

# Indigenous Services Canada 2026–27 Departmental Plan

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



Indigenous Services  
Canada

Services aux  
Autochtones Canada

Canada

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# Indigenous Services Canada's 2026-27 Departmental Plan

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## At a glance

This departmental plan details Indigenous Services Canada's priorities and plans for the 2026-27 fiscal year, and anticipated departmental expenditures for the upcoming three fiscal years.

These plans align with the priorities outlined in the [Mandate Letter](#), as well as Indigenous Services Canada's [Vision, mission, raison d'être and operating context](#).

## Key priorities

Indigenous Services Canada identified the following key priorities for 2026-27:

- Strengthening resilience and capacity in Indigenous communities
- Investing in Indigenous youth for a stronger future
- Supporting the creation of generational wealth towards the achievement of self-determination
- Achieving results through effective and efficient programs and modernized and high-quality service delivery

ISC's key priorities were used as a strategic lens in developing the Departmental Plan, ensuring that planned results reflect the interconnected nature of the Department's programs and services. Rather than aligning results to a single priority, many planned results support multiple priorities, recognizing that progress in one area often contributes to outcomes in others. This integrated approach supports coherence across planning and reporting, promotes collaboration across sectors, and ensures departmental efforts are coordinated toward shared outcomes.

## Comprehensive Expenditure Review

The government is committed to restraining the growth of day-to-day operational spending to make investments that will grow the economy and benefit Canadians.

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

1. **2026-27:** \$494,000,000
2. **2027-28:** \$494,000,000
3. **2028-29:** \$494,000,000

Indigenous Services Canada is currently finalizing its approach to achieving these savings, with input from relevant partners. Details will be made available once this work is completed.

The figures in this departmental plan do not reflect these reductions.

## Highlights for Indigenous Services Canada in 2026-27

ISC is committed to advancing the development of strong and resilient Indigenous communities. This includes sustained action to reduce long-standing social and economic barriers, such as limited access to safe housing, clean water, quality health services, and community-led climate-resilient infrastructure. Capacity building remains essential to support communities in strengthening governance structures, developing skills, and accessing the resources needed to advance self-determination and improve long-term well-being.

Building on this foundation, ISC is making investments in Indigenous youth to reinforce services for families and cultivate environments where children and youth can thrive. ISC aligns programs across health, social services, education, child and family services, and skills development to ensure timely, culturally informed resources that foster long-term success. This improves access to essential health, social, and educational supports, advances long-term reform of the First Nations Child and Family Services program, and enhances culturally grounded K-12 and adult education pathways that promote lifelong learning.

A stable future for young people also depends on expanding opportunities for communities to build and retain generational wealth. ISC is creating stronger pathways to Indigenous economic participation, ensuring communities can fully leverage opportunities for long-term prosperity. Guided by the *United Nations Declaration on the Rights of Indigenous Peoples Act* (UN Declaration Act), this work supports business growth, improves access to capital, and positions communities to fully benefit from federal investments and policy decisions. Key actions focus on supporting the development of major projects, enhancing planning and financial readiness, expanding access to community development supports,

increasing Indigenous business participation in federal procurement, and integrating climate resilience into economic development programs. Together, these economic initiatives reinforce community resilience and support First Nations in designing and implementing long-term strategies grounded in their culture and traditions.

To achieve meaningful results across these areas, ISC will prioritize the delivery of effective, efficient programs, and culturally relevant, high-quality services. The department will continue to improve program performance by enhancing coordination, strengthening governance, reducing administrative barriers, and designing services that are more responsive, community-driven, climate-resilient and outcomes-focused. This includes supporting strong First Nation governance and service delivery capacity, improving access to essential digital and administrative tools, advancing Indigenous Data Sovereignty and data-sharing frameworks, and providing clear pathways to help communities navigate governance processes and move toward self-determination.

In 2026-27, ISC will accelerate efforts to strengthen a results-based culture in which evidence drives decisions, learning shapes actions, and accountability is embedded in how the department plans, delivers, and assesses performance. This approach will enhance transparency and continue to build trust by clearly demonstrating progress to Indigenous partners, Canadians, and Parliament.

With this strengthened foundation, ISC will enhance accountability, support continuous learning, anticipate risks, and target investments more strategically in pursuit of sustained outcomes for Indigenous Peoples.

In 2026-27, total planned spending (including internal services) for Indigenous Services Canada is \$24,095,181,910 and total planned full-time equivalent staff (including internal services) is 7,567.

## Summary of planned results

The following provides a summary of the results the department plans to achieve in 2026-27 under its main areas of activity, called “core responsibility.”

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

In 2026-27, ISC will continue to advance its core responsibility of supporting Indigenous well-being and self-determination. The department is mandated to ensure that First Nations, Inuit and Métis Peoples have access to eligible services that reduce socio-economic gaps and improve long-term outcomes. This work spans multiple areas, including advancing health and well-being, strengthening families, improving educational attainment, building sustainable climate-resilient infrastructure, growing economic development opportunities, and supporting Indigenous communities in exercising greater control over service delivery. Advancing progress requires approaches that are Indigenous-led, distinctions-based, culturally grounded, and responsive to Indigenous priorities, including ongoing efforts to transfer federal responsibilities to Indigenous governments and organizations.

Planned spending: \$23,786,520,478

Planned human resources: 5,695

More information about [Indigenous Well-Being and Self-Determination](#) can be found in the full plan.

For complete information on Indigenous Services Canada's total planned spending and human resources, read the [Planned spending and human resources section](#) of the full plan.

## From the Minister

The 2026–2027 Departmental Plan marks a period of significant change for Indigenous Services Canada. Together with First Nations, Inuit and Métis partners, we are taking meaningful steps to reduce long-standing social and economic barriers and support communities in building safe, resilient, and prosperous futures. These efforts focus on directing resources where they are most needed to strengthen families and community well-being.

Our work is grounded in partnership, guided by the right to self-determination, and informed by a commitment to reconciliation. By walking beside First Nations, Inuit and Métis partners, we support Indigenous communities in shaping their own futures. Indigenous Services Canada’s role is to listen, provide support, and help create conditions that enable Indigenous governments to make decisions for their people.

A central focus is supporting children and youth. Investments that support their well-being and development help shape opportunities for generations. Healthy, confident young people strengthen communities and safe, culturally grounded environments help them learn, lead, and succeed.

Economic opportunities are key to building stronger communities and generational wealth. Guided by the *United Nations Declaration on the Rights of Indigenous Peoples Act*, we are working to support Indigenous economic participation. When wealth stays in communities, it supports self-determination, creates local jobs, and builds lasting prosperity rooted in Indigenous values and priorities.

We are also improving how Indigenous Services Canada supports communities across the country. Our goal is clear: to make programs and services easier to access for First Nations, Inuit, and Métis people. We are rethinking service delivery, whether in person, by phone, by mail, or online, and improving speed, coordination, and connectivity. We are simplifying processes, enhancing coordination, and using modern tools and technology to remove unnecessary barriers.

This plan reflects a shared commitment: to supporting strong, healthy, and empowered communities, and to support Indigenous Peoples in having the tools and authority to shape their futures. Together, we are building a stronger foundation for generations to come.

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



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

## Plans to deliver on the core responsibility and internal services

### Core responsibilities and internal services

- [Core responsibility: Indigenous Well-Being and Self-Determination](#)
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### Core responsibility: Indigenous Well-Being and Self-Determination

#### In this section

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- [Quality of life impacts](#)
- [Indicators, results and targets](#)
- [Plans to achieve results](#)
- [Planned resources to achieve results](#)
- [Program inventory](#)
- [Summary of changes to reporting framework since last year](#)

#### Description

Well-being services support First Nations, Inuit, and Métis individuals, children and families throughout their life from childhood to elder years. These services are informed by the social determinants of health and are intended to fulfill the Departmental mandate to close socioeconomic gaps through services that include culturally appropriate physical and mental health; safety and social wellness; and education. Community well-being is part of a continuum that extends to the environment and the land. These services work together to create sustainable infrastructure and environments; and economic prosperity. Support for governance capacity advances self-determination and enables opportunities for service transfer. Service transfer in partnership with Indigenous Peoples extends across all service areas to support Indigenous self-determination in alignment with the Departmental mandate.

#### Quality of life impacts

ISC's core mandate to support Indigenous well-being and self-determination contributes to every domain of Canada's Quality of Life Framework and has a direct connection to the "Good Governance" domain. Through capacity-building, supporting Indigenous jurisdiction, and expanding pathways for the transfer of responsibilities, ISC advances the "Indigenous self-determination" indicator and strengthens community governance. ISC also impacts the "Health", "Society", and "Prosperity" domains by ensuring access to physical and mental health services, delivering safety and social supports, promoting cultural and language programming, and expanding educational and economic development opportunities in Indigenous communities. Progress in these areas is reflected in the "Self-rated mental health", "Indigenous language", and "Postsecondary attainment" indicators.

