

Indigenous Services Canada 2024–25 Departmental Results Report

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



Indigenous Services
Canada

Services aux
Autochtones Canada

Canada

© His Majesty the King in Right of Canada, as represented by the Minister of Indigenous Services, 2025.

Catalogue: R1-110E-PDF

ISSN: 2561-9898

This publication is also available in French under the title: Services aux Autochtones Canada : Rapport sur les résultats ministériels 2024-2025

Indigenous Services Canada's 2024-25 Departmental results report

Contents:

- [At a glance](#)
- [From the Minister](#)
- [Results – what we achieved](#)
 - [Core responsibility 1: Indigenous Well-Being and Self Determination](#)
 - [Internal Services](#)
- [Spending and human resources](#)
 - [Spending](#)
 - [Funding](#)
 - [Financial statement highlights](#)
 - [Human resources](#)
- [Supplementary information tables](#)
- [Federal tax expenditures](#)
- [Corporate Information](#)
- [Definitions](#)

At a glance

This departmental results report details Indigenous Services Canada's actual accomplishments against the plans, priorities and expected results outlined in its [2024–25 Departmental Plan](#).

- [Vision, mission, raison d'être and operating context](#)

Key priorities

Indigenous Services Canada continued work on the following key priorities for 2024-25:

- Support and advance Indigenous health and well-being, including through the full implementation of **Joyce's Principle** to **address Anti-Indigenous racism in health systems**, improved access to essential primary care services in remote and isolated communities, and the move towards holistic, Indigenous-led models of care.
- Ensure Indigenous children get the care and support they need to thrive and address gaps in service by fully implementing **Jordan's Principle** for First Nations children and working with Inuit partners to co-develop a new model for the **Inuit Child First Initiative**.
- Work with Inuit partners to **eliminate tuberculosis across Inuit Nunangat by 2030**.
- Invest in **distinctions-based Mental Health and Wellness approaches** to meet the needs of First Nations, Inuit and the Métis Nation, including culturally appropriate substance use prevention and treatment services and trauma-informed cultural and emotional supports.
- Work with First Nations and Inuit on the development of new and more holistic **long-term and continuing care programming**.
- Engage with National Indigenous Organizations on a long-term, distinctions-based funding framework for **An Act respecting First Nations, Inuit, and Métis children, youth and families**; continue implementation of the Canadian Human Rights Tribunal Orders; continue progress on long-term reform of the First Nations Child and Family Services Program, including reaching a final agreement with Chiefs of Ontario and Nishnawbe Aski Nation for

First Nations in Ontario; and conduct pre-engagement discussions in support of the five-year legislative review of the provisions and operations of ***An Act respecting First Nations, Inuit, and Métis children, youth and families*** with Indigenous Peoples.

- Aim to **address the infrastructure gap** by supporting in community decision-making on First Nations infrastructure projects that include high priority repairs and renovations, multi-year capital projects, continued implementation of education facilities projects and existing **housing** programs, and advancing **new proposed First Nations water legislation** while continuing to work **to eliminate long-term drinking water advisories** on reserve.
- Launch an evaluation of the **New Fiscal Relationship 10-Year Grant** and co-develop policy options for governance capacity building program reforms.
- Support Indigenous-led policy development for an Economic Reconciliation Framework and respond to key policy priorities advanced by Indigenous partners. ISC will also ensure that **business support programs** are as inclusive as possible by providing capacity supports, particularly for small and remote First Nation and Inuit communities until 2027-2028.
- Advance the priorities of First Nations, Inuit and Métis Nation partners and communities to **reclaim jurisdiction** in the areas that matter to them, such as working to implement national and/or regionally specific funding enhancements beyond provincial education comparability.
- Support First Nation-led processes to **transition away from the *Indian Act*** by collaboratively exploring alternatives—grounded in self-determination – to address ongoing inequities in areas such as registration and band membership.
- **Advance the transfer of control of oil and gas** to First Nations through Phase II of the 1996 Memorandum Of Understanding between Indian Oil and Gas Canada and the Indian Resource Council, and continue co-development of continuous improvements through amendments to the Indian Oil and Gas Regulations, 2019.

ISC is committed to honouring the duty to consult and engage with Indigenous Peoples and actively supporting the implementation of the [Calls to Action of the Truth and Reconciliation Commission \(TRC\)](#), the [Calls for Justice for Missing and Murdered Indigenous Women Girls \(MMIWG\)](#) and the [United Nations Declaration on the Rights of Indigenous Peoples \(UN Declaration\)](#) through the [United Nations Declaration on the Rights of Indigenous Peoples Act \(UN Declaration Act\)](#) in the design and delivery of all programs and policies both now and in the future. Existing programs within each service area are contributing to these commitments and details can be found under the “Related Government Priorities” sections of this report.

Highlights for Indigenous Services Canada in 2024-25

- Total actual spending (including internal services): \$26,482,739,882
- Total actual full-time equivalent (FTE) staff (including internal services): 8,619

For complete information on Indigenous Services Canada’s total spending and human resources, read the [Spending and human resources section](#) of its full departmental results report.

Summary of results

The following provides a summary of the results the department achieved in 2024-25 under its main area of activity, called “core responsibility.”

Core responsibility: Indigenous Well-Being and Self-Determination

- Actual spending: \$26,161,961,068
- Actual full-time equivalent staff: 6,528

Indigenous Services Canada (ISC) was created in November 2017, and was established through the *Department of Indigenous Services Act*, which came into force in July 2019. In 2024–25, ISC worked to advance its mandate to address socio-economic gaps in health and well-being between Indigenous Peoples and other Canadians, recognizing these gaps are the result of historical and ongoing systemic racism and discrimination rooted in colonialism. ISC’s activities were guided by the commitment to right past and current wrongs and renew the relationship with Indigenous Peoples, with the goal of ensuring that core services were Indigenous-led and culturally relevant.

To address systemic racism within Canada’s health systems and reduce socio-economic gaps in the area of health, ISC continued to work towards the full implementation of Joyce’s Principle, which aims to advance equitable access to health and social services. ISC funding under Addressing Anti-Indigenous Racism (AAIR) initiative was successfully distributed to partners in every province and territory, and across all distinctions to continue their Indigenous-led initiatives. ISC supported six Health Transformation initiatives, improved access to primary care in remote and isolated communities, and advanced distinctions-based policy informed by the spirit of Joyce’s Principle. The department enhanced nurse safety and supported the recruitment and retention of healthcare professionals, further reducing socio-economic gaps in health. Investments in distinctions-based mental health and wellness, including culturally appropriate, trauma-informed supports, contributed to addressing the impacts of colonialism on Indigenous mental wellness. ISC also partnered with Inuit organizations to eliminate tuberculosis in Inuit Nunangat by 2030, demonstrating a holistic approach to public health and disease prevention. ISC continues to work with Federal, Provincial, Territorial and Indigenous partners to support community-based tuberculosis testing for the implementation and expansion of distinctions-based, Indigenous-led community based testing which modernizes health delivery in Indigenous communities and addresses historical inequities in access to health services.

In the area of child and family services, ISC prioritized **dismantling colonial structures within the child and family service delivery model** by supporting culturally appropriate, child-centered, community-directed care. The department continued funding prevention services under the First Nations Child and Family Services program and provided capacity-building funding for Indigenous communities seeking to exercise jurisdiction under *An Act respecting First Nations, Inuit and Métis children, youth and families*. Specifically, as of 2024–25, 14 agreements had been signed under the *Act* with another 18 ongoing coordination agreement discussions, along with \$283.2 million in capacity building funding, provided to 259 recipients, supporting 446 communities exploring ways to care for their children. The department continues to implement Canada’s Budget 2024 commitment of approximately \$1.8 billion over 11 years to support communities exercising jurisdiction under the *Act*. ISC also fully implemented Jordan’s Principle, securing nearly \$10 billion in funding since 2016 and approving over 9.4 million products, services, and supports for First Nations children, including 2.75 million in 2024–25 alone. These actions continue to directly address socio-economic gaps in child and family well-being and **support the inherent right of Indigenous Peoples to self-determination**.

To **decrease socio-economic gaps in education**, ISC continued to support First Nations control of elementary and secondary education, facilitated the transfer of responsibilities, and implemented distinctions-based post-secondary education strategies. These strategies increased access to and

achievement in education for First Nations, Inuit, and Métis students, and supported the development of long-term regional post-secondary education models led by First Nations. Eleven regional education agreements were finalized, benefiting over 25,000 students and supporting self-determination and Indigenous jurisdiction over education.

ISC also undertook activities to **decrease socio-economic gaps in community infrastructure** by supporting the planning, design, construction, renovation, and maintenance of critical infrastructure. As part of these efforts, in 2024–25, 1,316 infrastructure projects were completed (excluding urban infrastructure projects). These included 11 water and wastewater plants/lagoons and the construction or renovation of more than 4,000 housing units. ISC also continued to support the development of new, expanded, and renovated schools, with eight new schools completed and renovations finalized for eight existing ones. In addition, 285 health infrastructure projects were delivered. A wide range of enabling community infrastructure initiatives were also supported, such as on-reserve energy systems, connectivity, fire protection, roads and bridges, structural mitigation, cultural and recreational facilities, and community capacity development. These initiatives benefited from over \$1 billion in investments, notably the Wataynikaneyap Transmission Project, which is reducing diesel dependency for 16 remote northern Ontario First Nations communities by connecting them to the provincial electricity grid. All of these investments were grounded in community-led planning and partnerships, helping to address the infrastructure gaps.

To **address the impacts of colonialism** on sustainable development and management of reserve lands and environment, ISC supported First Nations in reclaiming jurisdiction over their lands and resources through the Framework Agreement on First Nation Land Management. The department strengthened First Nations' capacity to administer and develop lands under the *Indian Act* through the Reserve Land and Environment Management Program, directly addressing the impacts of colonialism that have historically limited Indigenous control over land and environmental stewardship.

In economic development, ISC **addressed the impacts of colonialism that undermined Indigenous economic prosperity** by delivering \$129.5 million in economic programming for Indigenous governments and businesses, especially for small and remote communities. The department advanced capacity building, professional development, and the commercialization of Indigenous innovations, and fostered an entrepreneurial culture within Indigenous communities through the Aboriginal Entrepreneurship Program. ISC also continues to lead efforts to increase procurement opportunities for Indigenous businesses through an Indigenous-informed Transformative Indigenous Procurement Strategy for Indigenous Businesses.

ISC continued to work towards **dismantling the impacts of colonialism in legislation, policies, and practices by supporting Indigenous self-determination** and the inherent right to self-government by facilitating the transition away from the *Indian Act*, supporting Indigenous control of service delivery, and advancing capacity development. The department invested \$4.7 million in Indigenous-led estates administration and supported First Nation-led processes to address inequities in registration and band membership. The **Community Development Wrap-Around Initiative** provided wrap-around support to 22 First Nations communities, **leveraging partnerships** and flexible funding to help implement community-identified priorities. ISC also strengthened departmental processes for managing data and contributed to the development of Indigenous-led **data capacity** and strategies in support of Indigenous Data Sovereignty.

