Act to allow the department to examine the successes and challenges of the Act's implementation to date.

ISC will continue **decreasing socio-economic gaps in education** by supporting First Nations control over elementary and secondary education, transferring responsibilities, and promoting self-determination through Regional Education Agreements, self-governing agreements and modern treaties. Distinctions-based Post-Secondary Education Strategies will enhance access to and success for First Nations, Inuit, and Métis Nation students.

ISC will support **developing reliable, community-led infrastructure** by addressing immediate needs and local priorities through planning, construction, and maintenance efforts. To address housing needs,

\$277.8 million will fund 75 Indigenous-led projects with an expected completion by March 31, 2026, using the "For Indigenous, By Indigenous" approach, creating over 3,800 safe and affordable housing units in urban, rural, and northern areas.

ISC will support First Nations in **addressing colonial impacts on sustainable development, environment and management of reserve lands** by increasing their control over reserve lands and resources. Through the Framework Agreement on First Nation Land Management, ISC and the Lands Advisory Board and Resource Centre will assist communities reclaiming jurisdiction. The Reserve Land and Environment Management Program will strengthen First Nations' capacity to manage their reserve lands, resources, and environment under the *Indian Act*, in collaboration with the National Aboriginal Lands Managers Association.

ISC will **address colonial impacts on Indigenous economic prosperity** by enhancing support for Indigenous businesses and communities through Access to Capital, and Access to Business Opportunities. ISC will also improve procurement access for First Nations, Inuit, and Métis businesses through ongoing efforts to co-develop a Transformative Indigenous Procurement Strategy.

In 2025-26, ISC will continue to work to **dismantle the impacts of colonialism in legislation, policies and practices by supporting Indigenous self-determination** and the inherent right to self-government, advancing capacity development, facilitating Canada's commitment to transition away from the *Indian Act*, supporting Indigenous control of the design and delivery of services, and managing relationships with co-development partners:

- Barriers to implementing the plans and priorities of communities will be addressed through supports such as the **Community Development Wrap-Around Initiative**. Through this initiative, the department is working alongside 22 First Nation communities to provide support that addresses community identified priorities through the **leveraging of partnerships** and by bridging project gaps through flexible funding.
- ISC will advance Indigenous data sovereignty by developing policy guidance on sharing departmental data with Indigenous partners, clarifying the legal framework for transferring data to Indigenous partners in connection with transfer of responsibility for services, supporting new and existing data sharing requests and providing leadership for other federal departments and agencies through the Working Group on Indigenous Data Sovereignty.
- Predictable and flexible funding provided through the **New Fiscal Relationship Grant** will provide the means for eligible First Nations to design and deliver those services aligned with community priorities.
- **Indian Act alternative processes** will be explored, including policy and legislative initiatives that advance self-government, rights-based negotiations, and the transfer of responsibilities.

In 2025-26, ISC will remain steadfast in its commitment to **advancing Indigenous well-being and self-determination by addressing the systemic impacts of colonialism and fostering Indigenous-led solutions**. By prioritizing Health Transformation, education, infrastructure, economic development, and child and family services, the department aims to close socio-economic gaps between Indigenous communities and other Canadians. Collaborative initiatives will strengthen Indigenous governance and self-determination. With a focus on culturally relevant services, equitable funding, and co-developed policies, ISC is dedicated to creating a future where Indigenous Peoples control their lives, lands, and livelihoods.

More information about Indigenous Services Canada can be found in the full [Indigenous Services Canada: 2025-26 Departmental Plan](#).

# Indigenous Services Canada’s 2025-26 Departmental Plan

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## From the Minister

I am honoured to join Indigenous Services as Minister, and I look forward to advancing Indigenous-led initiatives that support the well-being and prosperity of Indigenous Peoples. I am pleased to present the 2025-2026 Departmental Plan, outlining how ISC will continue to work in collaboration with First Nations, Inuit and Métis partners to deliver programs and resources that provide meaningful support to Indigenous communities.



We will continue to work in partnership with Indigenous leaders to close the healthcare gap between Indigenous and non-Indigenous people in Canada, including through the implementation of the Indigenous Health Equity Fund. The fund provides equitable access to quality and culturally safe health services, in alignment with Indigenous-led regional and community health priorities.

Access to clean drinking water is a human right. First Nations, with ISC's support, have lifted 147 long-term drinking water advisories from public water systems on reserves. In addition, more than 300 short-term drinking advisories have been resolved, preventing them from becoming long term. As a result, thousands of community members now have improved and long-term access to clean drinking water.

All people need safe and secure housing. ISC has supported 6,051 housing-related infrastructure projects across 611 First Nations communities. Working directly with First Nations, the department will continue to invest in communities so they can determine the best way to help their members secure safe and appropriate housing.

Through an *Act respecting First Nations, Inuit and Métis children, youth and families*, ISC will support Indigenous communities' inherent rights to exercise jurisdiction over child and family services and ensure families have the best opportunity to thrive. Canada has signed 15 agreements with Indigenous governing bodies, including the first Inuit coordination agreement, all of which are changing the lives of Indigenous children for the better. Language, culture, and connection improve health and education outcomes, and communities are working to support their young ones to thrive.

ISC will also continue to work with Indigenous partners to reduce barriers and improve access to economic opportunities through investments for Indigenous entrepreneurs and businesses. Additionally, we will advance the transfer of control of land management to First Nations so communities can effectively plan for their economic future and mitigate the impacts of climate change.

Together, we will continue to advance reconciliation in action—supporting Indigenous Peoples as they lead the way in shaping services that meet the needs and aspirations of their communities.

The Honourable Mandy Gull-Masty, P.C., M.P.  
Minister of Indigenous Services

## Plans to deliver on core responsibilities and internal services

### Core responsibilities and internal services

- [Indigenous Well-Being and Self-Determination](#)
- [Internal Services](#)

### Core responsibility 1: Indigenous Well-Being and Self Determination

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## Description

Indigenous Services Canada (ISC) supports First Nations, Inuit, and Métis people, children, and families to improve well-being and advance self-determination.

These services are informed by the social determinants of health and aim to fulfill the Departmental Mandate of closing socio-economic gaps through services that include culturally appropriate physical and mental health services; safety and social wellness support; and education.

Community well-being is part of a continuum that extends to the access to safe infrastructure, the environment and the land. These services work together to support sustainable and resilient infrastructure and environments in Indigenous communities, contributing to social well-being and economic prosperity.

Support for governance capacity creates opportunities for the exercise of jurisdiction, service transfer and for advancing self-determination. Service transfer in partnership with Indigenous Peoples extends across all service areas to support Indigenous self-determination in alignment with the Departmental Mandate.

## Quality of life impacts

ISC's core responsibility of Indigenous well-being and self-determination supports all domains of Canada's Quality of Life Framework. It has a direct connection to the "Good Governance" domain. This includes advancing the "Indigenous self-determination" indicator by building governance capacity, promoting self-determination, supporting the exercise of jurisdiction, and strengthening opportunities for the transfer of responsibilities. ISC core responsibility also contributes to the "Health", "Society", and "Prosperity" domains by supporting the provision of services for physical and mental health as well as safety and social well-being, cultural and language programming, and educational and economic development opportunities in Indigenous communities. This is measured through the "Self-rated mental health", "Indigenous language" and "Postsecondary attainment" indicators.

It also contributes to the "Environment" and "Prosperity" domains by supporting Indigenous communities in meeting their needs for housing, drinking water, waste management and climate change adaptation and structural mitigation measures. This is measured through the "Housing Needs", "Drinking Water", and "Waste Management" indicators. ISC's Working Strategy on Climate Change, alongside services such as addressing contaminated sites and waste management, work together to create sustainable and resilient infrastructure and environments and economic prosperity. All these services work in tandem to close socio-economic gaps, advance economic prosperity and improve the quality of life in Indigenous communities.

## Indicators, results and targets

This section presents details on the department's indicators, actual results from the three most recently reported fiscal years and the target and target dates approved in 2025-26 for Indigenous Well Being and Self-Determination. Details are presented by departmental result.

## Service Area 1: Health

Table 1: Indicators, results and targets for departmental result

Indigenous Peoples are physically well

Departmental Result Indicators	Actual Results	Target	Date to achieve target
<b>Percentage of First Nations adults living on reserve who reported being in “excellent” or “very good” health<sup>1</sup></b>	2021-22: 37.8% 2022-23: 37.8% 2023-24: 37.8% <sup>2</sup>	44%	March 2028
<b>Percentage of First Nations adults living off reserve who reported being in “excellent” or “very good” health<sup>3</sup></b>	New indicator introduced in 2024-25	44%	March 2028
<b>Percentage of Inuit adults living within Inuit Nunangat who reported being in “excellent” or “very good” health<sup>4</sup></b>	2021-22: 36.9% 2022-23: 36.9% 2023-24: 36.9% <sup>5</sup>	44%	March 2028
<b>Percentage of Inuit adults living in Canada who reported being in “excellent” or “very good” health<sup>6</sup></b>	New indicator introduced in 2024-25	44%	March 2028

<sup>1</sup> - To clearly specify the target population, the indicator wording has been changed from “First Nations individuals” to “First Nations adults living on-reserve”.

<sup>2</sup> - Last available data for First Nations living on reserve (ages 18 and older) is from the 2015-16 First Nations Regional Health Survey. The survey is completed on a 5-year cycle, but the current cycle was 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.

<sup>3</sup> - To clearly specify the target population, the indicator wording has been changed from “First Nations individuals” to “First Nations adults living off reserve”.

<sup>4</sup> - To clearly specify the target population, the indicator wording has been changed from “Inuit individuals” to “Inuit adults living within Inuit Nunangat”.

<sup>5</sup> - Last available data for Inuit Nunangat (ages 18 and older) is from the 2017 Indigenous Peoples Survey. In addition, the results from the National Inuit Health Survey are expected to be available in 2027.

<sup>6</sup> - To clearly specify the target population, the indicator wording has been changed from “Inuit individuals” to “Inuit adults living in Canada”.

Table 2: Indicators, results and targets for departmental result  
Indigenous Peoples are mentally well

Departmental Result Indicators	Actual Results	Target	Date to achieve target
<b>Percentage of First Nations adults living on reserve who reported “excellent” or “very good” mental health<sup>1</sup></b>	2021-22: 50.5% 2022-23: 50.5% 2023-24: 50.5% <sup>2</sup>	55%	March 2028
<b>Percentage of First Nations adults living off reserve who reported “excellent” or “very good” mental health<sup>3</sup></b>	New indicator introduced in 2024-25	55%	March 2028
<b>Percentage of Inuit adults living within Inuit Nunangat who reported “excellent” or “very good” mental health<sup>4</sup></b>	2021-22: 42.5% 2022-23: 42.5% 2023-24: 42.5% <sup>5</sup>	50%	March 2028
<b>Percentage of Inuit adults living in Canada who reported “excellent” or “very good” mental health<sup>6</sup></b>	New indicator introduced in 2024-25	50%	March 2028

<sup>1</sup> - To clearly specify the target population, the indicator wording has been changed from “First Nations individuals” to “First Nations adults living on reserve”.

<sup>2</sup> - Last available data for First Nations living 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 was 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.

<sup>3</sup> - To clearly specify the target population, the indicator wording has been changed from “First Nations individuals” to “First Nations adults living off reserve”.

<sup>4</sup> - To clearly specify the target population, the indicator wording has been changed from “Inuit individuals” to “Inuit adults living within Inuit Nunangat”.

<sup>5</sup> - Last available data for Inuit Nunangat (ages 18 and older) is from the 2017 Indigenous Peoples Survey. In addition, the results from the National Inuit Health Survey are expected to be available in 2027.

<sup>6</sup> - To clearly specify the target population, the indicator wording has been changed from “Inuit individuals” to “Inuit adults living in Canada”.

**Table 3: Indicators, results and targets for departmental result  
Indigenous Peoples have access to quality federally-funded health services**

Departmental Result Indicators	Actual Results	Target	Date to achieve target
<b>Percentage of First Nations on reserve adults who rate the quality of health care services delivered in their community as "good" or "excellent"<sup>1</sup></b>	2021-22: 55.2% 2022-23: 55.2% <sup>1</sup> 2023-24: 55.2% <sup>1</sup>	57%	March 2028
<b>Percentage of First Nations with an Indigenous-led plan for health service delivery<sup>2</sup></b>	2021-22: introduced in 2023-24 2022-23: introduced in 2023-24 2023-24: 93.43%	At least 95%	March 2027

<sup>1</sup> Last available data for First Nations living 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 was 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.

<sup>2</sup> The indicator methodology was updated in 2024-25 and is available in [GC Infobase](#).

## Service Area 2: Children and Families

**Table 4: Indicators, results and targets for departmental result  
Indigenous Peoples are culturally safe and socially well**

Departmental Result Indicators	Actual Results	Target	Date to achieve target
<b>Percentage of Indigenous women who report being a victim of intimate partner violence in the previous 12 months</b>	2021-22: Introduced in 2023-24 2022-23: Introduced in 2023-24 2023-24: 7.5% <sup>1</sup>	Decrease results year over year <sup>2</sup>	March 2026
<b>Percentage of requests for overnight residence in ISC-funded shelters by women, children, and 2SLGBTQIA+<sup>1</sup> people that are met</b>	2021-22: introduced in 2023-24 2022-23: introduced in 2023-24 2023-24: Not available <sup>3</sup>	100% of requests are met <sup>4</sup>	March 2026
<b>Percentage of residents living on reserve who are supported through Income Assistance</b>	2021-22: Not available 2022-23: Not available <sup>5</sup> 2023-24: Not available <sup>5</sup>	Decrease results year over year <sup>6</sup>	March 2026

<sup>1</sup> 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 "+".