Furthermore, ISC contributes to the “Environment” and “Prosperity” domains by supporting Indigenous communities in meeting their needs for housing, drinking water, waste management, contaminated sites management, and climate change adaptation and structural mitigation measures (tracked through indicators such as “Housing Needs”, “Drinking Water”, “Waste Management”, and “High-Risk Contaminated Sites”). ISC’s Working Strategy on Climate Change and related environmental programming help create sustainable and resilient infrastructures and environments that support economic prosperity. All these services work in tandem to close socio-economic gaps, advance economic prosperity and improve the quality of life for Indigenous Peoples across Canada.

Indicators, results and targets

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

The following tables provide a summary of the target and actual results for each indicator associated with the results under Indigenous Well-Being and Self-Determination.

### Service Area 1: Health

Table 1: Indigenous Peoples are physically well

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
Percentage of First Nations adults living on reserve who reported being in “excellent” or “very good” health	2022-23: 37.8% <sup>1</sup> 2023-24: 37.8% <sup>1</sup> 2024-25: 37.8% <sup>1</sup>	44%	March 2028
Percentage of First Nations adults living off reserve who reported being in “excellent” or “very good” health	New indicator introduced in 2024-25	44%	March 2028
Percentage of Inuit adults living within Inuit Nunangat who reported being in “excellent” or “very good” health	2022-23: 36.9% <sup>2</sup> 2023-24: 36.9% <sup>2</sup> 2024-25: 41.6% <sup>3</sup>	44%	March 2028
Percentage of Inuit adults living in Canada who reported being in “excellent” or “very good” health	New indicator introduced in 2024-25	44%	March 2028

<sup>1</sup> Results are from the 2015 First Nations Regional Health Survey (FNRHS, or RHS) (2015-2020). The current cycle has been significantly delayed due to the COVID-19 pandemic. The next set of survey results are expected to be made available by the First Nations Information Governance Centre (FNIGC) in 2027.

<sup>2</sup> Results are from the 2017 Aboriginal Peoples Survey (APS) (2012-2017).

<sup>3</sup> Results are from the 2022 Indigenous Peoples Survey (IPS) (2022-2027), which became available in 2024.

Table 2: Indigenous Peoples are mentally well

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
Percentage of First Nations adults living on reserve who reported “excellent” or “very good” mental health	2022-23: 50.5% <sup>1</sup> 2023-24: 50.5% <sup>1</sup> 2024-25: 50.5% <sup>1</sup>	55%	March 2028
Percentage of First Nations adults living off reserve who reported “excellent” or “very good” mental health	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</b>	2022-23: 42.5% <sup>2</sup> 2023-24: 42.5% <sup>2</sup> 2024-25: 40.6% <sup>3</sup>	50%	March 2028
<b>Percentage of Inuit adults living in Canada who reported “excellent” or “very good” mental health</b>	New indicator introduced in 2024-25	50%	March 2028

<sup>1</sup> Results are from the 2015 First Nations Regional Health Survey (FNRHS, or RHS) (2015–2020). The current cycle has been significantly delayed due to the COVID-19 pandemic. The next set of survey results are expected to be made available by the First Nations Information Governance Centre (FNIGC) in 2027.

<sup>2</sup> Results are from the 2017 Aboriginal Peoples Survey (APS) (2012–2017).

<sup>3</sup> Results are from the 2022 Indigenous Peoples Survey (IPS) (2022–2027), which became available in 2024.

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

Departmental Result Indicators	Actual Results	2026–27 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”</b>	2022-23: 55.2% <sup>1</sup> 2023-24: 55.2% <sup>1</sup> 2024-25: 55.2% <sup>1</sup>	57%	March 2028
<b>Percentage of First Nations with an Indigenous-led plan for health service delivery</b>	2022-23: Introduced in 2023-24 2023-24: 93.43% 2024-25: 91.48% <sup>2</sup>	95%	March 2027

<sup>1</sup> Results are from the 2015 First Nations Regional Health Survey (FNRHS, or RHS) (2015–2020). The current cycle has been significantly delayed due to the COVID-19 pandemic. The next set of survey results are expected to be made available by the First Nations Information Governance Centre (FNIGC) in 2027.

<sup>2</sup> Results may not reflect that some First Nations communities receive health services from health authorities, tribal councils or other First Nations organizations with an Indigenous-led plan for health service delivery. First Nations in British Columbia (BC) are not included in the calculation due to the transfer of federal health programs and services to the BC First Nations Health Authority.

## Service Area 2: Children and Families

Table 4: Indigenous Peoples are culturally safe and socially well

Departmental Result Indicators	Actual Results	2026–27 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>	2022-23: Introduced in 2023-24 2023-24: 7.5% <sup>1</sup> 2024-25: 16.9% <sup>1</sup>	16%	March 2027
<b>Percentage of requests for overnight residence in Indigenous Services Canada funded shelters by women, children, and 2SLGBTQIA+<sup>2</sup> people that are met</b>	2022-23: Introduced in 2023-24 2023-24: 62% 2024-25: 62% <sup>3</sup>	100%	March 2027
<b>Percentage of residents living on reserve who are supported through Income Assistance</b>	2022-23: Not available <sup>4</sup> 2023-24: Not available <sup>4</sup> 2024-25: Not available <sup>4</sup>	26%	March 2027
<b>Percentage of First Nations children on reserve in care</b>	2022-23: 6.15% 2023-24: Not available <sup>5</sup> 2024-25: Not available <sup>5</sup>	6.1%	March 2027
<b>Percentage of children in care who are placed with a family member (kinship care)<sup>6</sup></b>	2022-23: 28.34% 2023-24: Not available <sup>5</sup> 2024-25: Not available <sup>5</sup>	28.4%	March 2027

<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>	2022-23: Introduced in 2023-24 2023-24: 10 2024-25: 14	20 <sup>7</sup>	March 2027
<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>	2022-23: Introduced in 2023-24 2023-24: 1 2024-25: 1	1 <sup>7</sup>	March 2027
<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>	2022-23: Introduced in 2023-24 2023-24: 0 2024-25: 0	1 <sup>7</sup>	March 2027

<sup>1</sup> The Program has updated the result from 7.5% to 16.9% to be inclusive of non-legal partners. In 2019, Statistics Canada reported that 7.5% of Indigenous people (7.3% of First Nations people, 9.4% of Métis and 15% of Inuit) who were married or in common-law relationships or had (or had contact with) a partner in the previous five years, experienced spousal violence in the five years preceding the survey. This does not include Indigenous People that are outside legal partnerships.

<sup>2</sup> 2SLGBTQQIA+ is used in this indicator in alignment with the Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQQIA+ People.

<sup>3</sup> Performance results correspond to the preceding fiscal year to align with public reporting timelines. To support the new approach of aligning data with reporting timelines and enhancing consistency in public data reporting, the 2023-24 result is repeated for 2024-25.

<sup>4</sup> Due to ongoing reporting delays, the results for 2022-23, 2023-24, and 2024-25 are currently unavailable. Program reform is underway. Performance results correspond to the preceding fiscal year to align with public reporting timelines.

<sup>5</sup> Due to ongoing reporting delays, the results for 2023-24 and 2024-25 are currently unavailable.

<sup>6</sup> This indicator refers specifically to First Nations children.

<sup>7</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. Indigenous governing bodies are at different stages of readiness to start negotiations after the submission of a s. 20(2) request; all parties need to seek a formal mandate to finalize coordination agreements and related fiscal arrangements; and, the Act does not impose timelines for agreements which may take more than a year to complete. Current projections reflect the average estimated time to complete negotiations related to coordination agreements and fiscal arrangements.

### Service Area 3: Education

Table 5: Indigenous students are progressing in their education

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
<b>Percentage of First Nations on-reserve students who graduate from secondary school</b>	On time: 2022-23: 26% 2023-24: 30% 2024-25: 30% <sup>1</sup>  Extended Time: 2022-23: 44% 2023-24: 49% 2024-25: 49% <sup>1</sup>	Maintain or increase results year over year	March 2027
<b>Number of First Nations under a transformative education model</b>	2022-23: 206 2023-24: 207 2024-25: 207	Maintain or increase results year over year <sup>2</sup>	March 2027
<b>Post-secondary Education attainment rate: First Nations adults aged 25-64</b>	New indicator introduced in 2026-27	45.3%	March 2027
<b>Post-secondary Education attainment rate: Inuit adults aged 25-64</b>	New indicator introduced in 2026-27	33.6%	March 2027

<b>Post-secondary Education attainment rate: Métis Nation adults aged 25-64</b>	New indicator introduced in 2026-27	56.3%	March 2027
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<sup>1</sup> Performance results correspond to the preceding fiscal year to align with public reporting timelines. To support the new approach of aligning data with reporting timelines and enhancing consistency in public data reporting, the 2023-24 result is repeated for 2024-25.

<sup>2</sup> Target was established in March 2023 to maintain or increase results year over year starting in 2023-24. This directly reflects First Nation direction and feedback during education transformation co-development, which asserted that First Nations are best placed to define and set education performance measurement targets and timelines. First Nation-defined performance measurement frameworks are a key pillar of Regional Education Agreement development, including those established to date and reported on in this report under the Departmental Results Indicator of “Number of First Nations under a transformative education model”.