Finally, in 2024-25, 160 First Nations were participating in the **New Fiscal Relationship Grant**, with over \$1.6 billion distributed in flexible and predictable funding. ISC also expanded eligibility in the **Grant** to include First Nations-led service delivery entities, and 99 new expressions of interest were received.

Through these comprehensive, Indigenous-led, and culturally relevant activities, ISC made measurable progress to address socio-economic gaps, confront historical and ongoing systemic racism and discrimination, dismantle colonial structures, and renew the relationship between Canada and Indigenous Peoples.

Recognizing there is more work to be done to **redress past and current harms**, ISC will continue to concentrate on the ongoing work towards **addressing colonial structures, systemic racism, and discrimination in the areas of Indigenous well-being and self-determination** in a tangible way so that Indigenous Peoples can succeed and prosper, and **the relationship with Indigenous Peoples can be renewed**.

For more information on Indigenous Service Canada's [Indigenous Well-Being and Self-Determination](#) read the 'Results – what we achieved' section of its departmental results report.

From the Minister

As Minister for Indigenous Services, I am pleased to present the 2024-25 Departmental Results Report. This year, Indigenous Services Canada delivered measurable progress toward closing socio-economic gaps and Indigenous self-determination by advancing the transfer of services and investing in community-led solutions.

We advanced long-term reform of the First Nations Child and Family Services Program, including reaching an \$8.5 billion Ontario Final Agreement with the Chiefs of Ontario and Nishnawbe Aski Nation, and by finalizing eight coordination agreements with Indigenous Governing Bodies under *An Act Respecting First Nations, Inuit and Métis children and families*. We supported culturally grounded programs, improved access to adult and post-secondary education, and worked to close the education gap - cornerstones of long-term success.

To help keep Indigenous women, children, and 2SLGBTQI+ people safe, we provided funding for the operations of emergency shelters and transitional homes, and supported the exercise of Indigenous jurisdiction in relation to child and family services – so that children and youth remain in the care of their loved ones.

In partnership with First Nations leadership, we completed 1,361 infrastructure projects, including the construction or renovation of over 4,000 housing units, and 285 health-related infrastructure projects aligned with local priorities. We supported strong, Indigenous-led economic growth by delivering over \$129 million in economic programming for Indigenous governments and businesses. We also exceeded the federal mandatory minimum 5% Indigenous procurement target, awarding over \$15 million to 38 First Nations, Inuit and Métis businesses, representing 13.8% of the department's total procurement.

We expanded the New Fiscal Relationship Grant to include First Nations-led service delivery entities, resulting in 160 agreements signed, over \$1.6 billion in funding, and 99 new expressions of interest. Through continued work with First Nations partners to transform health systems toward self-determination, an Agreement-in-Principle for service transfer in two regions was reached while advancing progress towards an agreement with two other regions. This work will help advance new and progressive Indigenous-led approaches to health services and its delivery.

In addition, we continued to facilitate the transition away from the *Indian Act*, notably, introducing legislation to amend the registration provisions in the *Indian Act* under Bill S-2, An Act to amend the *Indian Act*, and launching the Collaborative Process on the Second-Generation Cut-off and Section 10 Voting Thresholds.

We are on the road to Indigenous self-determination and the successful transfer of Indigenous services to Indigenous Peoples. We will continue to advance this important work so Indigenous Peoples and communities can lead decisions and shape their own futures.

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

Results- what we achieved

Core responsibility and internal services

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

Core responsibility: Indigenous Well-Being and Self-Determination

In this section

- [Description](#)
- [Quality of life impacts](#)
- [Progress on results](#)
 - [Service Area 1: Health](#)
 - [Service Area 2: Children and Families](#)
 - [Service Area 3: Education](#)
 - [Service Area 4: Infrastructure and Environments](#)
 - [Service Area 5: Economic Development](#)
 - [Service Area 6: Governance](#)
- [Details on results](#)
 - [Service Area 1: Health](#)
 - [Key Risks](#)
 - [Service Area 2: Children and Families](#)
 - [Key Risks](#)
 - [Service Area 3: Education](#)
 - [Key Risks](#)
 - [Service Area 4: Infrastructure and Environments](#)
 - [Key Risks](#)
 - [Service Area 5: Economic Development](#)
 - [Key Risks](#)
 - [Service Area 6: Governance](#)
 - [Key Risks](#)
- [Internal services](#)
- [Resources required to achieve results](#)
- [Related government priorities](#)
- [Program inventory](#)

Description

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

These services are informed by the social determinants of health and are intended to fulfill the departmental mandate to close socioeconomic gaps through services that include culturally appropriate physical and mental health; safety and social wellness; and education.

Community well-being is part of a continuum that extends to the environment and the land. These services work together to create sustainable infrastructure and environments and economic prosperity.

Support for governance capacity advances self-determination and supports 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 responsibility contributes to all domains of the Quality of Life Framework for Canada. The "Good Governance" domain directly aligns, and more specifically, the "Indigenous self-determination" indicator. This is reflected in ISC's support for governance capacity to advance self-determination and by enabling opportunities for Transfer of Responsibilities.

The core responsibility also contributes to the "Health", "Society", and "Prosperity" domains and, more specifically, "Perceived mental health", "Indigenous language" and "Postsecondary attainment" indicators, as the department's well-being services are informed by the social determinants of health. They are intended to close socio-economic gaps through culturally appropriate services and supports in areas of physical and mental health; safety and social wellness; and education.

ISC's core responsibility also contributes to the "Prosperity" and "Environment" domains and more specifically, "Core housing need", "Acceptable housing", "Drinking Water", and "Waste Management" indicators, as community well-being is part of a continuum that extends to the environment and the land. ISC's services, including contaminated sites management, work together to create sustainable infrastructure and environments and economic prosperity.

Progress on results

This section details the department's performance against its targets for each departmental result under Core responsibility: Indigenous Well-Being and Self-Determination.

Service Area 1: Health

Table 1: Indigenous Peoples are physically well
 Table 1 shows the target, the date to achieve the target and the actual result for each indicator under Indigenous Peoples are physically well in the last three fiscal years.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of First Nations individuals who reported being in "excellent" or "very good" health	At least 44%	March 2028	2022–23: 37.8% ¹ 2023–24: 37.8% ¹ 2024–25: 37.8% ¹

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of Inuit adults who reported being in "excellent" or "very good" health ²	At least 44%	March 2028	2022–23: 36.9% ³ 2023–24: 36.9% ³ 2024–25: 41.6% ⁴
<p>1- 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.</p> <p>2- "Inuit adults" refers to Inuit ages 18 and older living in Inuit Nunangat.</p> <p>3- Results are from the 2017 Aboriginal Peoples Survey (APS) (2012-2017).</p> <p>4- Results are from the 2022 Indigenous Peoples Survey (IPS) (2022-2027), which became available in 2024.</p>			

Table 2: Indigenous Peoples are mentally well

Table 2 shows the target, the date to achieve the target and the actual result for each indicator under Indigenous Peoples are mentally well in the last three fiscal years.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of First Nations individuals who reported "excellent" or "very good" mental health	At least 55%	March 2028	2022–23: 50.5% ¹ 2023–24: 50.5% ¹ 2024–25: 50.5% ¹
Percentage of Inuit adults who reported "excellent" or "very good" mental health ²	At least 50%	March 2028	2022–23: 42.5% ³ 2023–24: 42.5% ³ 2024–25: 40.6% ⁴
<p>1- 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.</p> <p>2- "Inuit adults" refers to Inuit ages 18 and older living in Inuit Nunangat.</p> <p>3- Results are from the 2017 Aboriginal Peoples Survey (APS) (2012-2017).</p> <p>4- Results are from the 2022 Indigenous Peoples Survey (IPS) (2022-2027), which became available in 2024.</p>			

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

Table 3 shows the target, the date to achieve the target and the actual result for each indicator under Indigenous Peoples have access to quality federally-funded health services in the last three fiscal years.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of First Nations on reserve adults who rate the quality of health care services delivered in their community as "good" or "excellent"	At least 57%	March 2028	2022–23: 55.2% ¹ 2023–24: 55.2% ¹ 2024–25: 55.2% ¹
Percentage of First Nations with an Indigenous-led plan for health service delivery	95%	March 2025	2022-23: Introduced in 2023-24 2023–24: 93.43% 2024-25: 91.48% ²
<p>1- 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.</p> <p>2- 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</p>			

Departmental Result Indicators	Target	Date to achieve target	Actual Results
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

Table 4 shows the target, the date to achieve the target and the actual result for each indicator under Indigenous Peoples are culturally safe and socially well in the last three fiscal years.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of Indigenous women who report being a victim of intimate partner violence in the previous 12 months	Decrease results year over year	March 2025	2022-23: Introduced in 2023-24 2023-24: 7.5% ¹ 2024-25: 16.9% ¹
Percentage of requests for overnight residence in ISC-funded shelters by women, children, and 2SLGBTQIA+ people that are met	Maintain or decrease results year over year ²	March 2025	2022-23: Introduced in 2023-24 2023-24: 62% ³ 2024-25: 62% ⁴
Percentage of residents living on reserve who are supported through Income Assistance	Decrease results year over year ⁵	March 2025	2022-23: Not Available ⁶ 2023-24: Not Available ⁶ 2024-25: Not Available ^{4, 6}
Percentage of First Nations children on reserve in care	Maintain or decrease results year over year	March 2025	2022-23: 6.15% 2023-24: Not available ⁷ 2024-25: Not Available ⁷
Percentage of children in care who are placed with a family member (kinship care) ⁸	Maintain or increase results year over year	March 2025	2022-23: 28.34% 2023-24: Not available ⁷ 2024-25: 28.34% ⁷
Percentage of First Nations communities offering family support services aimed at keeping families together	Not applicable ⁹	Not applicable ⁹	2022-23: 88% 2023-24: Not applicable ⁹ 2024-25: Not applicable ⁹
Number of First Nations Groups, Communities and Peoples exercising their jurisdiction under the <i>Act respecting First Nations, Inuit and Métis children, youth and families</i>	18 ¹⁰	March 2025	2022-23: Introduced in 2023-24 2023-24: 10 2024-25: 14 ¹¹
Number of Inuit Groups, Communities and Peoples exercising their jurisdiction under the <i>Act respecting First Nations, Inuit and Métis children, youth and families</i>	1 ¹⁰	March 2025	2022-23: Introduced in 2023-24 2023-24: 1 2024-25: 1