Departmental Result Indicators	Actual Results	Target	Date to achieve target
<b>Percentage of First Nations children on reserve in care<sup>7</sup></b>	2021-22: 6.09% 2022-23: Not available <sup>8</sup> 2023-24: Not available <sup>8</sup>	Maintain or decrease results year over year	March 2026
<b>Percentage of children in care who are placed with a family member (kinship care)<sup>7</sup></b>	2021-22: 27.87% 2022-23: Not available <sup>8</sup> 2023-24: Not available <sup>8</sup>	Maintain or increase results year over year <sup>9</sup>	March 2026
<b>Number of First Nations Groups, Communities and Peoples exercising their jurisdiction under the Act respecting First Nations, Inuit and Métis children, youth and families</b>	2021-22: Introduced in 2023-24 2022-23: Introduced in 2023-24 2023-24: 10 <sup>11</sup>	20 <sup>10</sup>	March 2026
<b>Number of Inuit Groups, Communities and Peoples exercising their jurisdiction under the Act respecting First Nations, Inuit and Métis children, youth and families</b>	2021-22: Introduced in 2023-24 2022-23: Introduced in 2023-24 2023-24: 1 <sup>11</sup>	1 <sup>10</sup>	March 2026
<b>Number of Métis Nation Groups, Communities and Peoples exercising their jurisdiction under the Act respecting First Nations, Inuit and Métis children, youth and families</b>	2021-22: Introduced in 2023-24 2022-23: Introduced in 2023-24 2023-24: 0 <sup>11</sup>	1 <sup>10</sup>	March 2026

<sup>1</sup> 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.

<sup>2</sup> 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.

<sup>3</sup> 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 reported on in the 2024-25 Departmental Results Report.

<sup>4</sup> The target for 2024-25 was "Maintain or decrease results year over year", but has since been determined as "100% of requests being met" through co-development with partners. 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.

<sup>5</sup> Results reported are from the previous fiscal year. This means the result reported in 2024-2025 will be from the 2023-2024 fiscal year. The department continues to work with First Nation partners to incrementally improve the program and indicators and outcomes may change once baselines are determined.

<sup>6</sup> Interim target presented as the department continues to work with First Nation partners to incrementally improve the program. Once more recent program data is received, a specific target will be established..

<sup>7</sup> This indicator refers specifically to First Nations children.

<sup>8</sup> 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.

<sup>9</sup> Interim target presented as the department works toward a revised target.

<sup>10</sup> Year-over-year increases in the target result from the targets reflecting cumulative projections since the Act came into force on January 1, 2020.

<sup>11</sup> 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.

## Service Area 3: Education

Table 5: Indicators, results and targets for departmental result  
Indigenous students are progressing in their education

Departmental Result Indicators	Actual Results	Target	Date to achieve target
<b>Percentage of First Nations on-reserve students who graduate from secondary school</b>	On time <sup>1</sup> : 2021-22: Introduced in 2022-23 2022-23: 26% <sup>2</sup> 2023-24: 30% <sup>2</sup> Extended Time <sup>1</sup> : 2021-22: Introduced in 2022-23 2022-23: 44% <sup>2</sup> 2023-24: 49% <sup>2, 3</sup>	Maintain or increase results year over year <sup>4</sup>	March 2026
<b>Number of First Nations under a transformative education model</b>	2021-22: 184 2022-23: 206 2023-24: 207 <sup>5</sup>	Maintain or increase results year over year <sup>4</sup>	March 2026
<b>Number of funded First Nations students who graduate with a post-secondary degree/diploma/certificate</b>	2021-22: 1,148 2022-23: 1,664 2023-24: 2,311 <sup>2, 6</sup>	4,110-4,494	March 2026
<b>Number of funded Inuit students who graduate with a post-secondary degree/diploma/certificate</b>	2021-22: 110 2022-23: 227 2023-24: 140 <sup>2, 6, 8</sup>	50 <sup>7</sup>	March 2026
<b>Number of funded Métis students who graduate with a post-secondary degree/diploma/certificate</b>	2021-22: 1,254 2022-23: 713 2023-24: 515 <sup>2, 6, 8</sup>	Maintain or increase results year over year <sup>4</sup>	March 2026

Departmental Result Indicators	Actual Results	Target	Date to achieve target

<sup>1</sup>- 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).

<sup>2</sup>- 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.

<sup>3</sup>- 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.

<sup>4</sup>- 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.

<sup>5</sup>- 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.

<sup>6</sup>- 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.

<sup>7</sup>- 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.

<sup>8</sup>- 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 (i.e. partners may prioritize students near-graduation one year, and students starting their first year of studies in other years, which will affect the number of students in a final year of studies/graduation as a result).

## Service Area 4: Infrastructure and Environments

Table 6: Indicators, results and targets for departmental result  
Indigenous communities have sustainable land management and infrastructure

Departmental Result Indicators	Actual Results	Target	Date to achieve target
<b>Percentage of on-reserve public water systems financially supported by Indigenous Services Canada that have low risk ratings</b>	2021-22: 55% 2022-23: 59.7% <sup>1</sup> 2023-24: Not available <sup>1</sup>	70%	March 2026
<b>Percentage of on-reserve public wastewater systems financially supported by Indigenous Services Canada that have low risk ratings</b>	2021-22: 42% 2022-23: 41.7% <sup>1</sup> 2023-24: Not available <sup>1</sup>	69%	March 2026
<b>Percentage of First Nations households living in a dwelling that contains more than one person per room<sup>2</sup></b>	2021-22: Introduced in 2023-24 2022-23: Introduced in 2023-24 2023-24: Not available <sup>3</sup>	10.7% <sup>4</sup>	March 2026 <sup>4</sup>
<b>Percentage of First Nations housing that is adequate as assessed and reported by First Nations</b>	2021-22: 72.6% 2022-23: 74.1% <sup>5</sup> 2023-24: Not available <sup>5</sup>	75%	March 2026

Departmental Result Indicators	Actual Results	Target	Date to achieve target
<b>Percentage of other community infrastructure assets with a condition rating of "good" or "new"<sup>6</sup></b>	2021-22: Introduced in 2023-24 2022-23: Introduced in 2023-24 2023-24: 42% <sup>7</sup>	45%	March 2026
<b>Percentage of education infrastructure with a condition rating of "good" or "new"<sup>8</sup></b>	2021-22: 54% <sup>9</sup> 2022-23: 55% <sup>9</sup> 2023-24: 60.55% <sup>9</sup>	60%	March 2026
<b>Percentage of health infrastructure with a condition rating of "good"<sup>10</sup></b>	2021-22: 84% 2022-23: 84% <sup>11</sup> 2023-24: 80%	75% <sup>12</sup>	March 2026
<b>Percentage of First Nations communities with adequate solid waste management systems</b>	2021-22: 34.6% 2022-23: 40.5% <sup>13</sup> 2023-24: 49.8%	65%	March 2028
<b>Percentage of high-risk contaminated sites on-reserve where remediation activities are being undertaken<sup>13</sup></b>	2021-22: 34.9% 2022-23: 17.6% <sup>14</sup> 2023-24: 25.2% <sup>14</sup>	20% <sup>15</sup>	March 2026
<b>Percentage of First Nations that have taken on land management responsibilities on reserve<sup>16</sup></b>	New indicator introduced in 2024-25	50%	March 31, 2028

<sup>1</sup> 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, and are expected to be included in the 2024-25 Departmental Results Report.

<sup>2</sup> Data for this indicator will be collected through the Statistics Canada Census of Population and is completed on a 5-year cycle. The next set of results are expected to be available from the 2026 Census in 2028.

<sup>3</sup> Results are based on Census data which will be available in 2026. However, the current figure for Census 2021 shows that 11.3% of households on reserve are crowded.

<sup>4</sup> Target and date to achieve were determined in 2023-24.

<sup>5</sup> 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 available in Spring 2025. The 2022-23 result was previously not available and has since been determined as 74.1%.

<sup>6</sup> To provide clarity, the indicator wording has been changed from "on reserve Indigenous Services Canada funded other community infrastructure assets" to "other community infrastructure".

<sup>7</sup> Assets under the Other Community Infrastructure Sub-program 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.

<sup>8</sup> To provide clarity, the indicator wording has been changed from "on-reserve education facilities to "education infrastructure".

<sup>9</sup> Results include all ISC-supported band-operated, federal, private, and self-governing schools. It does not include provincial schools. The 2023-24 actual results is based on inspection results available as of July 24, 2024. 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.

<sup>10</sup> To better align with its methodology, the indicator wording has been changed from "on-reserve health infrastructure with a condition rating of "good" or "new"" to "health infrastructure with a condition rating of "good"".

<sup>11</sup> The reported result is based on building condition inspections completed between 2020-21 to 2022-23 through the Asset Condition Reporting System (ACRS) and Extended-Asset Condition Reporting System (E-ACRS) processes.

<sup>12</sup> - This target is lower than achieved results for this indicator because it is anticipated that the results will decrease slightly as more health facilities are incorporated into the condition rating process. Additionally, fewer inspections took place during the pandemic, and as the three-year reporting cycle begins to move passed 2020-21, the results are expected to decrease.

<sup>13</sup> - Due to the expansion of Federal Contaminated Sites Action Plan funding eligibility to include community-priority but lower-risk sites (Class II & III) 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, this target does not accurately reflect the progress of the work being accomplished by the program. For a more comprehensive overview, a new program indicator for Phase V (2025-2030) has been added for 2025-26 and can be accessed on [GCInfobase](#).

<sup>14</sup> - The original 29% 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.

<sup>15</sup> - The previous target of 29% was not met due to a recent change expanding the Federal Contaminated Sites Action Plan eligibility guidelines, which now supports multiple sites in a community (low, medium and high risk) being addressed, increased project costs due to inflation and supply chain issues, and the addition of new high priority sites to the Contaminated Sites On Reserve Program inventory. This accounts for the decreased results. The target has been updated to reflect the current project delivery context.

<sup>16</sup> - New indicator added as of 2024-25.

## Service Area 5: Economic Development

Table 7: Indicators, results and targets for departmental result

Indigenous communities are progressing in their business and economic growth

Departmental Result Indicators	Actual Results	Target	Date to achieve target
<b>Percentage of the population that lived in a low income situation in the year preceding the Census</b>	2021-22: Introduced in 2023-24 2022-23: 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% <sup>1</sup>	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% <sup>2</sup>	March 2026
<b>Employment rate of the working age population (25-64)</b>	2021-22: Introduced in 2023-24 2022-23: 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	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% <sup>2</sup>	March 2026

Departmental Result Indicators	Actual Results	Target	Date to achieve target
	69.1% Non-Indigenous 74.1% <sup>1</sup>		
<b>Median income of the working age population (25-64)</b>	2021-22: Introduced in 2023-24 2022-23: 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 <sup>1</sup>	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 <sup>2</sup>	March 2026

<sup>1</sup> - New indicator introduced in 2023-24. Results are based on 2021 Census data.

<sup>2</sup> - Targets are established using 2015 Census baseline data.

## Service Area 6: Governance

Table 8: Indicators, results and targets for departmental result  
Indigenous communities have governance capacity and support for self-determination

Departmental Result Indicators	Actual Results	Target	Date to achieve target
<b>Number of communities with Financial Administration Laws certified by the First Nations Financial Management Board<sup>1</sup></b>	2021-22: 241 <sup>2</sup> 2022-23: 263 <sup>2</sup> 2023-24: 283	Maintain or increase results year over year <sup>3</sup>	March 2026
<b>Percentage of First Nations adopting alternatives to the <i>Indian Act</i> election system</b>	2021-22: 77.9% 2022-23: 78% <sup>4</sup> 2023-24: 79.87%	80% <sup>5</sup>	March 2026

<sup>1</sup> - To provide clarity, the indicator was reworded from “certified by the First Nations Financial Management Board” to “with Financial Administration Laws certified by the First Nations Financial Management Board”.

<sup>2</sup> - This indicator was introduced in 2023-24; however data is available from 2013-14 onward with the coming into force of the *First Nations Fiscal Management Act* (FNFMA) on April 1, 2013. The First Nations Financial Management Board, who is granted authority by the FNFMA to offer certifications, maintains numbers of *Financial Administration Laws* enacted pursuant to the FNFMA included for this indicator.

<sup>3</sup> - 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.

<sup>4</sup> - Due to an error in calculation at the time of reporting for the 2022-23 Departmental Results Report, the 2022-23 result increased from 55% to 78%.

<sup>5</sup> - Due to an error in calculation of the 2022-23 result at the time of reporting for the 2022-23 Departmental Results Report, the 2023-24 target of 79% was expected to be attained and therefore, the 2024-25 target was adjusted to 80%.