## Service Area 4: Infrastructure and Environments

Table 6: Indigenous communities have sustainable land management and infrastructure

Departmental Result Indicators	Actual Results	2026–27 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>	2022-23: 59.7% 2023-24: 63.8% 2024-25: 63.8% <sup>1</sup>	70%	March 2029
<b>Percentage of on-reserve public wastewater systems financially supported by Indigenous Services Canada that have low risk ratings</b>	2022-23: 41.7% 2023-24: 48.1% 2024-25: 48.1% <sup>1</sup>	55%	March 2029
<b>Percentage of First Nations households living in a dwelling that contains more than one person per room</b>	2022-23: Introduced in 2023-24 2023-24: Not available <sup>2</sup> 2024-25: Not available <sup>2</sup>	10.7%	March 2028
<b>Percentage of First Nations housing that is adequate as assessed and reported by First Nations</b>	2022-23: 74.1% 2023-24: 72.9% 2024-25: 72.9% <sup>1</sup>	75%	March 2028
<b>Percentage of other community infrastructure assets with a condition rating of "good" or "new"</b>	2022-23: Introduced in 2023-24 2023-24: 42% 2024-25: 42% <sup>1</sup>	45%	March 2029
<b>Percentage of education infrastructure with a condition rating of "good" or "new"<sup>3</sup></b>	2022-23: 55% 2023-24: 60.55% 2024-25: 60.55% <sup>1</sup>	60%	March 2029
<b>Percentage of health infrastructure with a condition rating of "good"</b>	2022-23: 84% <sup>4</sup> 2023-24: 80% <sup>4</sup> 2024-25: 84% <sup>4</sup>	75%	March 2027
<b>Percentage of First Nations communities with adequate solid waste management systems</b>	2022-23: 40.5% 2023-24: 49.8% 2024-25: 58.9%	65%	March 2028
<b>Percentage of high-risk contaminated sites on-reserve where remediation activities are being undertaken</b>	2022-23: 17.6% 2023-24: 25.2% 2024-25: 24.4%	20%	March 2027
<b>Percentage of First Nations that have taken on land management responsibilities on reserve</b>	New indicator introduced in 2024-25 2024-25: 47.5%	50%	March 2028

<sup>1</sup> Performance results correspond to the preceding fiscal year to align with public reporting timelines. To support the new approach of aligning data with reporting timelines and enhancing consistency in public data reporting, the 2023-24 result is repeated for 2024-25.

<sup>2</sup> Results are based on 2021 Census data. New results are expected in 2027.

<sup>3</sup> The data presented includes all ISC-supported band-operated, federal, private, and self-governing schools, but does not include provincial schools.

<sup>4</sup>The 3-year timeframe covered for this reporting period includes inspections completed this fiscal year and the two fiscal years prior.

## Service Area 5: Economic Development

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

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
<b>Percentage of the population that lived in a low income situation in the year preceding the Census</b>	<p>2022-23: Introduced in 2023-24</p> <p>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%</p> <p>2024-25: Same as previous year<sup>1</sup></p>	<p>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%</p>	March 2027
<b>Employment rate of the working age population (25-64)</b>	<p>2022-23: Introduced in 2023-24</p> <p>2023-24: Registered Indian on reserve: 47.1% Registered Indian off reserve: 58.7% Non-Status Indian: 64.8% Inuit: 55.2% Métis: 69.1% Non-Indigenous: 74.1%</p> <p>2024-25: Same as previous year<sup>1</sup></p>	<p>Registered Indian on reserve: 47.1% Registered Indian off reserve: 58.7% Non-Status Indian: 64.8% Inuit: 55.2% Métis: 69.1% Non-Indigenous: 74.1%</p>	March 2027
<b>Median income of the working age population (25-64)</b>	<p>2022-23: Introduced in 2023-24</p> <p>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</p> <p>2024-25: Same as previous year<sup>1</sup></p>	<p>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</p>	March 2027

<sup>1</sup> Results are based on 2021 Census data. New results are expected in 2027.

## Service Area 6: Governance

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

Departmental Result Indicators	Actual Results	2026–27 Target	Date to achieve target
<b>Number of communities with Financial Administration Laws certified by the First Nations Financial Management Board</b>	2022-23: 263 2023-24: 283 2024-25: 302	302	March 2027
<b>Percentage of First Nations adopting alternatives to the <i>Indian Act</i> election system</b>	2022-23: 78% 2023-24: 79.87% 2024-25: 80%	80%	March 2027

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 2026-27.

This year, ISC will advance progress on Indigenous well-being and self-determination by delivering results across its six Service Areas. **Service Area 1: Health** will reinforce the interconnected nature of health and social programs and services to better reflect the social determinants of health and to improve service delivery and advance the transfer of responsibilities. **Service Area 2: Children and Families** will strengthen families and enhance community safety through child- and family-focused programming, emphasizing better outcomes through Indigenous-led models, including kinship care, and supporting the exercise of jurisdiction over child and family services. **Service Area 3: Education** will continue to support elementary, secondary, and post-secondary education programs that reflect Indigenous students’ culture and language. **Service Area 4: Infrastructure and Environment** will foster sustainable infrastructure and land management, supporting Indigenous communities in building community-led and climate-resilient infrastructure and managing their reserve lands and environment by integrating climate risks and considerations into program planning and delivery. **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 supporting Indigenous institutions and self-determination. Together, work under these Service Areas supports Indigenous Peoples in improving their socio-economic outcomes and building thriving communities.

In the 2026–27 ISC Departmental Plan, risk considerations and key priorities are embedded across all departmental results to ensure planned activities are strategic, resilient, and outcome-focused. By integrating risk, the department is better positioned to deliver on priorities while anticipating and addressing challenges that may impact service delivery.

## Service Area 1: Health

In 2026-27, the department will remain committed to advancing equitable health outcomes across communities by supporting the physical and mental well-being of Indigenous Peoples and improving access to resilient, high quality, federally funded health services. Progress towards these results is influenced by key risks, including gaps in culturally inclusive health services, limited integration of health and social services across federal, provincial, and territorial systems, funding pressures in the community-based programs providing home-based supports, challenges in recruiting and retaining health human resources, particularly Indigenous health workers, and the complexities involved in advancing reforms to Jordan's Principle. In response, the department will aim to achieve the intended outcomes through robust mitigation measures for these risks and prioritize enhanced resilience and capacity in Indigenous communities to deliver effective and efficient health programs through culturally relevant and high-quality service delivery, ultimately contributing to improved health and well-being for Indigenous Peoples.

**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**

Results we plan to achieve:

- Improve access and continue offering funding for high-quality, culturally relevant Home and Long-Term Care services for Indigenous children, youth, and families by supporting Indigenous-led delivery of culturally safe medical and non-medical services, facilitating access to professional learning opportunities for community-employed health workers and addressing funding and service gaps through program improvements informed by engagement, co-development and data-driven analysis of standards.
- Advance health outcomes for Indigenous Peoples through access to federally funded, culturally appropriate, and community-based approaches to mental wellness and health promotion.
- Enhance access to high-quality and culturally safe health services that meet national standards for First Nations, Inuit, and Métis, and advance initiatives to address anti-Indigenous racism in health systems by continuing to implement Joyce's Principle and the Indigenous Health Equity Fund, by supporting self-determined, distinctions-based approaches to Indigenous health priorities.
- Advance Indigenous control over health systems and service delivery by working with Indigenous partners to transform and transfer responsibility for health systems, programs, and service delivery, building capacity and advancing new approaches that support Indigenous Peoples to independently determine and deliver high-quality health services.
- Improve health, social, and educational outcomes for Inuit children through the Inuit Child First Initiative which supports equal access to essential government-funded products, services, and supports.

- Ensure First Nations children receive the care and support they need to thrive, and address gaps in service through full implementation of service improvement initiatives to Jordan's Principle for First Nations children.
- Improve capacity to identify and respond to environmental health hazards for First Nations people living on reserve by supporting community-led initiatives that oversee human exposure to environmental contaminants and participate in health impact assessments for major industrial development
- Advance capacity for health service delivery in First Nations communities by facilitating the adoption of quality improvement practices and health services accreditation.
- Strengthen frontline health service delivery in First Nations communities by improving recruitment and retention of nurses under the ISC Nursing Health Human Resources Framework and advancing continuous quality improvement initiatives.
- Deliver timely and reliable frontline environmental public health services for First Nations people living on reserve by identifying and tracking hazards in natural and built environments, providing public health advice and guidance, strengthening the workforce, maintaining a quality management framework, improving working conditions and using modern technologies and processes.
- Improve client access to the Supplementary Health Benefits Program for registered First Nations and recognized Inuit by continuing joint engagement with the Assembly of First Nations on the multi-year review of the Non-Insured Health Benefits Program, and with Inuit Tapiriit Kanatami to identify opportunities to enhance the delivery of benefits to eligible clients.
- Increase access to sexually transmitted and blood-borne infections (STBBI) testing, including points of care, self-testing, and new testing technologies, and improve treatment availability in First Nations and Inuit communities through funding Indigenous organizations and communities and partnering with the National Microbiology Laboratory at the Public Health Agency of Canada.
- Advance progress toward elimination of tuberculosis in Inuit Nunangat by 2030 by providing funding to support Inuit Tapiriit Kanatami (ITK) and Inuit Treaty Organizations to continue to implement priorities outlined in the Inuit Tuberculosis Elimination Framework, and the four corresponding Inuit-led regional action plans, and working with federal partners and drug manufacturers to secure timely access to tuberculosis medication not yet approved in Canada through alternative access pathways.
- Increase access to health care in Northern communities and reduce medical travel costs by supporting Health Canada and the Department of National Defence in identifying innovative solutions to health care and health infrastructure needs, informed by a comprehensive assessment.