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Number of Métis Nation Groups, Communities and Peoples exercising their jurisdiction under the <i>Act respecting First Nations, Inuit and Métis children, youth and families</i>	1 ¹⁰	March 2025	2022-23: Introduced in 2023-24 2023-24: 0 2024-25: 0
<p>1- The Program has updated the statistic 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. Results are from the 2019 General Social Survey (GSS) – Canadians' Safety (Victimization) (2019-2024). New results are expected in 2025.</p> <p>2- Target will be adjusted to “100% of requests being met” in 2025-26 to reflect co-development with partners.</p> <p>3- The Program collects data annually on the operation of emergency shelters. In 2022-23, the Program revised its methodology to include the number of overnight requests that were turned away. With the end of COVID-19 reporting flexibilities for recipients in March 2024, the Program collected and reviewed all outstanding data to determine the 2023-24 result.</p> <p>4- 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.</p> <p>5- Interim target presented as the department continues to work with First Nation partners to incrementally improve the program. Once more recent program data is received, a specific target will be established.</p> <p>6- Due to ongoing reporting delays, the results for this year are currently unavailable. Program reform is underway and indicators and outcomes may change as a result once baselines are determined.</p> <p>7- These results were previously unavailable and have since been determined as 28.34%.</p> <p>8- This indicator refers specifically to First Nations children.</p> <p>9- The target and result for 2023-24 and 2024-25 are not applicable as the Community Wellbeing and Jurisdiction Initiative Program has been dormant since March 31, 2023, and is no longer in effect. No new proposals were accepted in 2023-24 or 2024-25 and the program is no longer collecting results. However, the results for 2022-23 were previously not available and have since been determined as 88%. The results take into account the number of First Nations with reserved land, as those would have been the only ones eligible to receive funding through the initiative. The 2022-23 results include Prevention funding provided through the First Nations Child and Family Services Program.</p> <p>10- The interest and momentum for First Nations, Inuit and Métis groups, communities and peoples to exercise jurisdiction in the delivery of some or all aspects of child and family services is self-determined. Current projections reflect the average estimated time to complete negotiations related to coordination agreements and fiscal arrangements. The target reflects a cumulative total since the Act came into force on January 1, 2020.</p> <p>11- The time needed to complete a coordination agreement is influenced by many factors including: Indigenous governing bodies (IGBs) 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.</p>			

Service Area 3: Education

Table 5: Indigenous students are progressing in their education

Table 5 shows the target, the date to achieve the target and the actual result for each indicator under Indigenous students are progressing in their education in the last three fiscal years.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of First Nations on reserve students who graduate from secondary school	Maintain or increase results year over year ¹	March 2025	On time: ² 2022-23: 26% 2023-24: 30% ³ 2024-25: 30% ³ Extended Time: ² 2022-23: 44%

Departmental Result Indicators	Target	Date to achieve target	Actual Results
			2023-24: 49% ³ 2024-25: 49% ³
Number of First Nations under a transformative education model	Maintain or increase results year over year ¹	March 2025	2022-23: 206 2023-24: 207 2024-25: 207 ⁴
Number of funded First Nations students who graduate with a post-secondary degree/diploma/certificate	Between 4110-4494	March 2025	2022-23: 1,664 ^{5, 6} 2023-24: 2,311 ^{5, 7} 2024-25: 2,056 ⁵
Number of funded Inuit students who graduate with a post-secondary degree/diploma/certificate	50 ⁸	March 2025	2022-23: 277 ⁵ 2023-24: 140 ^{5, 7} 2024-25: 235 ^{5, 9}
Number of funded Métis Nation students who graduate with a post-secondary degree/diploma/certificate	Maintain or increase results year over year ¹	March 2025	2022-23: 713 ⁵ 2023-24: 515 ^{5, 7} 2024-25: 806 ^{5, 9}
<p>1- Target was established in March 2023 to maintain or increase results year over year starting in 2023-24.</p> <p>2- A cohort-based methodology was introduced in 2022-23 to measure two distinct graduation rates reflecting students who graduate "on time" (3 years after beginning Grade 10) or over an "extended time" (5 years after beginning Grade 10). As of March 31, 2025 ISC implemented the latest changes to the cohort-based methodology using a multi-cohort inclusion window (MCIW) approach to strengthen the tracking of student graduations.</p> <p>3- 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.</p> <p>4- As of March 2025, ISC concluded and signed 11 regional education agreements, with nine active, with First Nations partners as well as two pre-2018 Transformative School Board Agreements.</p> <p>5- Performance results correspond to the preceding fiscal year to align with public reporting timelines.</p> <p>6- The percentage of Accepted (Final) reports for 2022-23 was 41.15%.</p> <p>7- The results are not representative of 100% reporting from Indigenous partners and are based on data that was finalized and accepted at time of reporting. For 2023-24, this result is based on 44% of accepted reports for First Nations and 75% for Inuit post-secondary students. This result refers to the 2022-23 school year.</p> <p>8- This reflects an initial target set in 2024 when the Inuit Post-Secondary Strategy was established pursuant to Budget 2019. Inuit partners' actual data indicates that the initial target was surpassed in both 2021-22 and 2022-23.</p> <p>9- Results reflect Indigenous decision making around how best to allocate funding for individual students, including at which phase of study. The number of total students supported may not remain the same from year to year. The fluctuation in results does not indicate a decline in student progression or success but rather reflects how recipients may prioritize funding based on their specific community needs.</p>			

Service Area 4: Infrastructure and Environments

Table 6: Indigenous communities have sustainable land management and infrastructure

Table 6 shows the target, the date to achieve the target and the actual result for each indicator under Indigenous communities have sustainable land management and infrastructure in the last three fiscal years.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of on reserve public water systems financially supported	70% ¹	March 2026	2022-23: 59.7% ² 2023-24: 63.8% ² 2024-25: 63.8% ³

by Indigenous Services Canada that have low risk ratings			
Percentage of on reserve public wastewater systems financially supported by Indigenous Services Canada that have low risk ratings	69%	March 2026	2022–23: 41.7% ² 2023–24: 48.1% ² 2024-25: 48.1% ³
Percentage of First Nations households living in a dwelling that contains more than one person per room	10.7%	March 2026	2022-23: Introduced in 2023-24 2023–24: Not available 2024-25: Not Available ⁴
Percentage of First Nations housing that is adequate as assessed and reported by First Nations	75%	March 2025	2022–23: 74.1% 2023–24: 72.9% 2024-25: 72.9% ³
Percentage of on reserve Indigenous Services Canada-funded other community infrastructure assets with a condition rating of "good" or "new"	45%	March 2026	2022-23: Introduced in 2023-24 2023–24: 42% 2024-25: 42% ³
Percentage of on reserve education facilities with a condition rating of "good" or "new"	60%	March 2026	2022–23: 55% 2023–24: 60.55% ⁵ 2024-25: 60.55% ^{3, 6}
Percentage of on reserve health facilities with a condition rating of "good" or "new"	75%	March 2025	2022–23: 84% ⁷ 2023–24: 80% ⁷ 2024-25: 84% ⁷
Percentage of First Nations communities with adequate solid waste management systems	65%	March 2028	2022–23: 40.5% 2023–24: 49.8% 2024-25: 58.9%
Percentage of high-risk contaminated sites on reserve where remediation activities are being undertaken	20% ⁸	March 2025	2022–23: 17.6% 2023–24: 25.2% 2024-25: 24.4%

1- This timeline is reflective of the workplans in place with each community and the expected completion dates of ongoing projects.
2- This result was previously unavailable and has since been determined.
3- 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.
4- Results are based on 2021 Census data. New results will be available in 2027.
5- The 2023-24 actual result is based on inspection results available as of July 24, 2024.
6- The data presented includes all ISC-supported band-operated, federal, private, and self-governing schools, but does not include provincial schools.
7- The 3-year timeframe covered for this reporting period includes inspections completed this fiscal year and the two fiscal years prior.
8- The target was revised to 20% in 2023–24 to reflect changes in project eligibility criteria under Phase IV of the program. With remediation funding expanded to include Class 2 (medium priority for action) and Class 3 (low priority for action) sites, the program has not focused as heavily on Class 1 (high priority for action) sites as initially anticipated. This change was made to better account for First Nation priorities that are not necessarily reflected in the National Classification System for Contaminated

Sites (NCSCS) scoring system—such as community land use plans or infrastructure development needs. As a result, resources have been distributed across a broader range of eligible projects.

Service Area 5: Economic Development

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

Table 7 shows the target, the date to achieve the target and the actual result for each indicator under Indigenous communities are progressing in their business and economic growth in the last three fiscal years.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of the population that lived in a low income situation in the year preceding the Census	Registered Indian on reserve 47.7% Registered Indian off reserve 30.3% Non-Status Indian 25.2% Inuit 22.3% Métis 17.3% Non-Indigenous 13.8% ¹	March 2026	2022-23: Introduced in 2023-24 2023–24: Registered Indian on reserve 28.4% Registered Indian off reserve 17.6% Non-Status Indian 14.8% Inuit 14.7% Métis 11.8% Non-Indigenous 10.6% ² 2024-25: Registered Indian on reserve 28.4% Registered Indian off reserve 17.6% Non-Status Indian 14.8% Inuit 14.7% Métis 11.8% Non-Indigenous 10.6% ²
Employment rate of the working age population (25-64)	Registered Indian on reserve 46.9% Registered Indian off reserve 60.2% Non-Status Indian 66.1% Inuit 57.4% Métis 70.4% Non-Indigenous 76.0% ¹	March 2026	2022-23: Introduced in 2023-24 2023–24: Registered Indian on reserve 47.1% Registered Indian off reserve 58.7% Non-Status Indian 64.8% Inuit 55.2% Métis 69.1% Non-Indigenous 74.1% ² 2024-25: Registered Indian on reserve 47.1% Registered Indian off reserve 58.7% Non-Status Indian 64.8% Inuit 55.2% Métis 69.1% Non-Indigenous 74.1% ²
Median income of the working age population (25-64)	Registered Indian on reserve \$20,357 Registered Indian off reserve \$32,553 Non-Status Indian \$34,458 Inuit \$33,135 Métis \$40,814 Non-Indigenous \$42,930 ¹	March 2026	2022-23: Introduced in 2023-24 2023–24: Registered Indian on reserve \$32,000 Registered Indian off reserve \$42,000 Non-Status Indian \$43,200 Inuit \$42,800

Departmental Result Indicators	Target	Date to achieve target	Actual Results
			Métis \$48,800 Non-Indigenous \$50,400 ² 2024-25: Registered Indian on reserve \$32,000 Registered Indian off reserve \$42,000 Non-Status Indian \$43,200 Inuit \$42,800 Métis \$48,800 Non-Indigenous \$50,400 ²
1 - Targets are established using 2016 Census baseline data. 2 - 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

Table 8 shows the target, the date to achieve the target and the actual result for each indicator under Indigenous communities have governance capacity and support for self-determination in the last three fiscal years.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Number of communities certified by the First Nations Financial Management Board	Maintain or increase year over year ¹	March 2025	2022–23: 263 ² 2023–24: 283 2024-25: 302
Percentage of First Nations adopting alternatives to the <i>Indian Act</i> election system	80% ³	March 2025	2022-23: 78% 2023-24: 79.87% 2024-25: 80% ⁴
1 - A target was identified in 2023-24; however, as the adoption of a financial administration law is an entirely self-determined choice of First Nations, the establishment of a target by Canada would not be meaningful or relevant. 2 - This indicator was introduced in 2023-24; however, data is available from 2013-14 onward with the coming into force of the First Nations Fiscal Management Act (FNFMA) on April 1, 2013. The First Nations Financial Management Board, who is granted authority by the FNFMA to offer certifications, maintains numbers of Financial Administration Laws enacted pursuant to the FNFMA included for this indicator. 3 - Due to an error in calculation of the 2022-23 result at the time of reporting for the 2022-23 Departmental Results Report, the 2023-24 target of 79% was expected to be attained and therefore, the 2024-25 target was adjusted to 80%. 4 - Due to an error in calculation of the 2022-23 result at the time of reporting for the 2022-23 Departmental Results Report, the 2022-23 result was originally published as 55% and has been recalculated as 78%.			