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

## Plans to achieve results

The following section describes the planned results for Indigenous Well-Being and Self-Determination in 2025-26.

In 2025-26, ISC will advance its core responsibility: Indigenous well-being and self-determination through the work of its six Service Areas. **Service Area 1: Health** will align health programs with the priorities of First Nations and Inuit communities and support the transfer of health services. **Service Area 2: Children and Families** will strengthen families and enhance community safety through child- and family-focused programming, emphasizing better outcomes and integrating future safety and prevention initiatives. **Service Area 3: Education** will address distinct educational needs by supporting elementary, secondary, and post-secondary programs that reflect Indigenous students' culture and language. **Service Area 4: Infrastructure and Environment** will foster sustainable infrastructure and land management, supporting Indigenous communities building community-led and resilient infrastructure and managing their reserve lands. **Service Area 5: Economic Development** will drive economic growth by supporting Indigenous businesses, entrepreneurs, and partnerships. Finally, **Service Area 6: Governance** will enhance governance capacity by strengthening Indigenous institutions and supporting self-determination. Together, work under these Service Areas will support Indigenous Peoples in improving their socio-economic outcomes and building thriving communities.

### Service Area 1: Health

#### Departmental Result 1: Indigenous Peoples are physically well

Results we plan to achieve:

- Funding and supporting a suite of culturally relevant community-based programming and services related to improved access to healthy food, physical activity, commercial tobacco use prevention and cessation, and chronic disease prevention and management.
- Promoting healthy development of children and implementing the co-developed Indigenous Early Learning and Child Care Framework led by Employment and Social Development Canada and administered by the Public Health Agency of Canada.
- Continuing to support Inuit-led approaches to achieving a reduction of tuberculosis rates in Inuit Nunangat by 2025 and the elimination of tuberculosis in Inuit Nunangat by 2030. This will be done by collaborating with Inuit partners and continuing to provide the ongoing funding received through Budget 2023 to support the Inuit Tapiriit Kanatami (ITK), Inuit Tuberculosis Elimination Framework and the implementation of the four Inuit-led regional action plans. ISC continues to work with federal partners and drug manufacturers to address delays in accessing tuberculosis drugs not yet approved in Canada through alternative access pathways.
- Providing funding to Indigenous organizations and communities to address sexually transmitted and blood-borne infections (STBBI), including HIV testing, culturally safe care and harm reduction initiatives/projects. ISC will continue to support partnership with the National Microbiology Laboratory at Public Health Agency of Canada to support the availability and accessibility of STBBI testing in First Nations, Inuit and territorial communities.
- Supporting Indigenous communities to address existing or emerging communicable diseases, sexually transmitted and blood-borne infections through vaccine administration of preventable diseases.
- Supporting the recovery and expansion of environmental public health services to reduce environmental health risks, including establishing an Impact Assessment and Health Team.

- Continuing to work closely with parties and partners to implement the October 2023 Federal Court approved \$23.34 billion settlement agreement on compensation for children who were removed from their homes under the First Nations Child and Family Services Program and those who were impacted by the federal government's narrow definition of Jordan's Principle.
- Ensuring greater consistency and clarity regarding the services available to First Nations children under Jordan's Principle to help better address the unique needs of First Nations children.
- Collaborating with Inuit Tapiriit Kanatami and Inuit Treaty Organizations in the co-development of a long-term approach to the Inuit Child First Initiative.
- Continuing to work with Indigenous partners to ensure equitable access to quality, culturally safe health services by building upon the outcomes of the National Dialogues aimed at eliminating racism in Canada's health systems by:
  - Advancing the full implementation of Joyce's Principle and ensure it guides the work with First Nations, Inuit and Métis partners to co-develop separate policy and/or legislative options, as well as helping foster health systems free from racism, where Indigenous Peoples are respected and safe. The department will implement new funding of \$167.6 million announced in Budget 2024 to address anti-Indigenous racism in health systems. This funding will continue to support patient advocates, health system navigators, midwives and birth support workers, as well as initiatives to increase Indigenous representation in the health professions; and
  - Implementing the \$2 billion Indigenous Health Equity Fund over ten years, announced through Budget 2023 alongside new provincial and territorial health funding. The fund is being distributed directly to First Nations, Inuit, and Métis communities.

## **Departmental Result 2: Indigenous Peoples are Mentally Well**

Results we plan to achieve:

- Ensuring our efforts to address inequities and barriers experienced by Indigenous populations in mental wellness are strongly guided by Indigenous-led frameworks such as the First Nations Mental Wellness Continuum Framework, Honouring Our Strengths, and the National Inuit Suicide Prevention Strategy and Pathfinding Towards a Flourishing Future Awareness and Advocacy Guide: Addressing the Need for Improved Services for Indigenous Children and Youth, Including 2SLGBTQI+ Young People.
- Continuing to work closely with Indigenous partners to support distinctions-based, Indigenous-led, culturally-relevant and community-based approaches to mental wellness for First Nations, Inuit and Métis.
- Federally-funded mental wellness programming and services aim to improve well-being in Indigenous communities by providing:
  - Access to local multidisciplinary mental wellness teams;
  - Wrap-around services at opioid agonist therapy sites;
  - Life promotion and suicide prevention initiatives, and substance use prevention and treatment services; and
  - Access to trauma-informed clinical mental health counselling and cultural and emotional supports.
- Supporting class members and potential class members impacted by the First Nations Child and Family Services, and Jordan's Principle Settlement Agreement through the access of trauma-informed health and cultural support services.

ISC will measure distinctions-specific progress towards increasing positive outcomes by using data from self-reported health surveys that ask respondents to rate their mental health. This is a recognized metric that closely aligns with other measures of mental health and well-being. This data contributes to measuring and reporting on results in Departmental Result 2: Indigenous Peoples are mentally well.

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

Results we plan to achieve:

- Continuing funding or directly providing primary care services in 79 remote and isolated First Nation communities where there is very limited access to provincial health services, and support a broad spectrum of health and continuing care services.
- Improving client access to the Supplementary Health Benefits Program through collaboration with Inuit Tapiriit Kanatami and the National Inuit Committee on Health to identify opportunities to improve the delivery of benefits to eligible clients.

In 2025-26, ISC will support access to federally-funded health services by:

- Improving client access to the Supplementary Health Benefits Program by continuing to engage with the Assembly of First Nations on a multi-year joint review of the Non-Insured Health Benefits Program, and with Inuit Tapiriit Kanatami and the National Inuit Committee on Health to identify opportunities to improve the delivery of benefits to eligible clients. The Supplementary Health Benefits Program (also known as Non-Insured Health Benefits) provides registered First Nations and recognized Inuit with coverage for a range of medically necessary health benefits.
- Implementing the three-year (2023-24 to 2025-26) Short Term Capacity Building Projects Initiative. Funding Short-Term Capacity Building projects supports successful Indigenous applicants by funding immediate and short-term initiatives that increase capacity to improve Long-Term and Continuing Care (LTCC) services. This support enhances short-term capacity to improve LTCC elements such as research, health resources, care models, and networking, that has a direct and immediate impact on Indigenous Peoples physical and mental well-being.
- Co-developing policy options for the First Nations and Inuit components of a new and more holistic long-term and continuing care framework, and a Métis Long-Term Continuing Care Framework.
- Finalizing the engagement for the Métis Long-Term Continuing Care Framework, and producing a Summary Engagement Report.
- Working with federal partners and First Nations and Inuit organizations to enhance and maintain capacity within communities to plan, develop and deliver comprehensive, culturally sensitive, accessible and effective home care services that align with health services accreditation standards and Community Health Nurses of Canada's 2024 Competencies for Home Health Nursing.
- Supporting community-led models of integrated care, community-led distinction-based approaches to palliative and end of life care and the access to Medical Assistance in Dying as an end-of-life care choice.
- Supporting the long-term and home health needs of the medically complex pediatric population through Indigenous-led, community-based programming.

Furthermore, ISC will help facilitate access and continuity of care in remote and isolated communities through planned activities in 2025-26 such as:

- Continuing to implement the five-year Budget 2021 investment of \$354 million for clinical client care, which aims to increase the number of nurses and other medical professionals in remote and isolated First Nation communities.
- Ensuring a stable health workforce with continued implementation of strategies, the updating of the ISC Health Human Resource Framework and the continued implementation to assist with the recruitment and retention of oral health providers, environmental public health officers and the Nursing Talent Requisition Acquisition & Management Strategy to support the nursing workforce in Indigenous communities. This includes targeted strategies to strengthen the recruitment and retention of Indigenous health human resources.
- Supporting the creation of safer working conditions for front line health professionals.
- Promoting digital healthcare technologies to connect First Nations individuals, families and communities in remote areas with access to medical professionals and services.
- Continuing to enhance capacity to report, respond to, and learn from patient safety incidents in order to prevent reoccurrence and improve patient safety outcomes and experiences.

ISC will also continue to work with Indigenous partners to transform health systems and advance new and progressive approaches to improve services and support Indigenous Peoples to independently determine and deliver high quality health services by:

- Managing federal responsibilities related to innovative Health Transformation projects through supporting First Nations-led design and delivery of federally-funded health services, and being an active funding and governance partner to the First Nations Health Authority in British Columbia.
- Building data capacity for Indigenous communities and increase the collection, access and use of health data, and facilitating transfer through the development of a robust Indigenous data network.
- Maintaining culturally relevant, trauma-informed, and Indigenous-based healthcare standards in Indigenous communities through accreditation.
- Increasing the number of First Nations, Inuit and Métis health care workers through the ongoing implementation of the Nursing Health Human Resources Framework, Environmental Public Health Recruitment and Retention Strategy and the Aboriginal Health Human Resources Initiative.

ISC continues to negotiate trilateral Health Transformation agreements which will support large scale health service transfer of federal First Nations healthcare to new First Nations-led health entities that will design, plan, administer, and deliver healthcare contributing to systemic change, including building upon the Agreements-in-Principle signed in Manitoba with Keewatinonk Inniniw Minoayawin Incorporation and Southern Chiefs' Organization, finalizing a trilateral Agreement-in-Principle with Tajiikimik in Nova Scotia and a trilateral Charter Implementation Protocol with the Nishnawbe Aski Nation in Ontario, as well as work towards agreements with the First Nations of Quebec and Labrador Health and Social Services Commission and Battlefords Tribal Agency in Saskatchewan.

ISC continues to be an active funding and governance partner to the First Nations Health Authority in British Columbia, the health and wellness partner to 203 First Nations communities across the province.

ISC will monitor progress on access to quality federally-funded health services through the First Nations Regional Health Survey which provides ISC with results on the perceived quality of health care service delivery in remote and isolated First Nation communities. Progress will also be measured on the transfer of health services to First Nations through funding agreements and the 10-year New Fiscal Relationship Grant.

## Key risks

For 2025-26, the Health service area has identified the following key uncertainties related to:

- The approach to a comprehensive, culturally inclusive, land-based health services while providing holistic wrap-around prevention, timely diagnosis and care;
- The impact of Inconsistencies or inefficiencies in the current design and/or delivery of equitable patient-centered quality health care;
- The ability to recruit and retain health human resources, including Indigenous health workers, needed in communities (work environment, aging health infrastructure, compensation and incentives, the national human resource crisis, challenging work environments); and
- Challenges associated with the reforms of Jordan's Principle and the establishment of effective pathways for connecting individuals to needed services.

In order to address these risks and ensure the achievement of the Departmental Results, ISC will continue to co-develop initiatives seeking to improve healthcare services for Indigenous Peoples including health transformation, the Indigenous Early Learning and Child Care Framework, Short Term Capacity Building Projects Initiative, and the Indigenous Health Equity Fund. The department is also implementing recruitment and retention strategies to support health care providers in Indigenous communities.

Furthermore, the department is analyzing requests through Jordan's Principle to better understand opportunities to connect requesters to available federal programs. In order to address the challenges associated with Jordan's Principle, ISC will continue to work with First Nations partners, provinces, and territories to support the development of long-term approaches to help better address the unique needs of First Nations children, including the establishment of effective pathways for connecting children to needed services.

ISC is actively working to resolve delays in processing Jordan's Principle requests while maintaining a focus on urgent cases. In an effort to reduce delays, ISC is evaluating decision-making processes at both regional and national levels to ensure greater consistency and clarity regarding the services available to First Nations children under Jordan's Principle.

## Service Area 2: Children and Families

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

Results we plan to achieve:

In 2025-26, the department will address issues of family violence by:

- Providing funding for emergency shelters, transition homes, second-stage housing, and violence prevention programming for Indigenous women, children, 2SLGBTQI+ persons, and families.
- Collaborating with partners, including Canada Mortgage and Housing Corporation (CMHC) and the Indigenous Steering Committees, to support the Indigenous Shelter and Transitional Housing Initiative (2021-2022 to 2025-2026) by revising the national funding formula for operational funding of emergency shelters and incorporating transitional housing into the model. This initiative facilitates the construction of Indigenous shelters and transitional housing for First Nations, Inuit, and Métis across on- and off-reserve locations, urban centers, and northern regions, including Inuit Nunangat and the Territories.