#### GBA Plus evidence collection plan

The health service area is working to increase the application of GBA Plus in performance measurement of its programs and initiatives through implementing new indicators, disaggregating current indicators,

collecting new data, engaging with Indigenous partners, and making data linkages with non-personal information to gain a greater understanding of program distribution and impacts by factors like distinction, gender, geography, age, and others as relevant. Some examples of these ongoing efforts include a new GBA Plus indicator for the eHealth Infostructure subprogram, better alignment of data collection and performance measurement practices of the Home and Long-Term Care program, and enhancing Jordan's Principle's existing data tools.

## Service Area 2: Children and Families

For 2026-27, the department's efforts will be directed toward advancing the social well-being of Indigenous Peoples through inclusive approaches to community safety, child and family supports, income assistance funding, and strengthened urban programming. The achievement of this result relies on effectively managing key risks, including reforming the First Nations Child and Family Services program, the need for timely funding to support Indigenous children under *An Act respecting First Nations, Inuit, and Métis children, youth and families* (the Act), and challenges in the consistency of reporting on outcomes for communities exercising jurisdiction under the Act. Recognizing these pressures, ISC will advance inclusive, culturally grounded supports for Indigenous communities, youth, and families, driving long-term resilience and sustainable outcomes.

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

Results we plan to achieve:

- Support shelters that provide emergency services for Indigenous women, children, and 2SLGBTQI+ people escaping violence, while implementing new shelters and transition homes in partnership with Indigenous organizations, shelter and transitional housing providers, and the National Indigenous Circle Against Family Violence.
- Reduce the number of First Nations children in care and of the children in care increase the percentage of children in kinship care, ordinarily resident on reserve and in the Yukon, through continued negotiations to advance long-term reform of the First Nations Child and Family Services (FNCFS) Program.
- Increase the number of Indigenous communities exercising jurisdiction under *An Act respecting First Nations, Inuit, and Métis children, youth and families* through the development and implementation of coordination agreements, and support their capacity to demonstrate and track outcomes through co-developed, distinctions-based national data strategies, including approaches to collecting disaggregated data.
- Enhance supports for low-income individuals and families living on reserve by implementing and monitoring the new funding allocation models for the Special Needs and Service Delivery components of the Income Assistance program. These are intended to better position First Nations program administrators to respond to the needs of Income Assistance beneficiaries.
- Expand access to financial assistance for individuals living with disabilities on reserve in Manitoba, Saskatchewan, and the Atlantic regions provided through the Income Assistance

program, while guidance documents are prepared to support broader implementation of disability income supports nationwide.

- Co-develop the Performance Framework for UPIP and implement the reporting tools required to measure progress and outcomes.

### GBA Plus evidence collection plan

Data obtained through the new co-developed data collection instrument will allow the FNCFS Program to better reflect its multiple funding components, and to analyze disaggregated results to help ISC assess the Program's impact on the diverse needs of Indigenous communities. ISC will consider the use of the new FNCFS Program data to inform long-term reform. The department is working on an updated performance measurement framework for *An Act respecting First Nations, Inuit, and Métis children, youth and families* (the Act), to more readily report on GBA Plus reporting requirements. By monitoring potential equity gaps in the distribution of resources and supports to Indigenous Governing Bodies based on Indigenous-distinction, culture, and geography, the Act will be better positioned to assess the distribution and impact of CFS investments. The Family Violence Prevention Program is working on a needs analysis with partners to better support direct service providers, including greater analysis of gender and diversity impacts. Other programs like Income Assistance and the Urban Programming for Indigenous Peoples program are working to update their performance measurement frameworks to better reflect program and GBA Plus outcomes.

### Service Area 3: Education

The department will continue efforts to support Indigenous students as they pursue their elementary, secondary and post-secondary education in 2026-27. Progress towards the achievement of this result may be affected by key risks, including ongoing challenges in delivering provincially comparable funding, and in ensuring that current funding and program design supporting post-secondary education is sufficient to support eligible First Nations, Inuit and Métis Nation students and institutions. To address these pressures, ISC will continue to look for new funding opportunities while continuing to provide funding for culturally relevant education services that expand learning opportunities, support Indigenous students, and build community resilience and youth capacity to foster sustained achievement and future opportunities.

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

Results we plan to achieve:

- Strengthen First Nations' control over education through continued implementation of the co-developed, provincially comparable elementary and secondary education funding formulas and additional national investments that address First Nations-specific priorities established in 2019.
- Collaborate with partners to refine and update Interim Funding Formulas that better support the use of First Nation data and evidence in elementary and secondary education programming.

- Deliver proposal-based programs such as High Cost Special Education, Education Partnerships, Innovation in Education, Research and Learning, and First Nations and Inuit Cultural Education Centers to support First Nations and Inuit in advancing sustained and improved elementary and secondary education outcomes.
- Continue the implementation of adult education for First Nations on reserve and status First Nations in the Yukon and Northwest Territories to expand access to adult education.
- Strengthen the adult education components of the broader elementary and secondary performance measurement framework to collect data on education outcomes and address the educational attainment gap between Canadians and the Indigenous population off reserve.
- Continue the implementation of the distinctions-based post-secondary education strategies to meet the unique needs of First Nations, Inuit and Métis Nation students and institutions, enhance reporting, and explore options to enhance flexibility through the program's Terms and Conditions.

#### GBA Plus evidence collection plan

In 2026-27, ISC will have a short-term view of the existing post-secondary education gap between non-Indigenous Canadians and First Nations, Inuit, and Métis Nation individuals, based on analysis of Census 2016 and 2021 data. Where possible, this information will be disaggregated by distinctions group, gender, and location (i.e., on reserve, in Inuit Nunangat). This work will inform future analysis of the educational attainment gap when Census 2026 results are made available, working towards the goal of having a longer-term view over 10 years. Engagement, and improvements to data collection practices, will enhance and support this work to ensure the program best meets the needs and priorities of students and their communities. The Elementary and Secondary Education Program collects and reports information for a suite of indicators related to cultural and land-based learning, and reports gender-disaggregated data for educational attainment indicators.

#### Service Area 4: Infrastructure and Environments

Efforts to support Indigenous communities in achieving sustainable land management and infrastructure will continue in 2026-27. Key risks may impact progress toward this result, including whether existing policies and programs can keep pace with climate change effects, the department's capacity to provide effective and timely emergency management during multiple disruptions, challenges in processing Addition to Reserve proposals, and ensuring current infrastructure policies and program designs provide partners with access to modernized infrastructure funding. Given these considerations, ISC will focus on delivering services that build Indigenous community capacity, improve housing and water access, protect natural resources, and enhance climate adaptation and emergency management, fostering resilience, sustainable infrastructure, and generational wealth in support of self-determination.

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

Results we plan to achieve:

### **Housing**

Planned Spending: \$1,420,750,409

- Improve access to safe and adequate housing for First Nation communities through investments in the construction, renovation and repair of housing, and by strengthening community capacity to manage their housing portfolio.
- Support federal coordination toward a distinctions-based Indigenous Housing Strategy, informed by engagement with Indigenous partners, to advance improved housing outcomes.

### **Education Facilities**

Planned Spending: \$263,676,258

- Improve access to safe and healthy education infrastructure for First Nations communities through continued investments and by continuing to work with First Nations partners and organizations on improving the School Priority Ranking Framework which assesses proposed education infrastructure projects and prioritizes funding.

### **Health Facilities**

Planned Spending: \$423,628,347

- Improve access to safe, adequate and culturally appropriate health facilities for First Nations communities through investments in the planning and continued progress of the construction, renovation and/or repair of health infrastructure.

### **Other Community Infrastructure and Activities**

Planned Spending: \$1,237,733,153

- Advance the Lubicon Lake Band community re-establishment through the construction of sustainable infrastructures.
- Improve environment and quality of life for First Nations communities resulting from more reliable and sustainable community-led infrastructure through investments in:
  - Roads and bridges
  - Structural mitigation projects
  - Fire protection initiatives
  - Energy projects
  - Connectivity infrastructure
  - Band administrative buildings
  - Planning and skills development

## **Water & Wastewater**

Planned Spending: \$1,317,880,144

- Improve access to clean drinking water for First Nations communities, through continued investments in water and wastewater infrastructure, including support to lift long-term drinking water advisories, support for capacity , and through the introduction of clean drinking water legislation in Spring 2026.