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

Details on Results

The following section describes the 2024-25 results for Indigenous Well-Being and Self-Determination in Indigenous Service Canada's 2024-25 Departmental Plan.

In 2024-25, ISC continued to advance its core responsibility: Indigenous well-being and self-determination through the work of its six Service Areas. **Service Area 1: Health** worked to align health programs with the priorities of First Nation and Inuit communities and support the transfer of health services. **Service Area 2: Children and Families** continued to strengthen families and enhance community safety through child- and family-focused programming, emphasizing better outcomes and integrating future safety and prevention initiatives. **Service Area 3: Education** continued addressing distinct educational needs by supporting elementary, secondary, and post-secondary programs that reflect Indigenous students' culture and language. **Service Area 4: Infrastructure and Environment** worked to foster sustainable infrastructure and land management, supporting Indigenous communities to build community-led and resilient infrastructure and manage their reserve lands. **Service Area 5: Economic Development** worked to advance economic growth by supporting Indigenous businesses, entrepreneurs, and partnerships. **Service Area 6: Governance** continued its efforts to enhance governance capacity by strengthening Indigenous institutions and supporting self-determination. Together, work under these Service Areas supported Indigenous Peoples in improving their socio-economic outcomes and building thriving communities.

Service Area 1: Health

Departmental Result 1: Indigenous Peoples are physically well

Results achieved:

Throughout 2024-25, ISC continued to improve support for First Nations and Inuit communities to implement integrated and holistic health services that are primarily delivered by First Nations on-reserve and Inuit in Inuit Nunangat by:

- Funding 100% (54 out of 54) of recipients representing 98% (111 out of 113) of eligible communities receiving funding support for Nutrition North Canada-Nutrition Education Initiatives by ISC.
- Continuing to support community-led design and delivery of healthy childhood development programs and services and implementing the Indigenous Early Learning and Childcare transformation horizontal initiative, with ongoing funding, including the co-development of distinction-specific results frameworks anticipated by March 2026.
- Collaborating with Inuit Tapiriit Kanatami (ITK) and regional partners to support tuberculosis (TB) elimination in Inuit Nunangat through ongoing engagement, educational webinars, culturally relevant awareness materials, and advocacy support. The activities centered on relationship building, knowledge sharing and supported Inuit-led efforts toward TB elimination.
- Continuing to support initiatives focused on HIV self-testing, rapid Sexually Transmitted and Blood-borne Infections (STBBI) testing, harm reduction, and culturally safe care, while also collaborating with partners to deliver online educational courses and training that strengthened

healthcare provider capacity and advanced progress toward global HIV targets. In 2024-25, ISC funded over 20 proposals to support programming for STBBIs prevention, education, capacity building and raising awareness activities, as well as to facilitate access to culturally safe testing, treatment and social support for First Nations and Inuit.

- Continuing to support immunization programming through collaboration and relationship building with Indigenous, provincial and federal partners, and through knowledge translation via webinars, resource emails, social media and resource development.
- Advancing the implementation of strategic and operational objectives through a newly established Impact Assessment and Health Service, with over 70% of positions staffed to support legislated requirements under Canada's *Impact Assessment Act*, and began funding 13 new community-based projects under the First Nations Baseline Assessment Program, supporting First Nations to understand their community baseline health status prior to major industrial development.
- Continuing to engage Federal, Provincial, Territorial and Indigenous partners on supporting the model of distinctions-based, Indigenous-led community based testing (CBT) for expansion of innovative health services available in communities. This model supports training and certification of community based health workers for a sustainable and stable network of culturally appropriate, high quality testing that reduces barriers to equitable access for health services for people living in remote communities.
- Continuing to provide essential environmental public health services in First Nations in order to prevent and minimize the risks of hazards in the natural and built environments. Environmental Public Health Officers delivery frontline health services to First Nations with the support of Community Based Water Monitors, who undertake drinking water monitoring at tap.

The department continued to ensure First Nation and Inuit children have access to the health, social and educational services and supports they need. ISC continued to work towards fulfilling its mandate to fully implement Jordan's Principle and the Inuit Child First Initiative by:

- Continuing to support First Nation children through Jordan's Principle by funding access to essential health and social services, products and supports.
- Continuing to work closely with parties and partners to implement the October 2023 Federal Court approved \$23.34 billion settlement agreement on compensation for First Nations children and families who were harmed by discriminatory underfunding of the First Nations Child and Family Services (FNCFS) program and those impacted by the federal government's narrow definition of Jordan's Principle. The Settlement includes nine classes, with the first Claims Period opening on March 10, 2025, for members of the Removed Child Class and the Removed Child Family Class.
- Continuing to advance work with Inuit partners to co-develop a long-term Inuit-specific approach for the delivery of the Inuit Child First Initiative that meets the needs of Inuit children. ISC engaged regularly with Inuit Tapiriit Kanatami through the Inuit Child First Initiative Co-Development Steering Committee, including face-to-face and co-chaired meetings to advance a National Framework and regional approaches; in March 2025, a one-year funding extension of \$121.7 million through March 31, 2026, was announced.

In 2024-25, the Addressing Anti-Indigenous Racism initiative allocated Budget 2024 funding to regional and national Indigenous partners to support initiatives addressing anti-Indigenous racism in health systems. This funding supported the continuation of Indigenous-led efforts to increase Indigenous

representation in health professions and supported the hiring and retention of Indigenous patient advocates, health system navigators, midwives, and birth support workers. It also provided capacity funding to national Indigenous health organizations to advance system-level change and deliver culturally safe care.

In addition, ISC concluded engagement with First Nations, Inuit, and Métis partners to determine allocation methodologies for \$190 million in the distinctions-based stream of the Indigenous Health Equity Fund (IHEF) funding, enabling communities to implement a broad range of health priorities. To date, implementation plans reflect initiatives focused on mental wellness, substance use, healthy living, health infrastructure, and e-health. Additionally, 31 projects were funded under the \$10 million Targeted Initiatives component of IHEF to support areas such as Indigenous women's health, 2SLGBTQI+ health, and mental wellness. Regional engagement activities with First Nations, Inuit, and Métis partners are underway to gather feedback and inform the development of new terms and conditions for the program, while efforts continued in Manitoba to establish a long-term approach to sub-regional funding allocations.

In 2024-25, ISC continued to advance self-determination and First Nations' and Inuit control over their own information by supporting First Nation and Inuit-led data collection activities. Specifically, ISC maintained support for the First Nations Information Governance Centre's continued implementation of the First Nations Regional Health Survey (\$46.4 million over 10 years, Budget 2019). Additionally, ISC provided ITK and regional partners funding for the continued implementation of the Qanuippitaa? National Inuit Health Survey (\$82 million over 10 years, Budget 2018). Investments provided in 2024-25 is part of a longer-term approach to build Indigenous health data infrastructure. The department also supported improvements to health data capacities by funding First Nations-led regional data teams and comparable teams within ITK and Métis governments (\$27.9 million over 4 years).

Departmental Result 2: Indigenous Peoples are Mentally Well

Results achieved:

In 2024-25, ISC secured \$630.2 million over two years to build on the Budget 2021 investments, expanding and enhancing efforts to continue to support Indigenous peoples' access to mental health services. By supporting Indigenous-led, community-driven initiatives that reflect the cultural needs and aspirations of the people that use them, Indigenous leadership and communities are better equipped to address their unique mental health needs and improve mental health outcomes.

ISC continued to work with First Nations, Inuit, and Métis partners to maintain existing access to high-quality mental health services and support community well-being. Guided by Indigenous-led frameworks such as the First Nations Mental Wellness Continuum Framework, Honouring Our Strengths, and the National Inuit Suicide Prevention Strategy, federally funded programming complemented provincial and territorial services. These initiatives focused on reducing barriers and strengthening culturally relevant, community-driven supports by providing:

- Continued funding to support access to mobile, interdisciplinary mental wellness teams that provide culturally grounded services such as crisis response, trauma-informed and land-based care, early intervention and screening, and prevention. These teams contributed towards closing mental wellness gaps by delivering Indigenous-centered, community-based supports and coordinating care with provincial and territorial services.

- Continued funding to support access to wrap-around services at opioid agonist treatment sites, integrating counselling and traditional practices to provide a continuum of culturally based care that addresses underlying or associated issues.
- Continued funding to support access to suicide prevention and life promotion initiatives, along with substance use prevention and treatment. Community-based workers delivered programming tailored to local needs, including cultural activities, youth-specific initiatives, training for frontline workers, and educational workshops on substance use.
- Continued access to trauma-informed clinical mental health counselling and cultural and emotional supports.

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

Results achieved:

ISC recognizes that the accessibility of quality federally funded health services is key to achieving physical and mental wellness for Indigenous Peoples. For example, ISC advanced the implementation of the five-year \$354 million Budget 2021 investment to strengthen clinical and client care in remote and isolated First Nations communities through the implementation of key commitments under ISC's Nursing Health Human Resource Framework. This includes hybrid and interdisciplinary models of staffing reached through the expansion of ISC's compliment of regulated nurses and paramedic services. The department also supported workforce stability through continued recruitment and retention strategies for nursing and oral health providers.

ISC also advanced work towards improving client access to the Supplementary Health Benefits (also known as the Non-Insured Health Benefits Program) by continuing to engage with partners at Inuit Tapiriit Kanatami and the Assembly of First Nations (AFN), to identify areas for improvement and make meaningful changes in support of client benefits and services in alignment with government priorities.

The Home and Long-term Care program supports community members of all ages to remain in their community by receiving the care they need in their homes. In 2024-25, ISC supported home and long-term care by:

- Concluding engagement with First Nations and Inuit partners and developing policy options and a costing framework to inform new and more holistic Long-Term and Continuing Care (LTCC) programming that promotes the health and wellbeing of Indigenous Peoples and supports their access to quality health and social services that meet their specific needs.
- Concluding most Métis home and long-term care engagement activities, supporting the expansion of LTCC engagement to include Métis partners and improving understanding of the LTCC needs of Métis individuals and communities across the country. With six of eight engagement summary reports submitted by partners, ISC has begun to review summary reports to gain insights as to what was heard through the Métis-led engagement process. This work was supported through funding from the 2022 Fall Economic Statement, which included \$2.8 million specifically for Métis-led engagement efforts.
- Supporting the planning and delivery of First Nations and Inuit Home and Community Care (FNIHCC) services by funding 396 Indigenous service delivery operators. ISC collaborated with the AFN to launch a national Community of Practice to strengthen culturally appropriate care, share best practices, and identify opportunities to improve inclusivity and accessibility. The department also led two national knowledge sharing circle events, and updated key program documents.

These efforts helped build capacity and advance culturally safe, community-led home care services across Indigenous communities.

- Funding four demonstration projects to advance the First Nation and Inuit Palliative Care Frameworks. These projects enhance access to culturally adapted palliative care services in participating communities and are informing recommendations for broader implementation of community-led, culturally safe end-of-life care models.
- Advancing the development of the First Nations and Inuit Home and Community Care (FNIHCC) Children's Stream to support pediatric home health needs through Indigenous-led, community-based programming.