- Supporting Indigenous-led projects through the Pathways to Safe Indigenous Communities Initiative with a focus on Inuit and Métis projects. In 2024-25, \$31 million was allocated, to address community safety and well-being needs as defined by First Nations, Inuit, and Métis recipients. ISC will continue conducting groundwork analysis to explore options for sustaining the initiative beyond its conclusion in 2025-26.
- Monitoring the proportion of First Nations children on reserve in care and those who are placed with family members.

In 2025-26, the department will continue to provide support through the Income Assistance program by:

- Delivering funding for essential needs and working with First Nation communities to understand the emerging needs of low-income individuals and families on reserve.
- Delivering funding to provide specific, targeted income supports to on-reserve Income Assistance clients living with disabilities.
- Monitoring emerging needs of low-income individuals and families on reserve due to the ongoing impact of high inflation and increased costs of living.
- Working with First Nations to transfer service delivery of the Income Assistance program through New Fiscal Relationship Grant and Self-Government agreements.
- Supporting First Nations partners with the implementation of disability income supports.
- Developing a new digital system that will allow for timely evidence-based decision making for eligible recipients.
- Providing additional service delivery funding to Income Assistance recipients and to First Nations organizations (such as the Ontario Native Welfare Administrators Associate and the Support Lodge) to deliver Income Assistance training.
- Providing eligible individuals and families on reserve who are considered very low-income, and likely to be unemployed, with funds to cover essential living expenses such as, food, clothing, rent, and utilities.

ISC will measure the effectiveness of the Income Assistance program's reach by monitoring the level of income assistance being delivered on reserve to support community needs. ISC will also measure program performance in comparison to the Income Assistance programs delivered by the provinces and territories, which will provide information regarding labour force gaps and community self-sufficiency.

In 2025-26, ISC will advance efforts to improve the socio-economic opportunities for Indigenous Peoples living in urban areas through the Urban Programming for Indigenous Peoples by:

- Providing financial support to urban Indigenous organizations offering culturally appropriate programs and services supporting vulnerable and at risk urban Indigenous populations such as, women and girls, seniors, persons with disabilities and youth.
- Collaborating with key partners such as the National Association of Friendship Centers, the Ontario Federation of Indigenous Friendship Centres and the National Urban Indigenous Coalition Council to develop a new Data Collection Instrument to understand and report on the fluctuations in program and service offerings, and obtain missing and late reports from organizations.
- Co-developing an Indigenous-led Performance Framework and implement its required reporting tools.
- Engaging in a data collection activity using analytics to better understand the needs of Indigenous service providers and the demographics they serve. This will facilitate reporting and enhance research and innovation to help close service gaps and provide information necessary for program renewal.

In 2025-26, the Child and Family Services program will continue:

- Delivering the First Nations Child and Family Services program, including the implementation of the Canadian Human Rights Tribunal orders and continued efforts to improve program delivery.
- Renewing agreements that support the delivery for the First Nations child and Family Services program through a collaborative approach with affected First Nations and provincial and Yukon agreements.
- Implementing *An Act respecting First Nations, Inuit and Métis children, youth and families* (the Act) and advance the priorities of Indigenous communities, groups, and Peoples to exercise their jurisdiction over child and family services.
- Continuing to support Indigenous governing bodies to develop capacity as they explore and/or exercise jurisdiction in accordance with the framework of the Act.
- Ensuring the needs of Indigenous governing bodies are addressed at coordination agreement discussion tables by continuing to support active participation with Indigenous groups, communities, and Peoples.
- Undertaking the legislatively required five-year review of provisions and operation of the Act in collaboration with Indigenous stakeholders and partners and provinces and territories.
- Co-developing distinctions-based long term funding frameworks with First Nations, Inuit, and Métis organizations to support the exercise of jurisdiction in relation to child and family services through the framework of the Act.
- Advancing distinctions-based cultural learning opportunities for Child and Family Services Reform public servants to promote civility, cultural safety, and humility in their work.

## Key risks

For 2025-26, the Children and Families service area has identified the following key uncertainties related to:

- Measuring clear outcomes under *An Act respecting First Nations, Inuit, and Métis children, youth and families*;
- The ability to fully reform the First Nations Child and Family Services program through consultation with Indigenous partners, provinces and territories; and
- Inefficiencies in the design of social programs and the lack of predictable and adequate long-term funding impacting the ability to address the needs of individuals and families

To address these risks, the department will ensure it meets its fiscal commitments as set out in coordination agreements for the Act, by working towards the co-development of distinctions-based long term funding frameworks with Indigenous partners, and advance meaningful engagement with National Indigenous Organizations, provinces, territories, and regions to review provisions and operation of the Act.

ISC will also work with other government departments and Indigenous Steering Committees to ensure adequate funding in support of emergency shelters, and work with First Nations to undertake the delivery of the Income Assistance program through New Fiscal Relationship Grant and Self-Government agreements.

## Service Area 3: Education

### **Departmental Result 5: Indigenous students are progressing in their education**

Results we plan to achieve:

- Support First Nations' control over First Nations education through continued implementation of the co-developed, provincially comparable elementary and secondary education transformation funding formulas introduced in 2019.
- Collaborate with partners to update Interim Funding Formulas to support culturally-appropriate elementary and secondary education programming.
- Continue delivery of request and proposal-based programs such as: High-Cost Special Education Program; Education Partnerships Program; Innovation in Education Program; and Research and Learning Program, all of which support First Nation students, communities and organizations, and the First Nations and Inuit Cultural Education Centers Program, which support First Nation and Inuit communities, in advancing their vision for sustained and improved elementary and secondary education outcomes.
- Continue to implement adult education for First Nations on reserve and status First Nations in the Yukon and Northwest Territories through the \$350 million allocation over 5 years announced in Budget 2021.
- Collaborate with First Nations partners on the adult education components of the broader elementary and secondary performance measurement framework to collect data on education outcomes.
- Implement the Post-Secondary Education Strategies developed for First Nation, Inuit and Métis Nation organizations to better meet the needs of students and institutions, and report on their respective outcomes.
- Develop long-term regional First Nations Post-Secondary Education models, while continuing to explore funding options.

## Key risks

For 2025-26, the Education service area has identified the following key uncertainties related to:

- Challenges in concluding Regional Education Agreements (REAs); and
- Rising costs for elementary and secondary funding.

To address these risks, the department will continue to work with partners on evidence-driven methodologies and projection used to implement the provincially comparable K-12 education transformation funding formulas as well as deliver complementary proposal-based programs such as the High-Cost Special Education Program, to support students in their elementary and secondary education.

The department will also support First Nations, Inuit and Métis students in achieving post-secondary education levels comparable to non-Indigenous students through continued implementation of the distinctions-based Post-Secondary Education Strategies.

## Service Area 4: Infrastructure and Environments

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

Results we plan to achieve:

## Housing

- Supporting access to safe and adequate housing for First Nations on reserve.
- Supporting the construction and renovation of housing on reserve with industry, national, provincial and municipal partners, including the Canada Mortgage and Housing Corporation.
- Supporting the recruitment and retention of dedicated housing managers within First Nation communities.
- Addressing recommendations from the Office of the [Auditor General's audit on housing](#) in First Nation communities by disbursing funding from Budgets 2022 and 2024 as well as supporting the on-reserve implementation of Natural Resource Canada's Canada Green Buildings Strategy for new and renovated housing units, lot servicing, capacity building, and technical services.

## Education Facilities

- Supporting access to safe and adequate education infrastructure for First Nations on reserve by investing in education infrastructure, including new construction as well as additions, renovations and major repairs to existing schools in First Nation communities.

## Health Facilities

- Continuing to invest in multi-year capital projects, and high priority repairs and renovations enabling reliable and critical community health infrastructure.
- Continuing to fund and support implementation of projects under the Social Infrastructure Fund, and other targeted initiatives to enhance the delivery of health programs and services.
- Supporting the community of Aubpeeschoseewagong Netum Anishinabek (Grassy Narrows) to advance the construction of the "Mercury Care Home and Wellness Centre" to address the unique health care needs of individuals suffering the effects of mercury exposure, as well as supported living for those who require it.
- Enhancing the development and delivery of community health programs and services by funding eligible First Nations and Inuit recipients for the planning, construction, renovation, and/or repair of community-based health infrastructure to support health professionals with the functional spaces required to deliver health services safely and efficiently in their communities.
- Continuing to support the construction of the new Weeneebayko Area Health Authority (WAHA) Hospital Redevelopment project to address the health care needs of residents in the Weeneebayko Area, which includes 5 First Nation communities. Meanwhile, continuing to support necessary repairs to the existing federally owned hospital until the new health complex is operational, mitigating a lapse of health care services in the region.

## Other Community Infrastructure and Activities

- Supporting First Nation communities, band councils, tribal councils and Indigenous organizations through the First Nations Infrastructure Fund, to build, renovate, and maintain sustainable other community infrastructure, including:
  - Roads and bridges, including winter roads, to improve accessibility and support long-term sustainable community development.
  - Structural mitigation projects to build more resilient communities by preventing and reducing climate change and natural disaster impacts on First Nation communities (e.g. through the construction of dykes, levees or seawalls).
  - Energy projects to improve and optimize energy systems supporting the transition from fossil fuels to alternative energy sources, such as solar, hydroelectric, or wind.

- Connectivity projects to increase access to high-speed internet and facilitate e-services and effective operation and maintenance of vital community infrastructure.
  - Cultural and recreational facilities to facilitate access to cultural programming, advancing the relational determinants of health.
  - Band administrative buildings to support service delivery and self-determination.
  - Fire protection projects utilizing Indigenous fire stewardship, including education and prevention activities, to increase fire safety and improve socio-economic outcomes in Indigenous communities.
  - Exploring opportunities to enhance capacity funding for structural mitigation projects for First Nations' communities.
- Advancing the development and implementation of adequate, predictable, long-term funding models for sustainable Indigenous community infrastructure by supporting First Nations-led decision-making through flexible multi-year funding arrangements and wrap-around supports.
  - Advancing the transfer of housing and infrastructure service delivery to First Nations-led organizations by supporting First Nations in developing new infrastructure service delivery models and capacity to manage assets, which will lead to increased infrastructure longevity and reduced service risks (e.g. through reduced fire-related infrastructure losses, and enhanced self-determined governance and community development).
  - Advancing the Lubicon Lake Band Community Buildout to ensure access to essential infrastructure assets in the community.

### **Water & Wastewater**

- Facilitating the planning, procurement, construction, and commissioning of water and wastewater capital projects for new builds, system repairs and upgrades with a focus on Lifting remaining long-term drinking water advisories on reserve.
- Supporting communities in meeting environmental objectives, including compliance with Environment and Climate Change Canada's Wastewater Systems Effluent Regulations and Canadian Drinking Water Quality guidelines, and enhanced support for wastewater projects and the Green Bond initiative.
- Collaborating to work with First Nations to develop a qualified workforce of water and wastewater operators to ensure clean and safe drinking water, as well as effective wastewater treatment in First Nation communities.

ISC will measure the reliability and sustainability of water and wastewater infrastructure in First Nation communities by tracking the percentage of systems with low-risk ratings, with an increase in percentages indicating overall progress in reliable and sustainable water and wastewater infrastructure.

### **Lands Administration and Environment**

ISC supports First Nations to reassert jurisdiction by supporting sustainable management of land, environment and natural resources. In 2025-26, ISC will continue supporting First Nations in the sustainable development, management, and addition to reserves while working to reduce the impacts of climate change and other environmental challenges on their communities. Key activities include:

- Supporting Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) in their work to redesign the federal Additions to Reserve/Reserve Creation Policy. This includes accelerating work on existing First Nations' requests across Canada and strengthening First Nations' capacity to manage lands and resources, providing them with greater control over their territories.