## **Lands Administration and Environment**

- Reduce risks to human and ecological health and minimize environmental liabilities from contaminated sites on reserve lands, while making lands available for First Nations intended uses. Support the long-term environmental integrity of reserve lands by developing effective, community-based waste management solutions.
- Increase First Nations' control over their reserve lands by expanding participation in the Reserve Land and Environment Management Program and supporting more First Nations to enact a land code under the Framework Agreement on First Nation Land Management.
- Modernize land administration and information technology platforms for First Nations through continued co-development and implementation of updated systems, policies, and procedures. This includes identifying and addressing key strategic priorities for land management.
- Support First Nations communities to identify and assess climate risks to new projects on-reserve by developing and piloting user-friendly tools and resources as well as appropriate mitigation measures to address them.

## **Emergency Management Assistance**

- Strengthen emergency management systems by collaborating with First Nations, provincial and territorial governments, and third-party service delivery partners to ensure that 100% of provinces and territories are engaged in negotiating a new multilateral emergency management service agreement.
- Enhance emergency readiness in medium to high-risk First Nations communities by increasing support for non-structural mitigation, preparedness and FireSmart proposals.
- Increase community-based resilience and capacity by ensuring that high-risk First Nations communities have an Emergency Management Coordinator, or access to one through a Tribal Council or other Indigenous organizations.

## **GBA Plus evidence collection plan**

Infrastructure subprograms are advancing a number of GBA Plus evidence collection plans. Notably, the housing subprogram will evaluate the impacts of its funding on children, remote communities, and smaller communities, by analyzing correlations between overcrowding or major repairs and community population size and remoteness, and by collecting data on the proportion of children living in inadequate housing. The Health Facilities subprogram will work to assess the accessibility of current health infrastructure. For the Water and Wastewater subprogram, efforts are being made to explore

mechanisms to better characterize the direct and/or indirect impacts of water and wastewater investments on all members of First Nations communities, as well as underrepresented and target sub-populations (e.g. women, youth, elders, lower-income families, remote communities), on reserve. Other infrastructure programs will continue to explore opportunities to pursue the development of GBA Plus indicators. Lands management activities will continue to monitor and report on regional participation rates to inform regionally tailored approaches to outreach. The Emergency Management and Assistance Program is working to integrate a risk-based approach by incorporating factors such as remoteness and community-specific risk levels into both its performance metrics and its preparedness and mitigation funding streams. This approach will inform planning decisions and ensure greater supports and resources are directed to communities with higher vulnerability.

## Service Area 5: Economic Development

In 2026-27, the department will support Indigenous communities in advancing business development and fostering sustainable economic growth. Challenges have been identified around the uncertainty of the impact of shifting policies, priorities and funding allocations on economic reconciliation. In light of these considerations, the department will work to reduce longstanding economic barriers for Indigenous communities and businesses, expand opportunities for entrepreneurs, and strengthen socioeconomic resilience by delivering culturally relevant and climate-resilient programs that support generational wealth and lay the foundation for sustained success and long-term prosperity.

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

Results we plan to achieve:

- Enhance economic benefits to Indigenous communities related to the development of major projects through strategic support provided by the \$40M Major Projects Office fund under the Strategic Partnerships Initiative (SPI).
- Improve participation of SPI signatory departments in program initiatives through profile development, clarified contribution mechanisms, and strengthened proposal requirements.
- Increase governance effectiveness for SPI partners through updated governance documents, clarified roles and responsibilities, strengthened performance measurement practices, and expanded Indigenous involvement in program oversight.
- Improve long-term sustainability of SPI initiatives by ensuring each approved project includes and monitors a plan for transitioning to long-term funding sources beyond SPI.
- Improve readiness for economic opportunities in First Nations and Inuit communities through investments to increase planning capacity and project-based economic development.
- Reduce barriers for on-reserve First Nations construction companies by supporting access to required insurance and financial protections, increasing their ability to compete for and deliver infrastructure projects.

- Increase the participation of Indigenous Peoples in the development and implementation of international trade policies and activities, including the Indigenous Peoples Economic and Trade Cooperation Arrangement, by supporting Indigenous communities and businesses to become export ready, diversify export markets and shape the international trade policy space to ensure First Nations, Inuit and Métis benefit from Canada's commitments to trade diversification.
- Address economic barriers by supporting First Nations in the development of federal regulations for large-scale commercial and industrial projects on reserve.
- Increase participation of First Nations communities in economic remediation and reclamation of activities through site closure working partnerships in collaboration with Indian Oil and Gas Canada (IOGC).
- Enhance oil and gas development capacity and outcomes for Indigenous communities through partnership with Indian Resource Council, First Nations and IOGC.
- Strengthen Inuit business participation in Arctic defense procurement by supporting the application of the Directive on Government Contracts, Including Real Property Leases, in the Nunavut Settlement Area.
- Enhance the quality of the Government of Canada's Procurement and Leasing Activity Report for Nunavut by implementing data automation tools that uphold ethical standards, protect privacy and confidentiality, and respect Indigenous Data Sovereignty.

#### GBA Plus evidence collection plan

Key economic development subprograms such as the Strategic Partnerships Initiative and Aboriginal Entrepreneurship Program – Access to Capital stream are working to implement robust GBA Plus performance measurement mechanisms, including new indicators that describe the distribution of program impacts by age, gender, distinction, and geographic factors. This data collection and analysis will continue to support evidence-based decision making, cooperation with partners, and support actions to address and close socio-economic gaps. Other subprograms within this service area, including the Economic Programs Management subprogram and the Transformative Indigenous Procurement Strategy, are working to implement more targeted changes to data collection and analysis to better understand and address barriers faced by small and remote communities.

#### Service Area 6: Governance

Efforts to build governance capacity and advance self-determination in Indigenous communities will continue in 2026-27. The advancement of this result may be impacted by key risks, including the need for governance programming to meet diverse community needs, the impact of variations in co-development activities on partnerships and transfer of responsibilities, and the department's capacity to provide timely access to registration services which provide access to a range of programs and benefits. Given these challenges, the department will continue to support governance development and Indigenous control over service delivery, facilitating Canada's transition away from the *Indian Act*, and strengthening co-development partnerships.

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

Results we plan to achieve:

- Enhance financial capacity of First Nations through the enactment of Financial Administration Laws pursuant to the *First Nations Fiscal Management Act*.
- Strengthen self-determination of First Nations by signing New Fiscal Relationship Grant agreements with eligible First Nations and First Nations-led service delivery entities.
- Maintain governance and service delivery capacities for First Nations through Band Support Funding, Employee Benefits, and Tribal Council Funding.
- Develop capacities across governance functions for First Nations and Inuit communities through Professional & Institutional Development projects.
- Advance community development priorities for 22 participating First Nations communities through the Community Development Wrap-Around Initiative.
- Advance governance program initiatives to better support First Nations governments' responsibilities through policy research co-developed with Indigenous technical experts.
- Support fair and equitable access for Indigenous groups to band recognition by exploring capacity-building initiatives and funding mechanisms to align with administrative efforts.
- Improve access to alternative electoral systems for First Nations through continued processing and approval of Ministerial Orders for conversions to custom election codes and additions to the schedule of the *First Nations Elections Act*.
- Support Indigenous Data Sovereignty through:
  - Clarifying the legal frameworks and processes for sharing and transferring departmental data to Indigenous partners in support of the transfer of service delivery responsibilities.
  - Continuing collaborative relationships with partners involved in the Transformational Approach to Indigenous Data initiative and 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.
- Increase access to registration and Secure Certificate of Indian Status (SCIS) to First Nations through expanded access to Digital Application Services and online SCIS applications.
- Address inequities under the *Indian Act* by supporting First Nations-led and collaborative processes to identify and assess legislative, policy and program options, consistent with reconciliation, distinctions-based approaches, and the advancement of self-determination.
- Ensure that all historic treaty annuitants who request their Treaty Annuities receive their payments, with improved access to treaty payments through in-person events held in community and urban centres.

- Strengthen First Nations’ control over Trust Moneys by sustaining and enhancing efforts to repatriate Trust Moneys and by providing alternative management options under sections 64, 66, and 69 of the *Indian Act* for First Nations seeking greater financial autonomy.

### GBA Plus evidence collection plan

The Governance Service area is advancing work across multiple streams to identify performance measurement indicators that describe impacts on specific populations, most notably by factors like remoteness and community size. The New Fiscal Relationship Grant will work to examine potential barriers to grant entry and identify opportunities to improve access with a focus on supporting smaller and more remote communities in meeting and maintaining eligibility requirements. Other evidence collection will include, and be shaped by, engagement and cooperation with Indigenous partners and updating the department’s data collection practices to include third gender options. This service area also includes the Transformational Approach to Indigenous Data and Surveys on Indigenous Peoples. These subprograms will continue to work to share data with external partners, continue to develop approaches to support Indigenous organizations in their work to produce better data on Indigenous populations, including First Nations living both on and off reserves, and supporting the collection of data about Indigenous Peoples that can be disaggregated according to Indigenous identity, as well as social, economic, and demographic factors.