In 2024–25, ISC supported improved access to mental and physical wellness services and continuity of care, particularly in remote and isolated communities, through initiatives such as:

- Continued implementation of the five-year Budget 2021 investment of \$354 million that supported ongoing hiring of registered nurses, nurse practitioners, and licensed practical nurses to strengthen the clinical workforce in remote and isolated First Nations communities. A Learning Management Services contract was awarded to support training. Broadening the range of health professionals contributed to more stable service delivery and enhanced capacity in communities where programs have been transferred.
- Advanced efforts to strengthen the health workforce by supporting the recruitment and retention of oral health providers and nurses in Indigenous communities. ISC contributed towards the re-establishment of the University of Saskatchewan's Dental Therapy Program, the only one of its kind in Canada. Regions contributed to developing standardized orientation objectives for nurses, and awarded a Learning Management Services contract to support ongoing training and improve nurse retention.
- Supported by \$91.3 million in Budget 2024 funding over four years, ISC has advanced initiatives aimed at improving safety for frontline health workers. Consultations with First Nations began to co-develop business continuity plans associated with the availability and consistency of health facility staffing, and regional discussions advanced safety policies on pathogen exposure and home visit protocols. Regional training on patient safety incident analysis was delivered, and nurse safety sessions were completed which helped develop internal resources to train frontline workers in safety and conflict resolution. Additionally, \$1.89 million was allocated to address minor repairs identified during nursing station inspections.
- Secured funding through Budget 2024 to enhance safety in all 79 remote and isolated nursing stations by supporting 24/7 on-site security personnel, addressing physical security gaps, and strengthening staff safety training. Work also progressed on developing national security standards for nursing stations
- Supported regional responses to drug shortages in remote and isolated First Nations health facilities, guided by the First Nations and Inuit Health Branch Action Plan. ISC also actively participated in provincial/territorial Drug Shortage Task Force meetings to help mitigate impacts, ensure medication access, and identify alternative therapies.
- Supported through ISC eHealth funding, the National Indigenous Information Technology Alliance (NIITA) brought together Indigenous IT professionals, industry leaders, and digital health experts for seminars, workshops, and knowledge sharing. Organized by the First Nations Technical Services Advisory Group (TSAG), NIITA strengthens the skills of First Nations IT professionals, enhancing the delivery of digital healthcare services to remote communities contributing to improved healthcare access and outcomes for Indigenous Peoples.

In 2024-25, ISC continued working with Indigenous partners to transform health systems and advance new and progressive approaches to improve services and support Indigenous Peoples to independently determine and deliver high quality health services by:

- Supporting Health Transformation through a five-year, \$104.9 million investment from Budget 2024, ISC allocated funds to six projects including the Manitoba First Nations group, and the Keewatinohk Inniniw Minoayawin Inc. (KIM), which signed an Agreement in Principle to advance a Framework Agreement and health service transfer for 23 First Nation communities, advancing KIM's progress toward service transfer. The department engaged in ongoing discussions that continue to explore how ISC can support other First Nation-led organizations in taking on greater decision-making and health service delivery responsibilities which will lead to systemic change within First Nations healthcare.
- Continuing to build data capacity for Indigenous communities and increase the collection, access and use of health data, and facilitating transfer through ongoing collaboration between national offices, regions, and Indigenous partners to support culturally relevant eHealth services. Program funding was also distributed to regional and community recipients to sustain existing technological and telehealth tools and services.
- Advancing accreditation in nursing stations to address critical areas of high risk to patient safety including the first ISC nursing station achieving accreditation status and 3 others in process.
- Prioritizing the integration of accreditation standards into policies and practices and advancing culturally safe, high-quality care by promoting healthcare accreditation efforts that are tailored to the unique needs of First Nations and Inuit populations.
- Strengthening high quality health services in Indigenous healthcare systems and increasing capacity in rural and remote Indigenous communities by removing barriers to access tools and training.
- Working with Indigenous partners to advance a national Indigenous community of practice for accreditation and quality improvement.
- Advancing the implementation of the Aboriginal Health Human Resources Initiative by providing \$1.5M in ongoing funding to support training and certification for community-based health workers. This included support for Health Directors to achieve Health Managers Certification and funding for a wide range of training programs—from personal support and early childhood education to mental health and administrative skills—helping strengthen Indigenous health care capacity and service quality across communities.

The outcomes of these initiatives, measured against key indicators, are available in the [Progress on Results](#) section of the report.

Key Risks

In 2024- 25, key health-related uncertainties included:

- The potential for continued disparities in health outcomes for Indigenous Peoples due to ongoing pressures on the health system, such as increased needs for mental health and substance use services and limited access and availability of holistic wraparound services.

- Limited alignment between current program-based service delivery and best practices for integrated, patient-centered health care, which may affect overall service quality and effectiveness.
- Ongoing challenges in maintaining a stable health workforce, particularly in recruitment and retention, given issues related to working conditions, compensation, and available supports.

Despite these uncertainties, meaningful progress was made in advancing departmental commitments. The Mental Wellness Program continued to work with Indigenous partners to strengthen culturally grounded, community-led supports, with an emphasis on distinctions-based mental health strategies and improved access to substance use services such as opioid treatment wraparound care and on-the-land outreach.

To address health workforce challenges, ISC also advanced implementation of a national recruitment and retention strategy for Environmental Public Health Officers (EPHOs). This included targeted efforts to raise awareness of the profession, support Indigenous participation in EPHO training pathways, and create career development opportunities, all of which contribute to improving work conditions and long-term workforce stability. These activities have helped lay the foundation for more responsive and coordinated service delivery moving forward.

Service Area 2: Children and Families

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

Results achieved:

ISC worked in partnership with Indigenous Peoples, provincial and territorial governments, federal departments, and stakeholders to address issues of family violence by providing funding for emergency shelters, transition homes, second-stage housing, and violence prevention programming for Indigenous women, children, 2SLGBTQI+ persons, and families. In 2024-25, the department worked to strengthen community safety programs to better meet the needs of Indigenous Peoples and advance an integrated approach to best support children and families by:

- Advancing the redevelopment of the National Funding Formula for the Family Violence Prevention Program (FVPP) to allocate operational funding across shelters, entering the second phase to integrate transitional housing with emergency shelters in urban and northern areas. ISC engaged closely with the National Indigenous Circle Against Family Violence and Shelter Directors nationwide, focusing on First Nations, Inuit, and Métis service providers in shelter services.
- Continuing collaboration with the Canada Mortgage and Housing Corporation to support the implementation of the Indigenous Shelter and Transitional Housing Initiative. As of March 2025, 71 projects had been selected by Indigenous and Inuit Steering and Selection Committees, including 37 emergency shelters and 34 transitional homes at various stages of development. ISC engaged with First Nations, Inuit, and Métis partners to provide pre-development funding, start-up costs, and to help identify additional funding partners for capital support. Although some projects have experienced construction delays, the department remains committed to ensuring that projects are advanced in a way that fully supports the goals of the Indigenous Shelter and Transitional Housing Initiative.

- Investing \$31 million to support the Pathways to Safe Indigenous Communities Initiative which continued to fund Indigenous-designed community safety and well-being projects across Canada. The initiative advanced self-determined approaches by providing funding to First Nations, Inuit, and Métis partners to implement culturally grounded safety and wellness interventions tailored to their unique community needs.

Initiatives in this area contributed to the department's mandate to support the safety and well-being of Indigenous children, youth, and families through the long-term reform of the First Nations Child and Family Services Program, the delivery of fair and equitable compensation, and the ongoing implementation of *An Act respecting First Nations, Inuit and Métis children, youth and families*. ISC advanced these commitments in 2024–25 by:

- Continuing to advance long-term reform of the First Nations Child and Family Services (FNCFS) Program by implementing Canadian Human Rights Tribunal (CHRT) orders. In February 2025, Canada, the Chiefs of Ontario, and Nishnawbe Aski Nation signed a nine-year, \$8.5 billion agreement specific to Ontario, which is pending CHRT approval. ISC also supported the continued implementation of CHRT orders by updating Terms and Conditions of the FNCFS program, issuing financial guidance, and processing claims under the existing funding model.
- Continuing to support the implementation of the Canadian Human Rights Tribunal orders and reforming the First Nations Child and Family Services Program by improving program delivery through updated service and funding models. This includes a per capita funding approach for prevention services, payment based on actual costs for extended supports to youth transitioning into adulthood, expanded access to First Nations Representative Services to help navigate child and family services, and capital funding to strengthen service delivery.
- Ensuring Indigenous Peoples and treaty rights holders views are being represented in the reform of the First Nations Child and Family Services Program. From July to September 2024, ISC held engagement sessions with the Assembly of First Nations, Chiefs of Ontario, and Nishnawbe Aski Nation to gather perspectives on the proposed Agreement for the Long-Term Reform of the First Nations Child and Family Services Program.
- Renewing expiring Service Level Agreements (SLAs) to align with the principles of long-term reform, including renewing and updating the SLA in British Columbia. Engagement was also held with Yukon First Nations, Yukon Government, and Canada on the feasibility of a new SLA in Yukon.

In order to advance the safety and well-being of First Nations children, youth, and families, the department monitored the prevention-based supports aimed at keeping families together, the proportion of First Nations children on reserve in care and those who are placed with family members.

ISC continued to work with partners to fully implement the framework of *An Act respecting First Nations, Inuit, and Métis children, youth and families* (the *Act*), and advance priorities of Indigenous communities to reclaim jurisdiction in areas that matter to them as the department explored ways to transition away from the *Indian Act*. In 2024-25, ISC supported these mandates by:

- Approving over \$282 million through 539 capacity-building funding proposals to 259 First Nation, Inuit, and Métis recipients covering 446 communities for the preparation and exploration of the exercise of jurisdiction through the framework of the *Act*, and \$15 million to

support 22 Indigenous governing bodies' participation at coordination agreement discussions under the *Act* since 2020.

- Supporting the signing of eight new coordination agreements in 2024-2025, bringing a total of 14 signed agreements under the *Act* by March 31, 2025. As of March 2025, there were 18 active coordination agreement discussion tables, and at least four new tables expected to restart within six months. A total of 16 Indigenous child and family service laws aided by the *Act* were in force.
- Advancing preparations for the five-year legislative review of the *Act* by engaging with partners and analyzing feedback. Pre-engagement sessions involving national Indigenous organizations, Indigenous governing bodies and provincial and territorial officials began in December 2024. The intent of the sessions was to seek preliminary feedback on how to engage with groups and which Indigenous governance mechanisms could support the review.
- Engaging Indigenous partners on a distinctions-based long-term funding frameworks to support the exercise of jurisdiction over child and family services. ISC conducted a collaborative engagement initiative in 2024 with 14 Indigenous communities, organizations, and governing bodies to gather feedback on the effectiveness of capacity-building and coordination agreement funding mechanisms. These insights supported ongoing efforts to work on a distinctions-based long-term funding framework. ISC also continued to work with National Indigenous Organizations to begin establishing a sustainable long-term approach to supporting agreements under the *Act* which considers equity, alignment and litigation risk mitigation, while engaging federal, provincial, and territorial counterparts on ensuring predictability and fiscal discipline related to the implementation of the *Act*.
- Working with National Indigenous Organizations to strengthen distinctions-based data approaches, including support for Inuit-led efforts. In November 2024, in collaboration with Inuit Tapiriit Kanatami, Inuit partners, provinces, territories, and the Public Health Agency of Canada, a co-developed discussion paper on Inuit-specific child welfare data was released.