- Assisting CIRNAC in developing a new land registry system for First Nations operating under the *Framework Agreement on First Nations Land Management Act*.
- Continuing the co-development and implementation of modernized *Indian Act* land administration policies and procedures with Indigenous partners. This includes identifying and addressing key strategic priorities for land management.
- Updating the Integrated Environmental Management System and the Indian Land Registry in collaboration with Indigenous partners to create a modern information technology platform. These new systems will streamline processes across regional offices and provide direct access for First Nations and other users to land instruments and reserve land information.
- Support First Nations' land and environment management goals through the Reserve Land and Environment Management Program (RLEMP), the Land Use Planning initiative, and the Framework Agreement on First Nation Land Management, while collaborating with Indigenous-led organizations, the First Nations Land Management Resource Centre (FNLMRC), and the National Aboriginal Lands Managers Association (NALMA) to enhance service transfer, and return jurisdictional control over reserve lands.
- Supporting the Budget 2023 commitment to welcome 50 new entrants to the Framework Agreement on First Nations Land Management, in collaboration with the FNLMRC, and to include 25-44 new participants into RLEMP, with the goal of 50% of all First Nations having taken on land management responsibilities on reserve by March 31, 2028.
- Assisting First Nations with assessment, remediation projects, and program management in addressing contaminated sites on reserve through \$264.7M of funding announced in Budget 2024 for ISC's portion of the Federal Contaminated Sites Action Plan Phase V (2025-26 to 2029-30).
- Providing ongoing funding to Indigenous Centre for Cumulative Effects (ICCE) and the First Nations Major Project Coalition to support initiatives that address the combined impacts of human activities and natural processes on the environment, as well as their cultural, social, and health effects (also known as 'cumulative effects').
- Expanding solid waste management systems on reserves, by increasing the number of First Nation communities with adequate solid waste management systems, through the First Nations Waste Management Initiative investments in solid waste infrastructure and services.
- Training and supporting capacity development of holistic solid waste management positions on reserve.
- Allocating \$73 million to regions through the First Nations Waste Management Initiative (FNWMI) for the development of sustainable waste management systems in First Nation communities through modern infrastructure, operations, training and partnerships. Additionally the FNWMI will allocate \$51 million dollars to regions for the operation and maintenance of First Nations waste management systems.
- Working collaboratively with First Nation partners to identify legislative, regulatory, programming, and policy options to address waste management and unauthorized dumping issues on reserve lands.
- Supporting ISC programs in developing Climate Risk Management Action Plans, including 23 program-specific plans and a consolidated departmental plan.
- Implementing improvements to the Environmental Review Process, so that legislative requirements under the Impact Assessment Act (to determine whether projects enabled by ISC will cause adverse environmental effects) are met in a timely, coordinated, and efficient manner that serves communities' needs for development and environmental sustainability. When major projects are proposed off-reserve, and subject to federal impact assessment, ISC meets its

legislative obligations under the Impact Assessment Act by providing specialist or expert information or knowledge related to its mandate and the effects of these projects. In doing so, ISC ensures that potential impacts to communities' lands; social, economic, and health conditions; and rights are considered in decision making. ISC completes about 900 environmental reviews annually for projects on reserve and leads coordination with other government departments for multi-authorization projects.

## **Emergency Management Assistance**

The Infrastructure and Environments Service Area assists First Nation communities in accessing Emergency Management Assistance services and funding for the four pillars of emergency management: preparedness, mitigation, response and recovery. The advancement of governance and service delivery for First Nations emergency preparedness supports First Nation-led processes to transition away from the Indian Act. In 2025-26, ISC will continue to work with First Nations and provincial and territorial government partners to strengthen the governance and service delivery for First Nations emergency preparedness, management and recovery by:

- Strengthening the emergency preparedness and response capacities of First Nation communities while supporting them and their organizations to lead service development and implementation.
- Facilitating the collaborative development of multilateral emergency management service agreements to deliver more tailored and culturally sensitive emergency services.
- Fostering engagement and coordination to ensure compatible emergency service capabilities across federal, provincial and Indigenous organizations.
- Exploring opportunities to enhance capacity funding for First Nations' Emergency Management initiatives.
- Continuing to implement the recommendations from the [2022 Auditor General's report](#) on emergency management in First Nation communities.
- Developing tools, processes, and practices to integrate climate-conscious approaches into ISC programs and services.
- Responding to the future findings and recommendations stemming from the ISC evaluation on emergency management, including lessons learned from the delivery of the COVID-19 Indigenous Community Support Fund (ICSF), and complementing First Nations' continued efforts to increase their resiliency while improving access to emergency management services.
- Exploring opportunities to enhance capacity funding for emergency management coordinators for First Nations' communities and organization.

## **Key risks**

For 2025-26, the Infrastructure and Environments service area has identified the following key uncertainties related to:

- The department's ability to address and keep pace with the impacts of climate change;
- The department's ability provide effective and timely emergency management support in the case of multiple and concurrent disruptions;
- The lack of alignment in critical infrastructure programming between the Department, other Government Departments, and Orders of Government; and
- The department's ability to discharge its legal obligations determined by settlement agreements related to the infrastructure and environments service area.

To address these risks, the department will develop Climate Risk Management Action Plans. Additionally, funding received through the National Adaptation Strategy will support Indigenous organization-led engagement on the gaps and needs of health systems in the context of climate change. The department will also support programs for strengthening First Nation communities' emergency preparedness and response capacities supporting communities to take ownership of service development and implementation. ISC will prioritize Indigenous-led initiatives to enhance land and environmental management and advance service transfer. Furthermore, ISC will continue reviewing its internal processes and governance associated with the management of settlement agreements to ensure it fulfills its obligations.

## Service Area 5: Economic Development

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

Results we plan to achieve:

In 2025-26, ISC will enhance inclusivity in business support programs by:

- Providing support and funding to assist communities in planning for economic opportunity that reflect Indigenous ways of being and knowing.
- Continuing the co-development of a Transformative Indigenous Procurement Strategy with Indigenous partners as a policy framework centered around self-determined Indigenous priorities for a longer-term approach to federal Indigenous procurement.
- Implementing economic development funding for First Nation and Inuit communities South of 60.
- Facilitating the integration of Indigenous rights, priorities and interests into international economic development activities, including international collaborative research projects, bilateral and multilateral trade initiatives.
- Continuing to apply Indigenous methodologies to data collection and analysis.
- Supporting the ongoing engagement of Indigenous organizations to increase economic opportunities for Indigenous businesses and meet Canada's commitment to a mandatory minimum 5% federal Indigenous procurement target.
- Implementing the forthcoming recommendations from the Strategic Partnerships Initiative program evaluation to continue to advance Indigenous participation in large, complex, multi-year economic opportunities across sectors.
- Collaborating with federal and Indigenous partners to support the Indigenous tourism sector and guide current and future federal programming and policy direction.
- Continuing to invest in Clean Energy economic development initiatives for Indigenous communities and partners through the Strategic Partnerships Initiative as per Budget 2024's commitment to renewing Clean Energy funding of \$36M over three years (2024-25 to 2027-28).
- Continuing to develop the Business Navigator Service to connect Indigenous businesses and individuals access programs and services across different Government of Canada departments and agencies.
- Developing projects to focus on developing Inuit capacity within the Nunavut Settlement area for 2025-26 based on stakeholder engagement, and will continue with multi-years projects. A report will also be developed summarizing key statistics and qualitative data from the previous fiscal year on federal contracts in the Nunavut Settlement Area (NSA).

In 2025-26, ISC is enhancing economic programs and policies in collaboration with Indigenous partners to align future initiatives with the principles of the *United Nations Declaration Act* by:

- Continuing to collaborate with First Nations and the Joint Technical Committee (JTC) to modernize the Indian Oil and Gas regulations. ISC is working with the Indian Oil and Gas Canada (IOGC) Co-management Board to advance Assertion of Jurisdiction.
- Supporting on-reserve oil and gas activities that result in lease and royalty revenues, providing Indigenous communities with economic growth. Indian Oil and Gas Canada enables Indigenous communities to achieve greater self-reliance and economic prosperity by advancing First Nation Assertion of Jurisdiction and by leveraging the development, by industry, of on-reserve oil and gas resources for the economic benefit of the First Nation community.
- Coordinating strategic engagement and supporting Indigenous economic priorities in international forums, ensuring these priorities are represented in global discussions and decision-making through international collaborative research projects and bilateral and multilateral trade initiatives, promoting knowledge generation and sharing between national, international, and Indigenous partners.
- Implementing recommendations from the 2023-24 Indigenous Entrepreneurship and Business Development (IEBD) Program evaluation. The IEBD Program consists of three complementary sub-programs that support Indigenous entrepreneurs in Canada: Access to Capital, Access to Business Opportunities and Procurement Strategy for Indigenous Business programs.
- Advancing cooperation activities under the Indigenous Peoples Economic and Trade Cooperation Arrangement (IPETCA) and the IPETCA Partnership Council. Facilitate collaborative projects and initiatives that enhance economic opportunities for Indigenous Peoples across IPETCA economies.
- Supporting the participation of Indigenous Peoples and the integration of Indigenous perspectives in activities undertaken as part of Canada's inclusive approach to international trade, including trade agreement negotiations led by Global Affairs Canada and other economic development activities.
- Promoting Indigenous considerations with regards to Clean Growth, economic development, and environmental and climate stewardship. ISC participates in the Ministerial Working Group on Regulatory Efficiency for Clean Growth Projects, as well as on interdepartmental Regulatory Efficiency Action Councils. As Canada prioritizes Clean Growth initiatives more broadly, ISC helps ensure that the pivotal role for Indigenous peoples in Clean Growth is centred in key discussions.

## Key risks

For 2025-26, the Economic Development service area has identified the following key uncertainties related to:

- Departmental outcomes and Indigenous partners' priorities on UNDA and economic reconciliation;
- Systemic barriers for communities such as limited capacity and access to capital restricting Indigenous business growth; and

To mitigate these risks, the department will collaborate on, and support research initiatives that produce evidence on economic reconciliation, guided by Indigenous priorities. Additionally, it will facilitate strategic engagement and champion Indigenous economic priorities in international forums, ensuring they are represented in global discussions and decision-making. ISC will also allocate funding for

distinctions-based projects to support greater participation of Indigenous suppliers in federal procurement.

## Service Area 6: Governance

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

Results we plan to achieve:

In 2025-26, ISC will support the transfer of responsibilities, governance capacity and self-determination by:

- Advancing the modernization of governance funding programs to meet the needs of Indigenous governance via the Governance Modernization Working Group and partners-led research and analysis.
- Supporting self-determination by providing capacity development opportunities to participating First Nation communities through the Community Development Wrap Around Initiative (CDWAI).
- Increasing the number of communities certified by the First Nations Financial Management Board, which is part of the eligibility criteria to enter into a New Fiscal Relationship Grant.

In 2025-26, ISC will focus on simplifying access for registered First Nations individuals to the benefits, rights, programs and services to which they are entitled by:

- Increasing the number of newly registered individuals with the goal of 80% of registered First Nation population becoming active Secure Certificate of Indian Status (SCIS) card holders.
- Delivering the initial Digital Application Services (DAS) simplified version that provides expanded access to SCIS online applications. Work is underway to enhance the SCIS application option, introduce registration, and allow external trusted source partners to use the system.
- Ensuring 100% of registered annuitants who request their Treaty Annuities are paid and increase service offerings of treaty payments by launching a new system for treaty payment administration.
- Holding in-person treaty payment events in both community and urban centers.
- Supporting eligible First Nations to take on greater control of Trust Moneys and provide options to First Nations to adopt alternatives to or within sections 64, 66 and 69 of the *Indian Act*.

In 2025-26, ISC will continue to help Indigenous communities to reclaim jurisdiction in areas that matter to them by:

- Expanding the [New Fiscal Relationship Grant](#), a funding mechanism that enhances First Nation communities' ability to control the design, delivery and management of services, to First Nations-led service delivery entities, such as Tribal Councils and health authorities.
- Continuing active co-development within the New Fiscal Relationship Policy Technical Working Group (Assembly of First Nations, First Nations Financial Management Board, Aboriginal Financial Officers Association of (AFOA) Canada) on a First Nations Auditor General.
- Performing risk-based monitoring, as well as contributing to responsive capacity supports for ongoing eligibility of the New Fiscal Relationship Grant. An evaluation of the New Fiscal Relationship 10-year grant was launched in December 2023 and is expected to be completed by June 2025.
- Completion of the findings reports on the five-years of engagement on a National Outcome-Based Framework, with a set of bilingual resources to be shared in 2025 with interested First

Nations communities and data governance leads to be adapted as they identify their own measures of community success and well-being based on their own Indigenous ways of knowing.

- Continuing work to advance the gradual transfer of control over ISC services, including housing and infrastructure to Indigenous control, as outlined in the *Department of Indigenous Services Act, 2019*.

ISC will work to support First Nation-led processes to transition away from the *Indian Act* in 2025-26 by:

- Facilitating First Nation development of customary election codes. ISC will review proposed customary codes to ensure it meets the criteria set out in the Policy on Conversion to Community Election System.
- Increasing qualified electoral officers through the department's training on the *First Nations Elections Act and the Indian Band Election Regulations* to electoral officers. Completing a policy to guide how the department shares data with external partners.
- Continuing supporting by-laws development, Indigenous law making and justice initiatives through initiatives through training, program support and engagement.

ISC will advance the development and implementation of the innovative Transformational Approach to Indigenous Data initiative in 2025-26 by:

- Advancing ISC data governance through the departmental data strategy and take steps to clarify the legal framework for transferring departmental data to Indigenous partners in support of ISC's mandate to transfer of the responsibility for programs and services.
- Leading government-wide efforts to support Indigenous Data Sovereignty with Library and Archives Canada and Treasury Board Secretariat through the Working Group on Indigenous Data Sovereignty.
- Continuing collaborative relationships with Indigenous partners to support Indigenous-led data sovereignty.

## Key risks

For 2025-26, the Governance service area has identified the following key uncertainties related to:

- The lack of availability of stable, flexible, and adequate funding while progressing toward a unified service transfer mandate;
- The potential delays in ongoing co-development activities and meeting related expectations; and
- Lack of consistent data-sharing practices that respond to evolving needs.

To mitigate these risks, the department will support governance capacity initiatives, promote self-determination and data sovereignty, and advance the transition away from the *Indian Act*. It will also contribute to expanding the New Fiscal Relationship Grant, drafting policy on external data sharing, and completing a report identifying barriers to data sharing.