### 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.

Service Area	Planned Spending	Planned Full-time Equivalents
Health	7,069,180,673	2,856
Children and Families	7,030,761,135	510
Education	3,673,215,942	331
Infrastructure and Environments	5,172,101,829	848
Economic Development	326,316,307	255
Governance	514,944,592	895
<b>Total</b>	<b>23,786,520,478</b>	<b>5,695</b>

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

### Program inventory

Indigenous Services Canada 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
- Individual Affairs
- Jordan's Principle and the Inuit Child First Initiative
- Mental Wellness and Health Promotion
- Post-Secondary Education
- Primary Health Care
- Public Health 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](#).

#### Summary of changes to reporting framework since last year

Following a review of its Departmental Results Framework, ISC made amendments to six Departmental Result Indicators and added two programs within the Program Inventory for the 2026-27 reporting cycle to enhance clarity and improve strategic alignment and reporting.

The following amendments will help clarify scope and terminology of indicators, address data limitations, and improve the representation of federally supported service offerings, legislative and policy priorities and program outcomes:

- The replacement of post-secondary education indicators with attainment rates sourced from Statistics Canada.
- The application of methodological refinements to indicators in the Children and Families and Infrastructure and Environments service areas.
- The division of the Public Health Promotion and Disease Prevention Program into two distinct programs, Public Health and Disease Prevention and Mental Wellness and Health Promotion, and the introduction of Individual Affairs as a standalone program.

Collectively, these changes strengthen the framework's accuracy, transparency, and ability to communicate results effectively.

#### 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:

- acquisition management services
- communications services
- financial management services
- human resources management services
- information management services
- information technology services
- legal services
- material management services
- management and oversight services
- real property management services

## Plans to achieve results

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

In 2026-27, ISC will continue streamlining its internal services to ensure that programs and regions are supported by evolving, client-focused services that are aligned with the departmental mandate, and support progress towards the achievement of each departmental result. This work is shaped by key risks, including gaps in performance data, limited modernization of Information Management and Information Technology (IM/IT) systems and business processes, and constraints in developing integrated and adequately funded approaches to the transfer of responsibilities. The department also recognizes the need to reinforce cultural humility to better design and deliver programs that reflect the diverse needs of Indigenous communities, while addressing persistent systemic racism, discrimination, and colonial legacies embedded in internal policies and practices.

To achieve our results while mitigating our risks, the department plans to:

- Advance ISC's digital transformation by reinforcing an Indigenous-centric and enterprise-wide approach that leverages artificial intelligence, intelligent automation technologies, improved data management, and secure, reliable, and modern IM/IT services.
- Support self-determination and greater Indigenous control of federally funded services by developing an internal framework to support departmental transfer of responsibilities, providing greater consistency and coherence to the departmental approach and addressing barriers to progress.

- Promote collaborative federalism and meaningful collaboration with Indigenous partners, strengthen the quality and continuity of services delivery for Indigenous Peoples, and improve fiscal sustainability.
- Support an HR environment where Indigenous Peoples lead and transform how we work by strengthening staff cultural humility, aligning HR policies and practices with Indigenous realities, and championing the professional growth of Indigenous employees.
- Continue developing consistent and meaningful engagement with First Nations, Inuit, and Métis to ensure Indigenous perspectives directly inform program development, improvement, and renewal. The Department will advance early, ongoing, and collaborative engagement practices that support alignment with shared priorities.

ISC recognizes that GBA Plus is an important part of policy and program development, service delivery, and telling the evidence-based story of the impact of the work we do. To enhance its institutional GBA Plus capacity in 2026-27, in addition to advancing GBA Plus evidence collection plans to support program delivery and development, ISC will:

- Continue to measure and improve the quality of GBA Plus used to inform decision making processes through advice, guidance, and capacity development.
- Ensure our approach to GBA Plus is informed by the expertise, priorities, and lived experiences of those we serve by continuing joint work with the Indigenous Partners - ISC GBA Plus Working Group, acknowledging the leadership of Indigenous organizations that have developed distinct approaches to GBA Plus.

### 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	308,661,432
Full-time equivalents	1,872

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

### Planning for contracts awarded to Indigenous businesses

ISC uses competitive processes through mandatory Public Services and Procurement Canada supply arrangements for its contracts awarded to Indigenous vendors. This ensures fair, open and transparent contracting processes.

The Material and Asset Management Directorate will work with sectors to encourage Indigenous procurement and undertake further gap analysis to identify possible areas for exemption where Indigenous capacity is not available.

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	2024-25 Actual Result	2025-26 Forecasted Result	2026-27 Planned Result
<b>Total percentage of contracts with Indigenous businesses<sup>1</sup></b>	13.81%	15%	11%

<sup>1</sup>Contracts are only counted toward the target in the year that they are awarded or amended. Therefore, a large contract awarded in a given year would not be counted in subsequent years unless an amendment is made.

## Department-wide considerations

### Related government priorities

In this section:

- [Truth and Reconciliation Commission \(TRC\) Calls to Action](#)
- [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](#)
- [United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals](#)
- [Artificial Intelligence](#)

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 and 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 2026-27, ISC will work across several service areas to advance the TRC Calls to Action. In the area of **Health**, ISC's Indigenous Health Equity Fund is supporting Calls to Action 18, 19, 20 and 23 by providing funding to First Nations, Inuit, and Métis to support Indigenous-led approaches to quality and culturally safe health services. The department will also continue to 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 Nation children. 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 (Calls to Action 3, 18, and 20).

Additionally, ISC requires cultural competency training for all departmental employees, including healthcare professionals (e.g., cultural humility training is part of the onboarding requirements for all federally-employed nurses working in Indigenous communities), as per the Indigenous Cultural Competency Learning Policy (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 Initiative, supporting Calls to Action 18, 19, 20, 22, and 23.

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, as well as implementing *An Act respecting First Nations, Inuit, and Métis children, youth, and families*.

For **Education**, ISC will continue to implement the Elementary and Secondary Education Program and co-develop Regional Education Agreements, supporting Call to Action 7 by providing critical funding that helps create equitable educational opportunities for First Nations students ordinarily resident on reserve, and ensures First Nations have the flexibility to determine how resources are allocated for all of their elementary and secondary education programming needs, including in areas such as language and cultural programming. ISC will continue to provide funding to access adult education and post-secondary programs for First Nation, Inuit, and Métis Nation students, addressing Calls to Action 7, 8, 9, 10, 11, 12, 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 and supporting First Nation's 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 2026-27, ISC's **Health** activities will continue to support multiple MMIWG Calls for Justice. Indigenous Health Equity Fund is providing funding to address the unique challenges faced by Indigenous Peoples when it comes to the fair and equitable access to quality and culturally safe health services, in alignment with Call for Justice 7.1. ISC will continue to support implementation of the Indigenous Early Learning and Child Care Transformation Initiative, 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.

For **Children and Families**, ISC will assist 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 education for Indigenous women, girls, and 2SLGBTQI+ people, addressing Calls for Justice 1.1, 203, 4.2, 4.4, 12.11, 16.21 and 16.25 by providing equitable access to education, complementary programs and services, and employment opportunities. The First Nations and Inuit Youth Employment Strategy supports Call 4.4 and 16.21 by providing First Nations and Inuit youth access

to programs that enhance their skills and encourage post-secondary education, and by providing accessible training, employment pathways, and career-building resources.

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 related education, training and employment opportunities that supports the delivery of language and cultural programs; health, wellness, trauma and addiction services. 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 Article 4 which helps the economic participation of Indigenous communities.

Under **Governance**, ISC supports First Nation-led transitions away from the *Indian Act*, aligning with Calls 1.2 and 3.1. These efforts promote First Nation's 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 2026-27, ISC will continue to support the UN Declaration across various service areas. In **Health**, ISC's work on Addressing Anti-Indigenous Racism in Health Systems and mental wellness programming will contribute towards fulfilling the rights of 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, which focuses on the rights and needs of Indigenous women, children, and elders. The exercise of jurisdiction for child and family services aligns with Article 1 and 18, affirming the right of Indigenous Peoples to participate in decision-making in matters which would affect their rights and enjoy all human rights and freedoms.

In **Education**, ISC will continue co-developing Regional Education Agreements and the Post-Secondary Education Strategies for First Nations, Inuit and Métis Nation students and the First Nations and Inuit Youth Employment Strategy to support the rights within Articles 3, 4, 5, 14, 15, and 21. These efforts emphasize the importance of 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 the rights within Articles 8.1, 11.1, 14, 21, 23 and 24.1 and 39. ISC will also continue working on the transfer of responsibilities, 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 the rights in Articles 3, 4, 5, 20 and 21, which support the economic participation of Indigenous communities.

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

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

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 2026-27, ISC will continue to align its activities with the UN Declaration Act Action Plan to ensure Canada can meet its commitments, including the following:

In **Health**, ISC will continue to work closely with First Nations, Inuit, and Métis communities to implement the Indigenous Health Equity Fund in support of Indigenous-led approaches to quality and culturally safe health services, addressing Action Plan Measures 1.7, 1.8, 1.71, 3.13, 3.14, and 4.11. 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.