The Income Assistance program ensures eligible individuals and families residing on reserve and in the Yukon receive funds to cover the basic expenses of daily living and provides pre-employment services designed to help them transition to the workforce. In 2024-25, the department continued to provide support by:

- Securing \$927.3 million over five years and \$169 million ongoing to improve income supports for low-income individuals and families on reserve. The department amended program Terms and Conditions to implement new disability income supports and updated guidelines to aid implementation beginning in 2025-26. Funding was also delivered to communities to meet urgent essential needs and provide case management and pre-employment supports, while ongoing engagement with First Nations partners informed continued program responsiveness.
- Continuing to work with First Nation communities through the Income Assistance Program to monitor and understand the evolving needs of low-income individuals and families on reserve in response to ongoing inflation and increased cost of living. To better support Income Assistance clients and dependents, ISC worked to develop an interim Special Needs funding model. Special needs funding allows program administrators to provide discretionary supports to address clients' unique challenges or needs, as per the policies and rates of the applicable province or territory in which they reside. The interim approach is for a two-year period beginning in 2024-25, with an aim to develop a longer term solution for 2026-27 and beyond.

- Advancing the development of a new digital system for the Income Assistance program to support timely, evidence-based decision making. The system’s core functionality will be released in Spring 2025, and First Nations recipients are expected to gain access in Winter 2025–26, supported by a training strategy currently in development. Once released, the system will enhance data collection and analysis, contributing to improved program delivery.
- Supporting ongoing discussions with interested First Nations to advance the transfer of Income Assistance service delivery through New Fiscal Relationship and Self-Government agreements. The department worked closely with partners in the Maritimes, Crown Indigenous Relations and Northern Affairs Canada (CIRNAC), and the Province of Nova Scotia to inform future transfer, including progress on a self-government agreement for the Mi’kmaq of Nova Scotia.
- Supporting capacity-building for First Nations organizations delivering Income Assistance by implementing a national service delivery funding model to ensure consistent and equitable allocations. An interim funding formula was also introduced to help meet provincial comparability standards, with a permanent formula expected in 2026–27. These efforts aim to strengthen program delivery, support future funding decisions, and enhance self-sufficiency and well-being in First Nations communities.

The effectiveness of the Income Assistance program's reach was measured by monitoring the level of income assistance funding provided to First Nations to support community needs and deliver a comparable level of support to Income Assistance programs delivered by the provinces and Yukon. In 2024-25, ISC worked with key urban Indigenous partners to co-develop an Indigenous-led Performance Framework, under the Urban Programming for Indigenous Peoples program. This initiative is expected to support improved tracking of program and service delivery by urban Indigenous organizations, help identify service gaps and inform future program decisions that improve socio-economic opportunities for Indigenous Peoples in urban areas.

The outcomes of these initiatives, measured against key indicators, are available in the [Progress on Results](#) section of the report.

Key Risks

In 2024-25, key uncertainties related to children and families included:

- The challenges faced by current community safety programs in adapting to and addressing evolving safety concerns.
- Whether current service delivery models for children and families are helping to close socio-economic gaps.

To address these uncertainties, the department advanced culturally informed and community-led initiatives. A major milestone was the signing of an agreement between the Chiefs of Ontario, Nishnawbe Aski Nation, and Canada to reform the First Nations Child and Family Services Program in Ontario mentioned above. This aligns with efforts to strengthen accountability frameworks, improve planning and reporting, and broaden access to prevention services and wraparound supports—including housing, First Nation representatives, and post-majority care.

In parallel, ISC continued to collaborate with National Indigenous Organizations to begin the process of establishing long-term funding frameworks for exercising jurisdiction over child and family services

under *An Act respecting First Nations, Inuit and Métis children, youth and families*. The Deputy Minister also engaged with federal, provincial and territorial Deputy Ministers responsible for social services to discuss their priorities related to the implementation of the *Act*, including funding.

Service Area 3: Education

Departmental Result 5: Indigenous students are progressing in their education

Results achieved:

ISC's approach to First Nations elementary and secondary education reflects Indigenous perspectives on educational success. In 2024–25, the department placed a particular focus on advancing these educational outcomes by:

- Continuing to support 535 First Nation education programs for approximately 83,100 students, 32,200 students attending a provincial or privately administered school, and 1,600 students attending a federally administered school.
- Continuing to work with interested First Nation partners to refine interim regional funding formulas and align them with provincial models, supporting culturally appropriate education programming.
- Collaborating with interested First Nation partners through regional technical tables to identify and assess education funding needs beyond current interim regional funding formula allocations, informing future budget submissions to support the long-term vision of sustained and improved education outcomes.
- Continuing to deliver the First Nations and Inuit Cultural Centres, Innovation in Education, and Research and Learning sub-programs, supporting culturally relevant education and First Nations control of First Nations education. These efforts contribute to closing the education attainment gap between First Nations and non-Indigenous students. The High-Cost Special Education review has been delayed due to external factors and competing priorities. First Nations partners continue to signal interest in finalizing the review, and ISC remains committed to working collaboratively with partners to advance and complete the review.
- Continuing to provide funding for adult education through the Budget 2021 announcement of \$350 million over five years to First Nations on reserve and status First Nations in the Yukon and Northwest Territories. This provides implementation and enrolment-based funding, addresses long-standing gaps in access to secondary-level education and supports self-determination and community success. Engagement with First Nation partners continue to inform program vision, best practices, and future planning.
- Expanding access to school food programming through the Budget 2021 announcement for \$38 million over five years for First Nation students on reserve. This positively impacts students' health and learning capacity to support them reach their full potential in the classroom, leading to improved educational outcomes.

ISC also continued efforts to enhance access to funding supports for First Nations, Inuit, and Métis Nation students through implementation of the distinctions-based post-secondary education strategies.

Additionally, in 2024-25, ISC continued implementation of the First Nations and Inuit Youth Employment Strategy, that supports First Nations and Inuit youth in developing the skills, experience, and

opportunities needed to pursue employment or return to school. ISC collaborated with Employment and Social Development Canada and other federal departments that lead program streams of the Youth Employment and Skills Strategy to support continuous improvement in program delivery, such as through bilateral and working group sessions to share best practices and enhance program coordination.

ISC also continued to work closely with Indigenous partners to:

- Propose updates to the distinctions-based Post-Secondary Education Strategy and First Nations and Inuit Youth Employment Strategy Terms and Conditions to increase flexibility for eligible participants and expenses, to optimize program delivery at the community level.
- Advance the development of long-term First Nations Post-Secondary Education regional models by continuing to receive reports from First Nations which will inform future policy development and corresponding updates to Terms and Conditions.

Post-secondary education performance indicators in 2024-25, measured the number of funded First Nation, Inuit and Métis Nation students who graduated with a post-secondary degree, diploma, or certificate and the number of First Nation, Inuit and Métis Nation post-secondary students who received funding. These indicators demonstrate ISC contribution to post-secondary student success and the impacts labor force participation.

Elementary and secondary and post-secondary education indicators, measured against key performance indicators, are available in the [Progress on Results](#) section of the report.

Key Risks

In 2024–25, key uncertainties related to education included:

- The ability of the department to maintain the co-developed, provincially comparable elementary and secondary education funding on reserve and keep pace with actual costs in post-secondary education, due to rising and increased provincial investments in education.
- The ability of the department to conclude Regional Education Agreements and efforts to close education gaps due to lack of incremental funding.
- The use of non-Indigenous measures of educational attainment may not be reflective of the realities of Indigenous students and their perspectives on educational success.

To address these uncertainties, the department made progress on key initiatives supporting First Nations control of elementary and secondary education, as well as supporting the principle of distinctions-based Indigenous control of post-secondary education. More specifically, funding provided through the Education Partnerships Program contributed to continued development of REAs. The department also secured a one-year extension of the British Columbia Tripartite Education Agreement, until June 2026 with renewal discussions underway.

Simultaneously, ISC launched a review of its education Data Collection Instruments with Indigenous partners to ensure future measures reflect culturally grounded perspectives on success.

Service Area 4: Infrastructure and Environments

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

Results achieved:

The Community Infrastructure Program supports reliable and sustainable on-reserve infrastructure, such as housing, education facilities, health infrastructure, water and wastewater, and other community infrastructure. ISC continued to provide First Nations with flexibility to shift their procurement and construction plans if unforeseen events arose (i.e. supply chain issues or climate change challenges). Environmental programs worked closely alongside each other to mitigate infrastructure projects' environmental impacts.

Housing

- Planned Spending in 2024-25: \$744,397,539
- Actual spending in 2024-25: \$1,268,340,741*

*The Actual Spending of \$1.268B includes housing funding for reforms to the First Nations Child and Family Services program.

Access to adequate housing is essential to community health and well-being. ISC assessed housing needs on reserves by measuring the percentage of First Nation households living in a dwelling that contains more than one person per room, as well as the percentage of First Nations housing that is adequate as assessed and reported by First Nations. Investments in on-reserve housing not only address these needs, but also stimulate economic growth by creating jobs and increasing revenue for businesses and governments. In 2024-25, ISC supported First Nations to manage, operate and maintain on reserve housing and related infrastructure by:

- Supporting on-reserve housing needs in collaboration with the Canada Mortgage and Housing Corporation to advance new builds, renovations, and lot servicing in First Nations communities. This work included 619 completed projects, 1,040 new homes, 3,117 renovations and upgrades, 745 serviced or acquired lots, and 3,299 ongoing projects.
- Providing targeted Budget 2022 funding to recruit and retain qualified housing managers, to support the First Nations priority of strengthening on-reserve housing management, while enhancing local capacity and improving the administration of housing programs.
- Allocating \$12.1 million through Budget 2022 over five years to support the establishment of a national network of Indigenous housing financial organizations. This initiative aims to strengthen financial capacity and borrowing readiness in First Nations communities under a unified housing authority model.
- Supporting First Nations housing development and the [Indigenous Homes Innovation Initiative](#) by supporting the acquisition and servicing of 4,700 lots (2,331 completed, 2,369 in progress) and 85 subdivision projects (20 completed, 65 underway) to prepare land and connect lots to essential utilities. Following extensive engagement with First Nation partners, a draft 10-Year First Nations National Housing and Related Infrastructure Strategy was co-developed, which promotes sustainable housing aligned with community priorities and regional differences, working towards a phased transition based on capacity and readiness.

Education Facilities

- Planned Spending in 2024-25: \$145,834,239
- Actual spending in 2024-25: \$259,775,575

Quality educational facilities are an important factor to academic success and are a component of reliable and sustainable infrastructure in First Nations communities. Investments in education facilities include new construction as well as additions, renovations and major repairs to existing schools in First Nations communities.