## Planned resources to achieve results

Table 9: Planned resources to achieve results for Indigenous Well-Being and Self-Determination  
Table 9 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	24,962,596,079
Full-time equivalents	6,251

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

## Related government 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](#)
- [Strategic Environmental and Economic Assessment \(SEEA\) and Climate, Nature and Economy Lens](#)
- [United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals](#)
- [Innovation](#)

ISC is dedicated to working with Indigenous partners to support the well-being and self-determination of Indigenous communities. In all of its efforts, ISC is guided by a commitment to reconciliation, aiming to address historical injustices and promote a future where Indigenous Peoples can thrive. In designing policies and programs, the department uses the process of co-development that strives to recognize and respect the co-development principles and best practices articulated by Indigenous partners. Through partnership and innovation, ISC seeks to support the enhancement of Indigenous communities' capacity, ensuring that work is rooted in respect for Indigenous knowledge, cultures, and rights.

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

In 2025-26, ISC will work across several service areas to advance the TRC Calls to Action. In the area of **Health**, ISC will work with First Nations, Inuit, and Métis partners to co-develop separate health policies in collaboration with provincial and territorial governments as appropriate, supporting Calls to Action 18, 20, 22, and 23. The department will also implement Jordan's Principle, ensuring equal access to a wide range of government-funded health, social and educational products, services and supports for eligible First Nations children (Calls to Action 3, 18, and 20). The department will continue to support the Inuit Child First Initiative, and the collaborative work with Inuit to co-develop the long-term, Inuit specific approach to the Inuit Child First Initiative.

Additionally, ISC will provide cultural humility training for healthcare professionals (Call to Action 23). ISC will also continue to take action to foster culturally safe health systems free from racism and discrimination, where Indigenous people are respected and safe, through the Addressing Anti-Indigenous Racism in Health Systems Program, supporting Calls to Action 18, 19, 20, 22, and 23. ISC's Mental Wellness Program continues to support community-based trauma-informed programs for Survivors of colonial sources of trauma including MMIWG2S+, Indian Residential Schools and Federal Indian Day Schools (Calls to Action 19, 21, and 22).

In support of **Children and Families**, ISC will contribute 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*.

For **Education**, ISC will implement Regional Education Agreements, supporting Call to Action 7 by providing First Nations students with education in their native languages. ISC will expand 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.

In the area of **Infrastructure and Environments**, ISC will contribute to creating favorable conditions for advancing TRC Calls to Action by funding infrastructure projects and environmental protection, waste management, and land-use planning initiatives.

Under **Governance**, ISC will advance 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. ISC will advance Call to Action 17 by collaborating with other federal departments to advance government-wide Indigenous data standards on the use of Indigenous language characters.

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

In 2025-26, ISC's **Health** activities will support 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 will support the expansion of Early Learning and Child Care services for First Nations and Inuit children, promoting healthy development in line with Call 3.2. ISC will also continue to implement the Addressing Anti-Indigenous Racism in Health Systems Program, which responds to Calls for Justice 1.8, 3.2, 3.4, 7.4, 7.6, 7.7, and 17.7, by supporting patient advocates, health system navigators, midwives, and birth support workers, as well as initiatives to increase Indigenous representation in the health professions. ISC will continue to address the trauma related to Missing and Murdered Indigenous Women and Girls and 2SLGBTQI+ People, through the Mental Wellness Program, in alignment with Calls for Justice 3.2, 3.3, 3.4, 3.7, 7.2, 7.3, 16.13, and 17.4

For **Children and Families**, ISC will support the safety and security of Indigenous women and children. This supports Call 4.7 through funding Indigenous-led shelters, safe spaces, and services. ISC also contributes to the Federal Pathway to Address MMIWG and the 2021 National Action Plan under the Comprehensive Violence Prevention Strategy.

In **Education**, ISC supports 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 supports Call 16.21 by empowering Indigenous youth with skills and training for economic participation.

In the area of **Infrastructure and Environments**, ISC contributes to Calls 2.4, 3.2, 3.4, and 4.4 by providing community infrastructure and supporting the delivery of language and cultural programs; health, wellness, trauma and addiction services; and education, training and employment opportunities. ISC also directly responds to Call 4.1 by providing infrastructure that meets Indigenous women's, girls', and 2SLGBTQI+ people's social and economic needs; Calls 4.6, and 4.7 by supporting the construction of new housing, repairs to existing homes, and support for shelters for those at risk of violence and abuse; and Call 4.8 by ensuring access to transportation infrastructure, such as roads and bridges.

In **Economic Development**, ISC will support economic growth and self-determination through various initiatives, including supporting Indigenous Financial Institutions through the Aboriginal

Entrepreneurship Program, aligning with Articles 3 and 21.2, which support the economic participation of Indigenous communities.

Under **Governance**, ISC supports First Nations-led transitions away from the *Indian Act*, aligning with Calls 1.2 and 3.1. These efforts promote 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](#)

In 2025-26, ISC will advance support for the UN Declaration across various service areas. In **Health**, ISC's work on distinctions-based health policies improves economic and social conditions in healthcare for Indigenous Peoples, aligning with Article 21.1. Similarly, work on Addressing Anti-Indigenous Racism in Health Systems and mental wellness programming will contribute towards fulfilling Articles 21.1 and 24.2.

For **Children and Families**, ISC's efforts to promote safety and security for Indigenous women and children supports Article 22.2, which focuses on the rights and needs of Indigenous women, children, and elders. Child and family services reforms further Article 1.29, affirming the right of Indigenous Peoples to enjoy all human rights and freedoms.

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

In the area of **Infrastructure and Environments**, ISC will fund infrastructure projects for improved housing, sanitation, health and educational, cultural, and employment outcomes. It will also ensure that First Nations are actively involved in developing and directing their infrastructure projects while receiving support from ISC's financial and technical assistance. These initiatives are in line with Articles 8.1, 11.1, 14, 21, 23 and 24 and 39. ISC will also continue working on service transfer, ensuring that First Nations can exercise decision-making based on free, prior and informed consent, maintain and promote their distinct institutions, and exercise the right to self-determination while fully participating in socio-economic, political and cultural life of the country. These initiatives align with the rights outlined in Articles 3, 5, 18, 19, 20, and 34. ISC's work on environmental protection and land-use planning will continue recognizing and protecting Indigenous Peoples' right to their lands and resources.

In **Economic Development**, ISC will support economic growth and self-determination through various initiatives, including 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, promote self-determination, autonomy, and the governance of Indigenous institutions and communities.

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

The *United Nations Declaration Act* Action Plan, 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 2025-26, ISC will align its activities with the *UN Declaration Act* Action Plan, to ensure Canada can meet its obligations.

In **Health**, ISC's exploration of distinctions-based Indigenous health policies support Action Plan Measures 1.6, 1.7, 3.13, and 4.11, which focus on culturally safe and responsive health services. ISC's Addressing Anti-Indigenous Racism in Canada's Health Systems Program continues to support Action Plan Measures 1.7, 1.8, 3.13, and 4.11, through a suite of initiatives aimed at improving access to culturally-safe services, provide support and recourse to Indigenous patients, and working with provinces and territories where possible to support greater integration of cultural and patient safety in Canada's health systems. ISC's Mental Wellness Program will continue to work to improve and meet the immediate mental wellness needs of communities by supporting Indigenous-led suicide prevention, substance use treatment and prevention, life promotion and crisis response, responding to Action Plan Measures 1.81 and 4.11.

For **Children and Families**, ISC will contribute to measure 1.9 by securing long-term funding for Indigenous-led shelters and services, promoting the safety and security of Indigenous women, girls, and 2SLGBTQI+ people. Reforms to child and family services support measure 1.29, to promote dignity and eliminate discrimination against Indigenous children and families. ISC will contribute to Measure 1.29 by implementing *An Act respecting First Nations, Inuit and Métis children, youth and families* which affirms the inherent right of self-government, including jurisdiction in relation to child and family services, and sets minimum standards in relation to the delivery of culturally appropriate and Indigenous-led services with the aim to reduce the number of Indigenous children in care and ensure they remain connected to their families, communities and culture.

For **Education**, ISC will implement Regional Education Agreements and expand Post-Secondary Education to support measures 1.102 and 2.19, ensuring Indigenous students have equitable access to culturally relevant education. The modernization of the Youth Employment Strategy also aligns with measure 1.102, to provide Indigenous youth with the skills for economic participation.

In the area of **Infrastructure and Environments**, ISC will advance measures that fall under First Nations priorities 15, 16, 17 and 29 by working with First Nations on closing infrastructure gaps on reserve, lifting short and long-term drinking water advisories in First Nation communities, advancing housing and infrastructure service transfer, and ensuring the integrity of reserve lands.

In **Economic Development**, ISC will support measure 1.74 by advancing Indigenous entrepreneurship and increasing economic opportunities. Efforts to support economic self-determination through financial institutions and entrepreneurship initiatives also align with measure 1.77, which promote inclusive economic growth.

Under **Governance**, ISC will continue to invest in First Nations-led governance processes that support measure 2.8, and focus on transitioning away from the *Indian Act* and promoting Indigenous self-governance, thus contributing to the successful implementation of the *UN Declaration Act* Action Plan. ISC will support Indigenous Data Sovereignty and Indigenous-led data strategies to help ensure that First Nations, Inuit, and Métis have the sufficient and sustainable data capacity they need to control, manage, protect, and use their data to deliver effective services to their peoples, tell their own stories and participate in federal decision-making processes on matters that impact them, which supports Action Plan measure 30.

### *Gender-based analysis plus*

Additional plans can be found in the [Gender-based Analysis Plus Supplementary Information Table](#).

[\*Strategic Environmental and Economic Assessment \(SEEA\) and the Climate, Nature, and Economy Lens \(CNEL\)\*](#)

The Cabinet Directive on Strategic Environmental and Economic Assessment, issued in 2024, focuses on the potential environmental and economic considerations of key government decisions, with a special focus on climate change and biodiversity. ISC is required to use the Climate, Nature, and Economy Lens (CNEL) for all proposals to Cabinet, Treasury Board Submissions, and funding requests, as of September 1, 2024. Over 2025-26, ISC will:

- Ensure programs consider the positive and negative effects of proposals on the economy and the environment, taking into account the rights of Indigenous peoples throughout.
- Develop department-specific tools to support meaningful completion of the CNEL, including a directory to enable sharing of expertise within the department; Frequently Asked Questions; crosswalks with other priorities and requirements (Federal Sustainable Development Strategy; Gender Based Analysis Plus); and information flow from Environment and Climate Change Canada.
- Gather data to support an evidence based evaluation of ISC's approach to SEEA and ascertain resource needs and areas for improvement going forward.

### *United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals*

ISC plans relating to the Sustainable Development and the UN Sustainable Development Goals for 2025-26 are included in the [Gender-based Analysis Plus supplementary information table](#).

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

### *Innovation*

In 2025-26, ISC will enhance Indigenous well-being and self-determination through the Transformational Approach to Indigenous Data initiative. ISC will support Indigenous data capacity and improve Indigenous access to ISC-held data. ISC is committed to developing a new Information Management (IM) solution to address ongoing IM and Information Technology (IT) issues that impact data integrity and reporting, data management and analysis. A new IM system will improve data availability and analysis which will better support self-sufficiency in the long run.

ISC prioritizes digital healthcare advancements and expands and promotes innovative healthcare technologies such as virtual care platforms and electronic medical records to improve access in remote communities. Extreme weather and climate change require climate responsive and resilient programs and services that supports First Nations and advance self-determined climate action. Innovative strategies and approaches are required to support communities in mitigating climate risk and provide opportunities for economic growth. These efforts align with ISC's vision of supporting Indigenous-led service delivery and measuring progress on long-term objectives.

- Promoting Innovative Healthcare Technologies – ISC will make significant efforts to support nurses by expanding the Nursing Services Response Centre to address safety and security concerns. The department will also promote access to innovative healthcare technologies, supporting First Nations individuals, families, and communities to connect virtually with healthcare services. Key initiatives include enhancing the use of electronic medical records and virtual care platforms, and improving healthcare access in remote areas. Collaborations with digital health organizations, such as Canada Health Infoway, alongside First Nations partners and provincial governments, help to ensure the connectivity and interoperability of healthcare

systems. To further support healthcare workers, ISC will prioritize the development of a Learning Management System (LMS) for front-line practitioners, which was funded in 2021 as part of the Nursing Health Human Resources Framework.