To advance the transfer of responsibilities, self-determination, and Action Plan Measures 2.12 and 2.13, ISC's Health Transformation initiative will continue to facilitate the establishment of First Nation-led health entities that assume responsibility for the design, delivery, management, and administration of federally funded health programs and services.

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 continue to co-develop Regional Education Agreements and the Post-Secondary Education Strategies for First Nations, Inuit and Métis Nation students and the First Nations and Inuit Youth Employment Strategy to support measures 1.102 and 2.19, ensuring First Nations, Inuit and Métis students have equitable access to culturally relevant education, skills training and employment opportunities.

In the area of **Infrastructure and Environments**, ISC will further advance measures that fall under First Nation priorities 6, 15, 16, and 17 by working with First Nation's on closing infrastructure gaps on reserve, lifting short and long-term drinking water advisories in First Nation communities, advancing housing and infrastructure transfer of responsibilities, and ensuring the integrity of reserve lands.

In **Economic Development**, ISC will continue to 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 promotes inclusive economic growth.

Under **Governance**, ISC will continue to invest in First Nation-led governance processes that support measure 2.8, and focus on transitioning away from the *Indian Act* and promoting Indigenous self-governance and self-determination. 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 1.30.

In addition to advancing specific Articles from the UN Declaration and measures from the Action Plan, the work of the department across all service areas is done in consultation and cooperation with Indigenous Peoples, as the Act requires and is in support of Indigenous self-determination. More information on Indigenous Services Canada's contributions to Canada's implementation of the UN Declaration Act can be found in the [Annual progress reports on implementing the United Nations Declaration on the Rights of Indigenous Peoples Act](#).

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

More information on Indigenous Services Canada's plans and 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](#).

## Artificial Intelligence

ISC will advance responsible Artificial Intelligence (AI) to modernize service delivery, reduce backlogs, and strengthen decision making in support of better outcomes for Indigenous Peoples. The department will expand the use of tools such as Microsoft Copilot and RADIA, and will pilot projects to help provide clearer, faster service based on accurate departmental information.

ISC will continue to strengthen data quality and governance by expanding the Enterprise Data Hub and developing a protected environment for AI to ensure that analytics, predictive models, and automation are secure, ethical, and aligned with Indigenous Data Sovereignty.

To guide responsible adoption, ISC will pursue the development of an AI and Intelligent Automation Strategy, supported by an AI Working Group and a Steering Committee, to ensure oversight, manage risks, and support the scaling of solutions that enhance efficiency, transparency, and responsiveness for Indigenous communities.

## 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 of planned spending for 2026-27 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 2023-24 to 2028-29.

#### Budgetary performance summary

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

Table 12 presents Indigenous Services Canada’s spending over the past three years to carry out its core responsibilities and for internal services. Amounts for the 2025–26 fiscal year are forecasted based on spending to date.

Core responsibilities and Internal services	2023-2024 Actual Expenditures	2024-25 Actual Expenditures	2025-2026 Forecast Spending
Indigenous Well-Being and Self-Determination	46,140,030,260	26,161,961,068	26,726,645,279
<b>Subtotal (s)</b>	<b>46,140,030,260</b>	<b>26,161,961,068</b>	<b>26,726,645,279</b>
Internal services	337,211,351	320,778,814	384,026,069
<b>Total (s)</b>	<b>46,477,241,611</b>	<b>26,482,739,882</b>	<b>27,110,671,348</b>

#### Analysis of the past three years of spending

Spending is expected to decrease by \$19,366.6 million between 2023-24 actual spending and 2025-26 forecast spending. This is primarily due to:

- a net decrease in funding for child and family services which is mainly attributable to \$23.3 billion for the First Nations child welfare settlement in 2023-24;
- a net increase in funding for health system support which is primarily due to funding for the Indigenous Health Equity Fund and additional funding for the First Nations Health Authority;
- a net increase in funding for emergency management assistance;

- a net increase in funding for public health promotion and disease prevention which is primarily due to a net increase in funding for mental wellness;
- a net increase in funding for elementary and secondary education which is mainly attributable to funding provided from Budget 2024;  
a net increase in funding for supplementary health benefits; and
- a net increase in funding for community infrastructure which is mainly due to a net increase in funding for housing and other community infrastructure and activities.

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 Indigenous Services Canada’s planned spending over the next three years by core responsibilities and for internal services.

Core responsibilities and Internal services	2026-27 Planned Spending	2027-28 Planned Spending	2028-29 Planned Spending
Indigenous Well-Being and Self-Determination	23,786,520,478	22,044,794,828	20,144,916,336
<b>Subtotal</b>	<b>23,786,520,478</b>	<b>22,044,794,828</b>	<b>20,144,916,336</b>
Internal services	308,661,432	282,743,945	265,984,594
<b>Total</b>	<b>24,095,181,910</b>	<b>22,327,538,773</b>	<b>20,410,900,930</b>

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

Spending authorities decreases by \$3,684.3 million between 2026-27 and 2028-29 planned spending. This is primarily due to:

- a net decrease in funding for community infrastructure which is primarily due to a reduction in funding for:
  - infrastructure projects in Indigenous communities; and
  - reforms to the First Nations Child and Family Services program.
- a net decrease in funding for Jordan's Principle and the Inuit Child First Initiative which is primarily due to:
  - sunset (at the end of 2027-28) of funding for the continued implementation of Jordan's Principles; and
  - sunset (at the end of 2026-27) of funding the Inuit Child First Initiative.
- a net decrease in funding for communities and the environment which is primarily due to a decrease in funding for infrastructure projects in Indigenous communities; and
- a net increase in funding for supplementary health benefits which primarily reflects incremental funding for the Non-Insured Health Benefits Program (Budget 2024).

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

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 2026-27.

Core responsibilities and Internal services	2026-27 Gross planned spending (dollars)	2026-27 Planned revenues netted against spending (dollars)	2026-27 Planned net spending (authorities used)
Indigenous Well-Being and Self-Determination	23,793,601,240	(7,080,762)	23,786,520,478
<b>Subtotal</b>	<b>23,793,601,240</b>	<b>(7,080,762)</b>	<b>23,786,520,478</b>
Internal services	350,979,421	(42,317,989)	308,661,432
<b>Total</b>	<b>24,144,580,661</b>	<b>(49,398,751)</b>	<b>24,095,181,910</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.

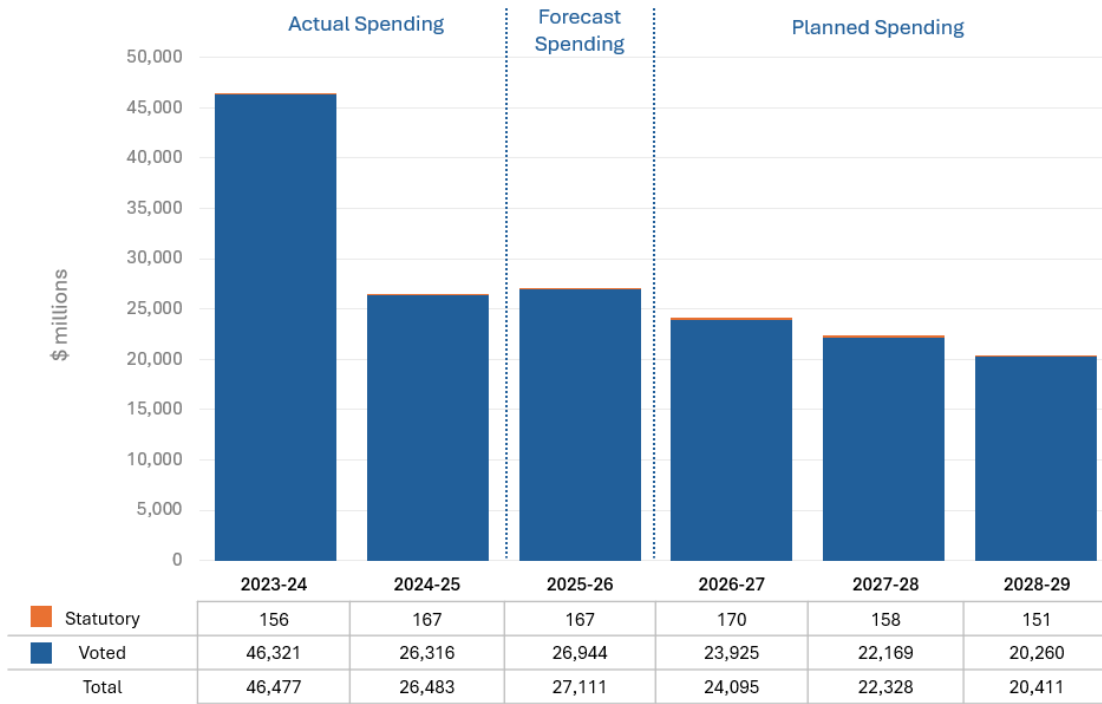
#### Funding

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 2023-24 to 2028-29.