In 2024-25, ISC invested in education facilities by:

- Completing 29 school facility projects, including 8 new schools, and renovations or upgrades to 8 existing schools, that contribute to the expansion and improvement of education infrastructure in First Nations communities. Examples include Awacak okiskinohamatowikamikowaw Elementary School in Atikamekw of Manawan First Nation, the Kingfisher Lake Education Centre, a K4 to grade 10 school located in Kingfisher Lake First Nation in northern Ontario, a new kindergarten to Grade 6 school in Ebb and Flow First Nation, Manitoba, and an extension to the Sheshatshiu Innu School in Sheshatshiu Innu First Nation, Labrador that included two new wings for new classrooms and cultural spaces.
- Allocating Budget 2024 investments of \$471 million committed over three years to build and renovate K–12 schools that focused on health and safety risks, overcrowding, and time-sensitive needs.
- Working with Indigenous partners to update the Education Facilities policy suite. Interim changes to the national point-based system used to prioritize First Nations education infrastructure projects came into effect in December 2024. Co-development progressed on framework updates that aim to help address the infrastructure gap and improve access to quality education facilities for First Nations students on reserve.

Health Facilities

- Planned Spending in 2024-25: \$324,771,003
- Actual spending in 2024-25: \$505,618,244

In 2024–25, ISC continued to enhance the delivery of community-based health services by funding planning, construction, renovation, and repairs of health infrastructure. During this period, ISC supported the advancement of health infrastructure projects by:

- Investing \$93.6 million to advance health infrastructure priorities, including 285 completed projects and 174 ongoing. Budget 2024 committed \$241.7 million over three years to support urgent repairs, renovations, and approved capital projects, such as the Virtual Health Hub led by the Saskatchewan Indian Institute of Technologies and maintenance and redevelopment work by the Weeneebayko Area Health Authority (WAHA). An additional \$1.09 billion was also committed to supporting the WAHA Hospital Redevelopment project.
- Completed the final year of implementation of the Indigenous Community Infrastructure Fund, which supported construction-ready health infrastructure projects starting in 2021-22 over four years through a \$233.4 million investment. The department also completed a two-year, \$3.6 million initiative which started in 2022-23, to improve infrastructure for midwifery services, as part of broader efforts to address anti-Indigenous racism and expand access to culturally safe health care.

- Committing \$82 million towards the construction of the Mercury Care Home in Asubpeeschoseewagong Netum Anishinabek (ANA), also known as Grassy Narrows, which launched in early spring 2025 with a ground breaking ceremony on March 5, 2025. Construction of the project is expected to last between 24 to 36 months.

The department measured the proportion of health facilities with a condition rating of "good" or "new" to help assess the degree to which First Nations have reliable, sustainable, and community-led infrastructure.

Other Community Infrastructure and Activities

- Planned Spending in 2024-25: \$2,567,610,136
- Actual spending in 2024-25: \$2,453,120,241

The Other Community Infrastructure and Activities sub-program improves the quality of life and environment for First Nations communities by supporting the development of on-reserve energy systems, connectivity, fire protection, roads and bridges, structural mitigation, cultural and recreational facilities, band administrative buildings, as well as community capacity for planning and skills development, asset management, and transfer of services.

In 2024-25, ISC supported other community infrastructure projects by:

- Investing \$1.73 billion in targeted funds to build, upgrade, and maintain critical enabling infrastructure. In 2024-25, 131 other community infrastructure projects were completed with 930 in progress.
- Supporting First Nation communities, band councils, tribal councils and Indigenous organizations to build, renovate and maintain sustainable other community infrastructure, through the First Nations Infrastructure Fund, including:
 - The completion of 15 structural mitigation projects located in Atlantic, Manitoba, Ontario, Quebec, Saskatchewan and the Yukon regions;
 - The completion of 17 energy systems projects located in Alberta, Manitoba, Ontario and the Saskatchewan regions;
 - The completion of six connectivity projects located in Alberta, Manitoba and Ontario regions;
 - The completion of 43 fire protection projects located in Alberta, Atlantic, Manitoba, Ontario, Quebec, Saskatchewan and Yukon regions;
 - The completion of 28 road and bridge projects located in Alberta, Atlantic, British Columbia, Manitoba, Ontario, Quebec and Saskatchewan regions;
 - The completion of eight culture and recreation projects located in Atlantic, Manitoba, and Quebec regions; and,
 - The completion of three band administrative buildings projects located in Atlantic, Manitoba and Yukon regions.
- Using combined funding of \$423 million from Budgets 2017 and 2022, the Lubicon Lake Band and Community Buildout continued the implementation of the Settlement Agreement. Construction continued on 21 kilometres of water, wastewater, and road infrastructure. Work also began on a new Kindergarten to Grade 12 school facility. The design has been completed for 25 teacher accommodation units (residences provided by schools, particularly in remote or isolated areas, to house teachers providing accommodation for

educators who might not otherwise have local housing options, promoting teacher retention), and for a new 820-square-metre, 2-bay fire hall.

- Supporting 18 active transfer tables with First Nations organizations through the gradual transfer of housing and infrastructure services, including 4 signed framework agreements outlining the process towards transferring control over self-determined services.
- Integrating environmental review into infrastructure planning, e.g., by developing regional guides to support First Nations in building climate-resilient infrastructure and revising service delivery policies to align with climate adaptation, sustainability, and regulatory priorities.

Water & Wastewater

- Planned Spending in 2024-25: \$518,905,415
- Actual spending in 2024-25: \$1,171,537,628

The provision of safe drinking water for First Nations on reserves is a shared responsibility among First Nations communities and the Government of Canada. While First Nations design, construct and operate their water and wastewater facilities, the department provides advice and financial support to First Nation communities for their public water and wastewater systems and ensures that drinking water quality monitoring programs are in place. The variance between planned and actual spending reflects additional funding announced after the Main Estimates were established. Investments of \$1.55 billion over 2 years were announced in the 2023 Fall Economic Statement to help ensure access to safe drinking water and treated wastewater in First Nations communities.

ISC advanced on the commitment to eliminate all remaining long-term drinking water advisories on reserve and ensuring long-term investments and resources are in place to prevent new ones by:

- Supporting the planning, procurement, construction, and commissioning of water and wastewater capital projects for new builds, systems repairs, and upgrades. In 2024-25, funding was directed towards:
 - The completion of 133 projects, including 11 new water and wastewater treatments plants.
 - Investing \$718.1 million through the First Nation Water and Wastewater Enhanced Program.
 - The Atlantic First Nation Water Authority (AFNWA) serving its 12 member First Nation communities with self-determined services managing water and wastewater facilities and infrastructure, advancing several projects in 2024-25 involving modernization of infrastructure, protecting community health and environment, improving water service reliability and operational efficiency, and taking steps toward safe and sustainable long-term service.
 - Supporting First Nations to lift 3 long-term drinking water advisories from public systems on reserve, bringing the total lifted to 147 since 2015. An additional 26 short-term drinking water advisories were lifted, preventing these from becoming long-term.
 - Supporting communities in meeting environmental objectives (including compliance with Environment and Climate Change Canada's Wastewater Systems Effluent Regulations, meeting Canadian Drinking Water Quality guidelines, increased support for wastewater projects, and supporting the Green Bond initiative). In, 2024-2025, the Department met its target of having 97% of public water systems on reserves meeting Canadian Drinking Water Quality guidelines by March 2026.

- Continuing to provide over \$240 million in ongoing annual funding to strengthen operations and maintenance support for water and wastewater infrastructure on reserves, contributing to the development and retention of a qualified workforce to ensure safe drinking water and effective wastewater treatment in communities.
- Continuing to support Bill C-61, the proposed First Nations Clean Water Act, through the parliamentary process, including its amendment by the Standing Committee on Indigenous and Northern Affairs and return to the House of Commons for Third Reading. Although progress was made, the Bill died on the Order Paper following the prorogation of Parliament in January 2025.

ISC measured whether First Nations communities have reliable and sustainable infrastructure by identifying the percentage of water and wastewater systems with low-risk ratings. An increase in the percentage of low-risk water and wastewater systems is indicative of an overall improvement in reliable and sustainable water infrastructure.

In 2024-25, ISC supported First Nations to reassert jurisdiction in areas that matter to them by continuing to assist First Nations in sustainably managing their land and environment to minimize the impacts of and reduce the number of First Nation communities affected by climate change and other environmental issues. This also included efforts to clean up contaminated lands and make them available for community or economic development, by:

- Providing funding and support to First Nations for assessment activities at 67 sites and remediation activities at 97 sites, resulting in the closure of 148 sites; supporting the renewal of the Federal Contaminated Sites Action Plan (FCSAP) for Phase V (2025–2030), led by Environment and Climate Change Canada, through which ISC will access \$264.7 million over five years starting in 2025–2026; and, implementing the Management Response Action Plan for the Contaminated Sites on Reserve (CSOR) Program, including a human resources assessment, an Indigenous capacity assessment, revisions to the performance measurement framework, and a review of funding mechanisms.
- Expanding solid waste management systems on reserves through the First Nations Waste Management Initiative, supported by a Budget 2017 commitment of \$540.1 million over seven years. In total, 89 new solid waste projects were launched, and 94 solid waste projects were completed, supporting improved environmental sustainability and community well-being.
- Committing \$64.9 million to waste management, allocating \$8.3 million to 27 projects focused on education, training, and capacity development. This funding supported the creation of 45 jobs within First Nations communities and supported the Indigenous Zero Waste Technical Advisory Group Society of B.C. to train 132 individuals from 65 First Nations on solid waste management programs.
- Advancing ISC’s climate risk management efforts by initiating a departmental process to identify and prioritize climate-related risks across programs and sectors. ISC conducted in-depth analysis on key issues, such as climate-driven loss of Indigenous lands, and strengthened ISC’s participation in broader federal climate initiatives through senior-level committees on impact assessment, climate policy, and regulatory efficiency.
- Continued to support First Nations in addressing the legacy of former Residential School buildings and sites through engagement with Williams Lake First Nation on plans to rehabilitate a 14-acre site, with a focus on ensuring the area is safe for survivors and families to visit.

ISC continued supporting First Nations in the sustainable development and management of their reserve lands and environment through lands development, administration and addition to reserves. Key activities included:

- The implementation of Budget 2023 investments in the Reserve Land and Environment Management Program (RLEMP) by welcoming 20 new entrants, engaging with service delivery partners such as the National Aboriginal Lands Managers Association (NALMA) and Regional Lands Associations, and continuing collaborative work to revise the program manual. These updates aim to improve clarity and guidance for participants and partners, responding to findings from the 2023 Audit of Land Management.
- Supporting six First Nations to reclaim jurisdiction over their reserve lands through the Framework Agreement on First Nation Land Management by enacting community approved land codes, bringing the total number of First Nations managing their reserve lands outside of the *Indian Act* to 118. A further six First Nations became signatories to the Framework Agreement, bringing the total number of signatories to 217.
- Modernizing key land management systems such as the National Additions to Reserve (ATR) Tracking System to reduce administrative barriers and reflect interim policy changes approved in December 2024. These improvements aim to streamline the ATR process and strengthen communication between ISC and First Nations.
- Collaborating with Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC), NALMA, and other partners to advance interim updates to the Additions to Reserve (ATR) Policy and support broader policy redesign through the Technical Advisory Committee. ISC provided technical support to over 30 First Nations to advance ATR proposals and funded four Indigenous organizations to deliver ATR training and services. These efforts help First Nations secure lands to support community development and expand economic opportunities, particularly in smaller, strategically located areas.
- Continued co-developing modernized policies for *Indian Act* land administration, including draft policy on permitting. The department finalized procedures for land designations and, in collaboration with the Department of Justice, harmonized key policies—such as designations, timber permits, licenses, and environmental provisions—with the Quebec Civil Code. Updates to the designation, leasing on designated lands, environment, and non-metallic minerals policies were completed and the policies were formatted for online publication.
- Registering 9515 First Nation land instruments to establish clear legal records of interests affecting reserve lands, aligning with ISC’s broader governance and sustainable land management objectives.