- Service Transfer and Supports - ISC will make significant progress in measuring service transfer and supports for service transfer in the areas of health, children and families, education, housing and infrastructure and governance. To track progress in these areas, ISC measures indicators such as: First Nation communities with a First Nations-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, First Nations exercising their jurisdiction under the framework of *An Act respecting First Nations, Inuit and Métis children, youth and families*, instead of receiving services through the FNCFS Program, First Nations under transformative education models and First Nations adopting alternatives to the *Indian Act* election system.
- Building a climate lens for programs and services – ISC has been working steadily to better prepare the department to support Indigenous communities to address the increasingly severe, and increasingly unpredictable, impacts of extreme weather and climate change. In 2023, the ISC Working Strategy on Climate Change (2023-2028) was approved. Its goal is to advance ISC's ability to support Indigenous communities, through climate conscious services and programs, to build resilience and advance self-determined climate actions. In 2021, the department finalized its Climate Change Vulnerability Assessment, and in 2023, began tailoring Climate Risk Management Action Plans (a first for the department) to support stronger, more sustainable programs and services. This strategic and methodologically based approach is aligned with Treasury Board's Guide to Integrated Risk Management, is considered a best practice, and will help ISC adapt programs to the impacts extreme weather and climate change, which can affect program costs and effectiveness.
- While National Indigenous partners finalize initiatives from phase 1 of the Transformational Approach to Indigenous Data and advance their data strategies and capacity, the department will continue to support them by laying the groundwork for data transfer as part of the service transfer responsibilities.
- Renewed Departmental Results Framework – In 2023-24, ISC introduced the new Departmental Results Framework (DRF), moving to a single core responsibility: Indigenous well-being and self-determination. This shift aligns the department's programs with the desired socio-economic outcomes for Indigenous Peoples and communities, ensuring that the department's policies and programs support Indigenous communities' self-determination in service delivery and the work towards enhancing socio-economic conditions in their communities. The 2023-24 DRF demonstrates the interdependencies across service areas and their interrelated impacts on Indigenous Peoples' socio-economic outcomes. For example, health infrastructure, part of the Community Infrastructure Program, plays a critical role in Indigenous Peoples' health outcomes by supporting health service delivery. The new DRF better demonstrates the outcomes of its programs and investments to the Government of Canada, Indigenous partners, and the public.
- Co-developing Evaluation Models – ISC will focus 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. 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:

- 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](#)
- [Plans to achieve results](#)
- [Planned resources to achieve results](#)
- [Planning for 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

## Plans to achieve results

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

ISC will continue to ensure that all programs and regions are supported by high quality internal services that are continually evolving to better serve clients and to align with the departmental mandate, including the transfer of services to Indigenous partners.

In 2025-26, ISC will:

- Enhance digital services to improve data utilization and integrity; develop and implement a service modernization and Digital Transformation Plan with an Indigenous-centric approach; and track progress to ensure the Digital Communications Strategy aligns with the departmental mandate and program objectives.
- Adapt policies and practices to support Indigenous self-determination by identifying and dismantling federal barriers to the transfer of departmental responsibilities, while engaging with Indigenous partners to promote innovative practices and advance ISC's obligations to the inherent right of self-government.
- Develop policy guidance on sharing Indigenous data held by ISC with appropriate external partners while clarifying the legal framework for the transfer of data to Indigenous partners as responsibility for these services is handed over.
- Support communities and Survivors of Indian Residential Schools (IRS) through a coordinated approach and improved access to IRS related information and data.
- Work in partnership with Indigenous communities on coordinated public education campaigns on key priorities, including reconciliation.
- Promote greater accountability, transparency, and oversight through internal audits and financial reviews to ensure strong departmental governance, risk management, and controls, while supporting the appropriate use of human and financial resources.
- Develop and implement a strategy for crisis communications during emergencies/crises (e.g. wildfires, floods) in order to provide timely and relevant information that on reserve and eligible First Nation communities need.
- Consolidate the creation of the Human Resources Branch, its programs, services and strategic directions in people management, in support of departmental results. In doing so, building further capability in First Nations, Inuit and Métis recruitment and staffing and support the retention of Indigenous employees by fostering an inclusive workplace that values Indigenous perspectives.
- Advance the implementation of Gender-Based Analysis (GBA) Plus at ISC by ensuring senior management has the necessary information to support its integration into decision-making and

sector action plans. The analysis is applied by HR for development and implementation of a new Employment Equity, Diversity and Inclusion action plan, the Accessibility Plan, the next Workplace Wellness and Mental Health Strategy and the Official Languages Act changes. Evaluators in the Strategic Policy and Partnerships Sector are applying an intersectional, distinctions-based GBA Plus approach throughout the entire evaluation cycle, from design to findings and recommendations.

- Enhance Indigenous cultural competencies through the implementation of the Indigenous Cultural Competency Learning Policy, the Deputy Minister’s Action Plan on Indigenous Inclusion, the work of the Indigenous Employee Secretariat and recommendations from the [Many Voices One Mind Report](#) while supporting the Inclusion, Diversity, Equity, Accessibility and Anti-Racism Task Force in implementing recommendations to enhance employee retention, development and wellness and creating a safe, healthy and respectful workplace.

### Planned resources to achieve results

Table 10: Planned resources to achieve results for internal services this year

Table 10 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	358,839,237
Full-time equivalents	2,089

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

### Planning for 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 (ISC) is committed to reconciliation with Indigenous Peoples and will continue to explore all available avenues for increasing opportunities for Indigenous businesses to participate in federal procurement processes. Departmental programs, in collaboration with the Materiel and Asset Management Directorate (MAMD) of the Chief Finances, Results and Delivery Officer (CFRDO), are working in support of the Procurement Strategy for Indigenous Business and the mandatory minimum 5% Indigenous Procurement requirement.

In support of the policy, MAMD procurement officials are well versed in Indigenous procurement, and various measures are incorporated into routine procurement requests to ensure that Indigenous elements have been considered for each request. Various communications activities have been undertaken to ensure awareness of the new directive.

MAMD procurement officials continue to work closely with Government of Canada policy leads through participation in interdepartmental working groups to establish best practices for Indigenous procurement to be applied within the department.

Table 11: Percentage of contracts planned and awarded to Indigenous businesses

Table 11 presents the current, actual results with forecasted and planned results for the total percentage of contracts the department awarded to Indigenous businesses.

5% Reporting Field	2023-24 Actual Result	2024-25 Forecasted Result	2025-26 Planned Result
<b>Total percentage of contracts with Indigenous businesses</b>	14.20% <sup>1</sup>	15%	15%

<sup>1</sup> Due to a formula error, the result has been adjusted to 14.20% from the previously reported 13.44%.

While ISC came very close to its 15% target in year 2023-24, there is a risk that future departmental performance may be affected by the current number of Indigenous suppliers registered in the Indigenous Business Directory (IBD). The department relies on several large contracts with a limited supplier base, and there is a risk that any changes in these contracts could significantly affect results. To enhance results, an increase in the number of suppliers registered in the Indigenous Business Directory would be beneficial.

### Planned spending and human resources

This section provides an overview of Indigenous Services Canada’s planned spending and human resources for the next three fiscal years and compares planned spending for 2025-26 with actual spending from previous years.

In this section

- [Spending](#)
- [Funding](#)
- [Future-oriented condensed statement of operations](#)
- [Human resources](#)

### Spending

This section presents an overview of the department's planned expenditures from 2022-23 to 2027-28.

### Budgetary performance summary

Table 12 Three-year spending summary for core responsibilities and internal services (dollars)

Table 12 presents how much money ISC spent over the past three years to carry out its core responsibilities and for internal services. Amounts for the current fiscal year are forecasted based on spending to date.

Core responsibilities and Internal services	2022-2023 Actual Expenditures	2023-24 Actual Expenditures	2024-2025 Forecast Spending
Indigenous Well-Being and Self-Determination	Not applicable <sup>1</sup>	46,140,030,260	27,357,495,797
Services and Benefits to Individuals	2,435,713,923	Not applicable <sup>1</sup>	Not applicable <sup>1</sup>
Health and Social Services	10,670,268,362	Not applicable <sup>1</sup>	Not applicable <sup>1</sup>
Governance and Community Development Services	7,418,701,952	Not applicable <sup>1</sup>	Not applicable <sup>1</sup>
Indigenous Self-Determined Services	1,736,060,794	Not applicable <sup>1</sup>	Not applicable <sup>1</sup>
<b>Subtotal (s)</b>	<b>22,260,745,031</b>	<b>46,140,030,260</b>	<b>27,357,495,797</b>
Internal services	295,617,247	337,211,351	367,871,788
<b>Total(s)</b>	<b>22,556,362,278</b>	<b>46,477,241,611</b>	<b>27,725,367,585</b>

<sup>1</sup> The Core Responsibility totals for 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 period from 2022-23 to 2024-25

Spending is expected to increase by \$5,169.0 million between 2022-23 actual spending and 2024-25 forecast spending. This is primarily due to net increases:

- in funding for child and family services which is primarily due to an additional funding for reforms to the First Nations Child and Family Services program;
- in funding for Jordan's Principle and the Inuit Child First Initiative which is primarily due to an additional funding for Jordan's Principle;
- for supplementary health benefits over this two-year period is due to utilization growth and inflationary pressures across all non-insured health benefits areas;

- in funding for elementary and secondary education as well as post-secondary education which is primarily due to investments in Budget 2024;
- a net increase in funding for public health promotion and disease prevention which is primarily due to funding for mental wellness and substance use treatment services (Budget 2024); and
- a net decrease in funding for emergency management assistance

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

Table 13 Planned three-year spending on core responsibilities and internal services (dollars)

Table 13 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	2025-26 Planned Spending	2026-27 Planned Spending	2027-28 Planned Spending
Indigenous Well-Being and Self-Determination	24,962,596,079	21,027,300,221	19,765,927,544
<b>Subtotal</b>	<b>24,962,596,079</b>	<b>21,027,300,221</b>	<b>19,765,927,544</b>
Internal services	358,839,237	334,803,440	310,164,466
<b>Total</b>	<b>25,321,435,316</b>	<b>21,362,103,661</b>	<b>20,076,092,010</b>

#### Analysis of the next three years of spending

For the period from 2025-26 to 2027-28

Spending is expected to decrease by \$5,245.3 million between 2025-26 and 2027-28 planned spending. Decisions on the renewal of the sunset initiatives will be taken in future budgets and reflected in future estimates.

The decrease is primarily due to net decreases:

- in funding for community infrastructure which is primarily due to:
  - a net decrease in funding for infrastructure projects in Indigenous communities; and
  - sunset (at the end of 2025-26) of funding for the First Nations Water and Wastewater Enhanced Program.
- in funding for Jordan's Principle and the Inuit Child First Initiative which primarily reflects Jordan's Principle returning to Budget 2022 funding level upon expiry of additional temporary funding sources on March 31st, 2026, as well as the expiry of the one-year funding source for the Inuit Child First Initiative on March 31st, 2026;
- in funding for elementary and secondary education as well as post-secondary education which is primarily due to sunset (at the end of 2025-26) of funding for the First Nations Elementary and Secondary Education Program (Budget 2024);
- in funding for Child and Family Services which is primarily due to the reduction in funding for an *Act respecting First Nations, Inuit and Métis children, youth and families*;

- in funding for public health promotion and disease prevention which is primarily due to sunset (at the end of 2025-26) of funding for mental wellness and substance use treatment services (Budget 2024); and
- a decrease in base funding available to the supplementary health benefits program in future years due to the expiry of previous years temporary program funds.

More [detailed financial information on planned spending](#) is available on the Finances section of GC Infobase.

Table 14: Budgetary gross and net planned spending summary (dollars)

Table 14 reconciles gross planned spending with net spending for 2025-26.

Core responsibilities and Internal services	2025-26 Gross planned spending (dollars)	2025-26 Planned revenues netted against spending (dollars)	2025-26 Planned net spending (authorities used)
Indigenous Well-Being and Self-Determination	24,968,046,079	(5,450,000)	24,962,596,079
<b>Subtotal</b>	<b>24,968,046,079</b>	<b>(5,450,000)</b>	<b>24,962,596,079</b>
Internal services	401,157,226	(42,317,989)	358,839,237
<b>Total</b>	<b>25,369,203,305</b>	<b>(47,767,989)</b>	<b>25,321,435,316</b>

#### Analysis of budgetary 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*.

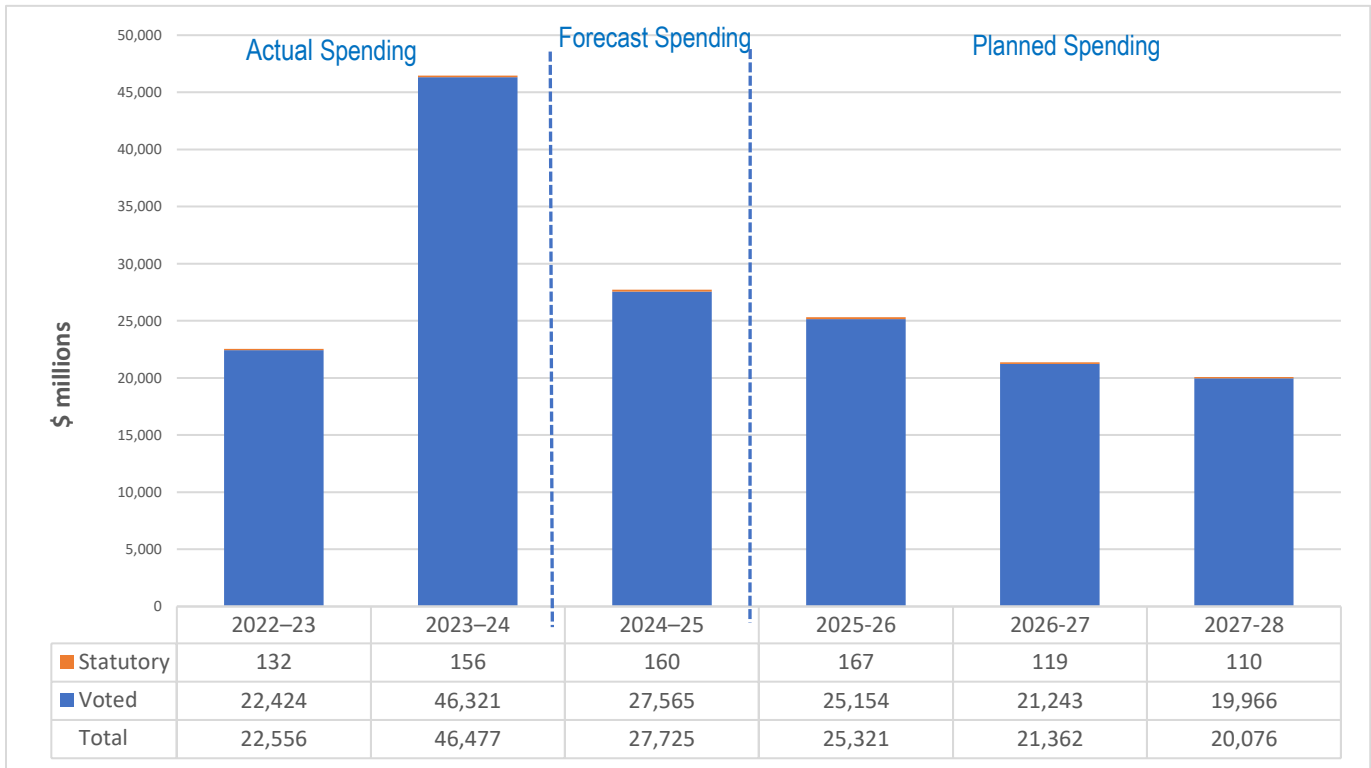
Information on the alignment of Indigenous Services Canada's [spending with Government of Canada's spending and activities](#) is available on GC InfoBase.