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



Figures may not add due to rounding

**Text description of graph 1**

This stacked bar graph depicts actual spending from 2023 to 2025, forecast spending from 2025 to 2026, and planned spending from 2026 to 2029.

- 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 actual spending was \$26,483 million. Of this amount, \$26,316 million is voted spending and \$167 million is statutory spending.
- In 2025-26, total forecast spending is \$27,111 million. Of this amount, \$26,944 million is voted spending and \$167 million is statutory spending.
- In 2026-27, total planned spending is \$24,095 million. Of this amount, \$23,925 million is voted spending and \$170 million is statutory spending.
- In 2027-28, total planned spending is \$22,328 million. Of this amount, \$22,169 million is voted spending and \$158 million is statutory spending.
- In 2028-29, total planned spending is \$20,411 million. Of this amount, \$20,260 million is voted spending and \$151 million is statutory spending.

Fiscal year	Total	Voted	Statutory
2023-24	46,477	46,321	156
2024-25	26,483	26,316	167
2025-26	27,111	26,944	167
2026-27	24,095	23,925	170
2027-28	22,328	22,169	158
2028-29	20,411	20,260	151

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

Spending is expected to decrease by \$19,366.6 million between 2023-24 actual spending and 2025-26 forecast spending. This is primarily due to:

- a net decrease in funding for child and family services which is mainly attributable to \$23.3 billion for the First Nations child welfare settlement in 2023-24;
- a net increase in funding for health system support which is primarily due to funding for the Indigenous Health Equity Fund and additional funding for the First Nations Health Authority;
- a net increase in funding for emergency management assistance;
- a net increase in funding for public health promotion and disease prevention which is primarily due to a net increase in funding for mental wellness;
- a net increase in funding for elementary and secondary education which is mainly attributable to funding provided from Budget 2024;
- a net increase in funding for supplementary health benefits; and
- a net increase in funding for community infrastructure which is mainly due to a net increase in funding for housing and other community infrastructure and activities.

Spending authorities decreases by \$3,684.3 million between 2026-27 and 2028-29 planned spending. This is primarily due to:

- a net decrease in funding for community infrastructure which is primarily due to a reduction in funding for:
  - infrastructure projects in Indigenous communities; and
  - reforms to the First Nations Child and Family Services program.
- a net decrease in funding for Jordan's Principle and the Inuit Child First Initiative which is primarily due to:
  - sunset (at the end of 2027-28) of funding for the continued implementation of Jordan's Principles; and
  - sunset (at the end of 2026-27) of funding the Inuit Child First Initiative.
- a net decrease in funding for communities and the environment which is primarily due to a decrease in funding for infrastructure projects in Indigenous communities; and
- a net increase in funding for supplementary health benefits which primarily reflects incremental funding for the Non-Insured Health Benefits Program (Budget 2024).

Any renewal of sunset initiatives will be reflected in future estimates.

For further information on Indigenous Services Canada’s departmental appropriations, consult the [2026-27 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 2025-26 to 2026-27.

Table 15: Future-oriented condensed statement of operations for the year ended March 31, 2027 (dollars)

Table 15 summarizes the expenses and revenues which net to the cost of operations before government funding and transfers for 2025-26 to 2026-27. The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

Financial information	2025-26 Forecast results	2026-27 Planned results	Difference (Planned results minus forecasted)
Total expenses	27,364,498,000	24,322,088,000	(3,042,410,000)
Total revenues	51,307,000	50,085,000	(1,222,000)
Net cost of operations before government funding and transfers	27,313,191,000	24,272,003,000	(3,041,188,000)

### Analysis of forecasted and planned results

The difference in net cost of operations before government funding and transfers between the 2025-2026 forecasted results and the 2026-2027 planned results is a decrease of \$3,041 million. This is due mainly to a decrease in transfers to recipients resulting from the sunsetting of funding for some programs, resulting in lower expenses in 2026-2027.

A more detailed [Future-Oriented Statement of Operations and associated Notes for 2026-27](#), including a reconciliation of the net cost of operations with the requested authorities, is available on Indigenous Services Canada’s website.

## Human resources

This section presents an overview of the department’s actual and planned human resources from 2023-24 to 2028-29.

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 2025–26 fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2023-24 Actual full-time equivalents	2024-25 Actual full-time equivalents	2025-26 Forecasted full-time equivalents
Indigenous Well-Being and Self-Determination	6,187	6,528	6,145
<b>Subtotal</b>	<b>6,187</b>	<b>6,528</b>	<b>6,145</b>
Internal services	1,740	2,091	1,942
<b>Total</b>	<b>7,927</b>	<b>8,619</b>	<b>8,087</b>

Analysis of human resources over the last three years

The variance in FTE utilization from 2023-24 to 2024-25 is mainly due to: The allocation of additional resources to sustain program operations, meet priorities, and establish a new Human Resources branch at Indigenous Services Canada. It also reflects new funding received through Supplementary Estimates and Budget 2024 to support program growth across several key areas, including Jordan’s Principle, Mental Wellness, Health Human Resources, disability income supports, case management and pre-employment services, enhanced service delivery in northern regions, and the First Nations Elementary and Secondary Education Program Integrity initiative. Increased funding and staffing to support Child and Family Services reforms, legislative implementation requirements, Clean Energy initiatives, Economic Reconciliation, Additions to Reserve functions, and Indian Act Registration Services (S-3) as well as funding to support individual compensation, capital expenditures, and immediate reforms related to First Nations Child and Family Services and Jordan’s Principle.

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 Indigenous Services Canada’s core responsibilities and for its internal services planned for the next three years.

Core responsibilities and internal services	2026-27 Planned full-time equivalents	2027-28 Planned full-time equivalents	2028-29 Planned full-time equivalents
Indigenous Well-Being and Self-Determination	5,695	4,977	4,526
<b>Subtotal</b>	<b>5,695</b>	<b>4,977</b>	<b>4,526</b>
Internal services	1,872	1,745	1,667
<b>Total</b>	<b>7,567</b>	<b>6,722</b>	<b>6,193</b>

Analysis of human resources for the next three years

The decrease between 2026-27 and 2028-29 is mainly due to sunsetting initiatives include funding for:

- Health Human Resources;
- Jordan's Principle and 2021 Canadian Human Rights Tribunal 41 Program Integrity;
- Continued Implementation of the Inuit Child First Initiative;
- Impact Assessment funding, as well as the Childhood Compensation funding;
- The Continued Implementation of Jordan's Principle;
- Advance Long-Term Reform and Ensure Program Integrity of the First Nations Child and Family Services Program;
- Programs under *An Act respecting First Nations, Inuit and Métis children, youth and families*;
- Support individual compensation, capital expenditures, and immediate reforms of First Nations Child and Family Services and Jordan's Principle;
- The Health and Safety of First Nations On-Reserve Housing, Water and Community Infrastructure;
- Infrastructure projects in Indigenous communities;
- Clean energy transition initiatives for Indigenous and remote communities;
- Wildfire management;
- *Impact Assessment Act* implementation, and Land and environment management programs;
- Indigenous-led economic recovery and stimulus; and
- Support Community Development for First Nations.

Overall the year-over-year differences is driven by the sunset of funding, resulting in a lower ongoing resource base and a corresponding decline in Internal Support Services funding.

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

## Supplementary information tables

The following supplementary information tables are available on Indigenous Services Canada's website:

- [Details on transfer payment programs](#)
- [Horizontal Initiatives - Support for Indigenous Housing](#)
- [Regulatory and Permitting Efficiency for Clean Growth Projects](#)

Information on Indigenous Services Canada's departmental sustainable development strategy can be found on [Indigenous Services Canada's website](#).

## Federal tax expenditures

Indigenous Services Canada's Departmental Plan does not include information on tax expenditures.

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).

This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

## Corporate information

### Departmental profile

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

Institutional head: Michelle Kovacevic, Deputy Minister of Indigenous Services

Ministerial portfolio: Department of Indigenous Services

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

Year of incorporation / commencement: 2019

### Departmental contact information

Mailing address:

Indigenous Services Canada  
Les Terrasses de la Chaudière  
10 Wellington Street, North Tower  
Gatineau, Québec  
K1A 0H4

Telephone: [1-800-567-9604](tel:1-800-567-9604)

TTY: [1-866-553-0554](tel:1-866-553-0554)

Email: [infopubs@sac-isc.gc.ca](mailto:infopubs@sac-isc.gc.ca)

Website(s): <https://www.canada.ca/en/indigenous-services-canada.html>

## Definitions

### **appropriation** (crédit)

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

### **budgetary expenditures** (dépenses budgétaires)

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

### **core responsibility** (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

### **Departmental Plan** (plan ministériel)

A report on the plans and expected performance of an appropriated department over a 3 year period. Departmental Plans are usually tabled in Parliament each spring.

**departmental 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 remoteness), 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 2026-27 Departmental Plan, government priorities are the high-level themes outlining the government's agenda in the [2025 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)

Requirements for verifying Indigenous businesses for the purposes of the departmental result report are available through the Indigenous Services Canada [Mandatory minimum 5% Indigenous procurement target](#) website.

**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.