#### 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 2022-23 to 2027-28.



**Text description of graph 1**

This stacked bar graph depicts actual spending from 2022 to 2024, forecast spending from 2024 to 2025, and planned spending from 2025 to 2028.

- In 2022-23, total actual spending was \$22, 556 million. Of this amount, \$22,424 million is voted spending and \$132 million is statutory spending.
- In 2023-24, total actual spending was \$46,477 million. Of this amount, \$46,321 million is voted spending and \$156 million is statutory spending.
- In 2024-25, total forecast spending is \$27,725 million. Of this amount, \$27,565 million is voted spending and \$160 million is statutory spending.
- In 2025-26, total planned spending is \$25,321 million. Of this amount, \$25,154 million is voted spending and \$167 million is statutory spending.
- In 2026-27, total planned spending is \$21,362 million. Of this amount, \$21,243 million is voted spending and \$119 million is statutory spending.
- In 2027-28, total planned spending is \$20,076 million. Of this amount, \$19,966 million is voted spending and \$110 million is statutory spending.

Fiscal year	Total	Voted	Statutory
2022-23	22,556	22,424	132
2023-24	46,477	46,321	156
2024-25	27,725	27,565	160
2025-26	25,321	25,154	167
2026-27	21,362	21,243	119
2027-28	20,076	19,966	110

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

For the period from 2022-23 to 2024-25

Spending is expected to increase by \$5,169.0 million between 2022-23 actual spending and 2024-25 forecast spending. This is primarily due to:

- a net increase in funding for child and family services, Jordan's Principle and the Inuit Child First Initiative, supplementary health benefits, education, and public health promotion and disease prevention.

This increase is being partially offset by a net decrease in funding for emergency management assistance.

For the period from 2025-26 to 2027-28

Spending is expected to decrease by \$5,245.3 million between 2025-26 and 2027-28 planned spending. Decisions on the renewal of the sunset initiatives will be taken in future budgets and reflected in future estimates.

The decrease is primarily due to:

- a net decrease in funding for community infrastructure which is mainly attributable to:
  - a net decrease in funding for infrastructure projects in Indigenous communities; and
  - sunset (at the end of 2025-26) of funding for the First Nations Water and Wastewater Enhanced Program;
- a net decrease in funding for Jordan's Principle and the Inuit Child First Initiative which primarily reflects Jordan's Principle returning to Budget 2022 funding level upon expiry of additional temporary funding sources on March 31st, 2026 as well as the expiry of the one-year funding source for the Inuit Child First Initiative on March 31st, 2026;
- a net decrease in funding for education which is mainly due to the sunset (at the end of 2025-26) of funding for the First Nations Elementary and Secondary Education Program (Budget 2024);
- a net decrease in funding for child and family services which is primarily due to the reduction in funding for an *Act respecting First Nations, Inuit and Métis children, youth and families*;
- a net decrease in funding for public health promotion and disease prevention which is mainly due to the sunset (at the end of 2025-26) of funding for mental wellness and substance use treatment services (Budget 2024); and
- a decrease in base funding available to the supplementary health benefits program in future years due to the expiry of previous years temporary program funds.

For further information on Indigenous Services Canada's departmental appropriations, consult the [2025-26 Main Estimates](#).

## Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of Indigenous Services Canada's operations for 2024-25 to 2025-26.

Table 15 Future-oriented condensed statement of operations for the year ended March 31, 2026 (dollars)  
Table 15 summarizes the expenses and revenues which net to the cost of operations before government funding and transfers for 2024-25 to 2025-26.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available [on Indigenous Services Canada's website](#).

Financial information	2024-25 Forecast results	2025-26 Planned results	Difference (Planned results minus forecasted)
Total expenses	27,981,669,405	24,117,861,931	(3,863,807,474)
Total revenues	54,586,543	48,412,488	(6,174,055)
Net cost of operations before government funding and transfers	27,927,082,862	24,069,449,443	(3,857,633,419)

### Analysis of forecasted and planned results

#### Expenses

Total expenses for 2025-26 are planned at \$24,118 million, representing a \$3,864 million decrease from the previous year's forecasted total expenses of \$27,982 million. Expenses by core responsibility are as follows:

- Indigenous Well-Being and Self-Determination \$23,684 million (98%), a \$3,849 million decrease from the 2024-2025 forecast; and
- Internal Services \$433 million (2%), a \$15 million decrease from the 2024-2025 forecast.

The majority of the decrease in Indigenous Well-Being and Self-Determination is due to a decrease in transfers to recipients resulting from the sunseting of funding for some programs.

#### Revenues

Total revenues for 2025-26 are planned at \$48.4 million, representing a \$6.2 million decrease over the previous year's total revenues of \$54.6 million. Revenues from finance and administrative services represent \$42.3 million (87%), spendable revenues represent \$5.5 million (11%), and gain on disposal of assets to outside parties represents \$0.6 million (1%).

A more detailed [Future-Oriented Statement of Operations and associated Notes for 2025-26](#), including a reconciliation of the net cost of operations with the requested authorities, is available on Indigenous Service Canada's website.

### Human resources

This section presents an overview of the department's actual and planned human resources from 2022-23 to 2027-28.

Table 16: Actual human resources for core responsibilities and internal services

Table 16 shows a summary of human resources, in full-time equivalents, for Indigenous Services Canada's core responsibilities and for its internal services for the previous three fiscal years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2022-23 Actual full-time equivalents	2023-24 Actual full-time equivalents	2024-25 Forecasted full-time equivalents
Indigenous Well-Being and Self-Determination	Not applicable*	6,187	6,590
Services and Benefits to Individuals	1,824	Not applicable*	Not applicable*
Health and Social Services	2,045	Not applicable*	Not applicable*
Governance and Community Development Services	1,819	Not applicable*	Not applicable*
Indigenous Self-Determined Services	14	Not applicable*	Not applicable*
<b>Subtotal</b>	<b>5,702</b>	<b>6,187</b>	<b>6,590</b>
Internal services	1,576	1,740	2,101
<b>Total</b>	<b>7,278</b>	<b>7,927</b>	<b>8,691</b>

\* 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 2022-23 to 2024-25:

The variance in FTE utilization is mainly due to:

- allocation of additional resources throughout the year to meet program needs and priorities, sustain the program's growing operations and the creation of a new human resources branch at ISC;
- incremental funding provided through Supplementary Estimates for the continued implementation of Jordan's Principle;
- funding to reform the First Nations Child and Family Services Program;
- funding for safe drinking water access in First Nation communities;
- new funding received for Budget 2022 Health Human Resources;
- growth related to the implementation of Long Term Reform's immediate 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*;
- approved funding to advance First Nation self-determination and economic reconciliation in First Nations land management;
- additional resources to meet increasing registration demand as a result of the implementation of Bill S-3; and
- sustaining support for Mental Wellness and Substance Use Treatment Services.

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

Table 17: Human resources planning summary for core responsibilities and internal services  
 Table 17 shows information on human resources, in full-time equivalents, for each of ISC's core responsibilities and for its internal services planned for the next three years.

Core responsibilities and internal services	2025-26 Planned full-time equivalents	2026-27 Planned full-time equivalents	2027-28 Planned full-time equivalents
Indigenous Well-Being and Self-Determination	6,251	5,362	4,857
<b>Subtotal</b>	<b>6,251</b>	<b>5,362</b>	<b>4,857</b>
Internal services	2,089	1,973	1,873
<b>Total</b>	<b>8,340</b>	<b>7,335</b>	<b>6,730</b>

#### Analysis of human resources for the next three years

For the period from 2025-26 to 2027-28:

Decisions on the renewal of the sunset initiatives will be taken in future budgets and reflected in future estimates. The variance in FTEs is mainly due to decreases in funding sources and sunseting items:

- recently found operational efficiencies in the delivery of the First Nations Child and Family Services Program as it continues to pursue Long Term Reform;
- reductions related to the first Refocusing Government Spending;
- Sunset funding of:
  - support for Mental Wellness and Substance Use Treatment Services
  - Health Human Resources
  - Budget 2021
  - support for Indigenous policing and community safety, and
  - First Nations Elementary and Secondary Education Program Integrity that was announced in Budget 2024;
- transfers with the Department of Employment and Social Development for the Indigenous Early Learning and Child Care Transformation Initiative in 2025-26
- for the Enhancement of the First Nations Elementary and Secondary Education on Reserve announced in Budget 2021;
- for Advance First Nations Lifelong Learning: Adult Education announced in Budget 2021;
- to support the implementation of the Regional Education Agreement with the First Nations Education Council in Quebec announced in Budget 2022;
- to strengthen employment and skills supports for youth, for the First Nations Water and Wastewater Enhanced Program (FES 2023);
- for infrastructure projects in indigenous communities related to education facilities (Budget 2024) and to housing (Budget 2022);
- to increase opportunities in federal procurement for Indigenous-led businesses;
- to support Indigenous-led economic recovery and stimulus for communities, businesses and the tourism industry (Budget 2022) and to support Indigenous participation in economically sustainable clean energy projects (Budget 2024);
- to support community development for First Nations, to Support the New Fiscal Relationship Grant and Expand Eligibility for the Grant;
- for the continued implementation of the Inuit Child First Initiative;

- program integrity funding for the continued implementation of Jordan’s Principle; and
- previously funded for Additions to Reserve Land for First Nations Economic Recovery (OCR 2025).

## Corporate information

Departmental profile

Appropriate minister: The Honourable Mandy Gull-Masty, P.C., M.P., Minister of Indigenous Services

Ministerial portfolio: Department of Indigenous Services

Enabling instruments: [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

Indigenous Services Canada  
Les Terrasses de la Chaudière  
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K1A 0H4

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Website: [Indigenous Services Canada](#)

## Supplementary information tables

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

- [Details on transfer payment programs](#)
- [Gender-based analysis plus](#)
- [Horizontal initiatives](#)

Information on ISC’s departmental sustainable development strategy can be found on [ISC’s website](#).

## Federal tax expenditures

Indigenous Services Canada’s Departmental Plan does not include information on tax expenditures. Tax expenditures are a responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the Report on [Federal Tax Expenditures](#).

This report provides detailed information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations, research papers and gender based analysis plus.

## 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 3year period. Departmental Plans are usually tabled in Parliament each spring.

### **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.

### **full-time equivalent** (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. For a particular position, the full-time 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])

Is an analytical tool used to support the development of responsive and inclusive 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.

Using GBA Plus involves taking a gender- and diversity-sensitive approach to our work. Considering all intersecting identity factors as part of GBA Plus, not only sex and gender, is a Government of Canada commitment.

**government priorities** (priorités gouvernementales)

For the purpose of the 2025-26 Departmental Plan, government priorities are the high-level themes outlining the government's agenda in the most recent Speech from the Throne.

**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.

**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](#).

**non-budgetary expenditures** (dépenses non budgétaires)

Non-budgetary authorities that comprise assets and liabilities transactions for loans, investments and advances, or specified purpose accounts, that have been established under specific statutes or under non-statutory authorities in the Estimates and elsewhere. Non-budgetary transactions are those expenditures and receipts related to the government's financial claims on, and obligations to, outside parties. These consist of transactions in loans, investments and advances; in cash and accounts receivable; in public money received or collected for specified purposes; and in all other assets and liabilities. Other assets and liabilities, not specifically defined in G to P authority codes are to be recorded to an R authority code, which is the residual authority code for all other assets and liabilities.

**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 a 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.

**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.