The Emergency Management Assistance Program (EMAP) assists First Nation communities in accessing services and funding using: preparedness, mitigation, response and recovery. The advancement of governance and service delivery for First Nation emergency preparedness supports First Nation-led processes to transition away from the *Indian Act*.

In 2024-25, ISC continued to work with First Nations and provincial and territorial government partners to strengthen the governance and service delivery for First Nation emergency preparedness, management and recovery by:

- Strengthening the emergency preparedness and responsiveness capacities of First Nation communities while supporting them and their organizations in taking ownership of service

development and implementation. ISC provided communities with wildland firefighting equipment, personal protective equipment for fire protection, wildfire training, and vegetation management projects in priority zones. The department provided support for over 290 Emergency Management Coordinators positions to expand First Nation communities' capacity to prepare and respond to emergency events in a culturally relevant way.

- Collaborating with First Nations and provincial and territorial governments to advance multilateral emergency management service agreements tailored to local priorities and needs. Draft Terms of Reference were developed or completed in British Columbia, Ontario, and the Atlantic provinces, with draft agreements progressing in New Brunswick, Newfoundland and Labrador, and Prince Edward Island. A multilateral technical working group was established in Ontario, and similar efforts are underway in Saskatchewan and Alberta. These actions support greater First Nation leadership in emergency management and align with departmental commitments to service transfer.
- Establishing a co-chaired First Nations Advisory Committee with the Assembly of First Nations (AFN) to guide EMAP policy reform and ensure that First Nations' voices remain central in emergency management. The Committee met three times throughout the year to provide insights and recommendations on key issues such as financial reimbursement and support for Emergency Management Coordinators. ISC also maintained regular engagement with stakeholders, including presenting to the Chiefs Committee on Emergency Management in December 2024.
- Strengthening emergency management capacity in First Nations communities by funding 105 new Emergency Management Coordinator (EMC) positions, bringing the total number of supported EMCs to over 290 nationwide. This marks a key step in building local capacity and enhancing community-led emergency preparedness and response.
- Continuing to implement the Detailed Action Plan in response to the 2022 Auditor General's Report on emergency management in First Nation communities. The department remained on track or completed all scheduled actions, including: developing a revised risk-based approach and highest-risk list in collaboration with First Nations; advancing multilateral service agreements; supporting Emergency Management Coordinator positions; updating departmental emergency plans and performance indicators; and releasing interim service standards and after-action report guidelines to promote culturally appropriate emergency services.

The outcomes of these initiatives, measured against key indicators, are available in the [Progress on Results](#) section of the report.

Key Risks

In 2024–25, key uncertainties related to infrastructure and environments included:

- The impact of inflation and global supply and labour shortages on project timelines and costs.
- The impact that the condition and capacity of current infrastructure has on progress towards closing the infrastructure gap and meeting community needs.

To address these uncertainties, Indigenous Services Canada took deliberate steps to mitigate the impacts of inflation, supply chain disruptions, and labour shortages.

In line with its commitment to flexibility and responsiveness, the department updated the Capital Facilities and Maintenance Program's Program Control Framework in 2023-2024 by raising the threshold for mandatory National Technical Review Committee assessments from \$15M to \$30M. This change strengthens oversight while supporting more adaptive project planning.

Additionally, ISC began developing new tendering thresholds that reflect rising capital costs. These efforts aim to ensure that Indigenous partners can adjust plans and carry forward funding when needed, fostering resilient and efficient infrastructure delivery.

Over the past fiscal year, the department advanced efforts to ensure that Indigenous communities are supported when developing adequate, reliable, and sustainable housing, education, and health infrastructure. Ongoing activities included the integration of climate resiliency into infrastructure planning via the Climate Toolkit and the updating of Preparedness Program Streams' allocation formulas to better reflect climate and emergency risks.

Service Area 5: Economic Development

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

Results achieved:

Community economic development provides support and funding to assist communities in planning for economic opportunities that reflect Indigenous ways of being and knowing. In 2024-25, ISC worked to ensure that business support programs were as inclusive as possible by:

- Supporting ongoing Indigenous-led policy development, including policy submissions for consideration in Economic Reconciliation-related activities, with the objective of responding to and supporting Indigenous self-determined economic priorities. ISC delivered \$129.5 million in economic development programming and enhancing program delivery through updated frameworks and tools. A new program was launched in collaboration with key partners to build Indigenous capacity, with tailored support provided to Nunavut partners. ISC also advanced research on Métis Nation businesses and identified gaps in program access to better align future initiatives with Indigenous economic development priorities.
- Strengthening the Indigenous Business Directory by adding new eligible businesses and removing ineligible ones through enhanced verification processes. In 2024-25, ISC administered over 2,900 businesses, and improved procurement planning and data collection across 96 federal organizations. These measures enabled meaningful engagement with Indigenous partners and advanced Indigenous supplier participation in federal procurement, resulting in the department exceeding the federal 5% Indigenous procurement target (13.81% in 2024–25), addressing service gaps, and supporting more transparent and focused procurement processes.
- Supporting the co-development of a Transformative Indigenous Procurement Strategy (TIPS) by holding over 50 engagement sessions with Indigenous partners. Feedback received was used to inform discussions at five co-development table meetings.
- Protecting the integrity of the Indigenous Business Directory, by completing over 20 compliance audits of Indigenous businesses registered on the Directory and continuing its ongoing re-verification exercise.

- Allocating \$1.125 million in funding to support projects enabling Inuit firms to compete for government contracts in the Nunavut Settlement Area. By year-end, funded projects were underway, with recipients receiving guidance from ISC. The department also engaged with Inuit organizations to identify potential future initiatives.
- Enabling Indigenous participation in complex economic development opportunities through the Strategic Partnerships Initiative's (SPI) 19 initiatives and 8 projects which leveraged \$2.34 from other sources for every \$1 invested by the program. In 2024-25, SPI secured \$36M over three years by renewing Budget 2021 Clean Energy funding to continue supporting regionally developed Indigenous clean energy initiatives. SPI also provided \$2.5M in support for the Indigenous tourism industry through the Indigenous Tourism Association of Canada.
- Helping Indigenous communities, businesses, and organizations navigate the wide range of federal programs and services through the Indigenous Business Navigator. The service provided assistance to 389 requestors, providing tailored guidance to identify the most suitable funding opportunities, advisory supports, and business development resources. By improving access to these tools, the Navigator services contributes to closing the economic gap between Indigenous and non-Indigenous Canadians by fostering greater participation in the economy.
- Implementing community economic development funding of \$34 million from Budget 2022 for First Nation and Inuit communities South of 60, with Regions and headquarters jointly delivering programs. The first intake of nationally assessed project proposals for 2025–26 was completed, and funding was transferred to Regions for regionally administered programming.

ISC continued to enhance existing economic programs and policies and worked with Indigenous partners to develop options for a future state where these initiatives/programs align with the rights and principles of the *United Nations Declaration Act* by:

- Introducing regulatory amendments to the *Indian Referendum Regulations* to remove outdated definitions, clarify administrative roles, and improve clarity for both voters and ISC officials during key community votes.
- Advancing Indigenous economic interests internationally by advocating for Indigenous inclusion in tariff policies, supporting participation in key trade forums such as the 2024 Indigenous Peoples Economic and Trade Cooperation Arrangement (IPETCA) Partnership Council meeting in Peru and the 2024 Indigenous Trade Symposium hosted by the Office of the Chief Economist, and fostering capacity-building for Indigenous financial institutions. These efforts strengthened Indigenous self-determination and built collaborative partnerships to enhance economic opportunities on the global stage.
- Supporting increased access to economic development programs through a \$350 million Budget 2024 investment over five years for Indigenous Financial Institutions, including \$30 million for Métis Capital Corporations, to advance the Aboriginal Entrepreneurship Program and Indigenous Women's Entrepreneurship Program. This funding was advanced through a 10-year agreement with Indigenous program delivery partners, which was the first time a partner has been issued an agreement of that length under an economic development program at ISC.
- Strengthening partnerships with the Indian Resource Council, First Nations, and provincial governments while advancing Phase 2 of the *Indian Oil and Gas Regulations*, supporting First Nations' assertion of jurisdiction. A key milestone was the successful completion of the first-ever First Nation-initiated audit. Progress was also made on the co-development of regulatory amendments and the advancement of the remediation and reclamation of orphaned and

inactive well sites, supporting environmental stewardship, economic opportunities and future land use planning for First Nations.

The outcomes of these initiatives, measured against key indicators, are available in the [Progress on Results](#) section of the report.

Key Risks

In 2024–25, key uncertainties related to economic development included:

- Whether existing outcomes and success measures for community economic development and Indigenous business reflect Indigenous perspectives on self-determination.
- If the registration process for the Indigenous Business Directory hinders broad and inclusive participation by businesses and communities.
- The impact of ongoing systemic and structural challenges on the growth, diversity, and inclusion of Indigenous businesses in funding opportunities.

To address these uncertainties, key efforts focused on aligning success measures with Indigenous perspectives, encouraging registration in the Indigenous Business Directory, and actively reducing barriers to enhance participation and support for a more diverse range of Indigenous businesses. At the same time, ISC improved Indigenous-informed and co-developed activities which were created to help businesses prepare for directory registration and increased economic participation.

Under the Aboriginal Entrepreneurship Program, Access to Business Opportunities stream, ISC continued to refine its selection processes and internal tools, including the launch of a new score sheet and the formation of dedicated working groups. These efforts aim to improve service delivery to a more diverse recipient base, especially in rural, remote, and Northern communities. To bolster its operational base, the program enhanced management controls, expanded regional collaboration, and developed adaptive research capabilities.

Service Area 6: Governance

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

Results achieved:

In 2024–25, ISC worked to support the transfer of responsibilities, governance capacity and self-determination through the maintenance of core governance operations and service delivery by:

- Continuing technical engagements with Indigenous partners through the Governance Modernization Working Group. The department engaged with expert Indigenous organizations to develop options for new approaches to supporting the full spectrum of governance responsibilities held by First Nations governments. These technical discussions and research activities continued with First Nations partners, including the Assembly of First Nations, AFOA

(Aboriginal Financial Officers Association Canada), and the First Nations Financial Management Board.

- Supporting 22 First Nations communities in implementing their community development priorities by providing holistic wrap-around supports and community development mentorship through the Community Development Wrap-Around Initiative. Collectively, these communities have seen the creation of over 230 in-community jobs, the establishment of more than 140 partnerships with federal, provincial, and private sector programs and organizations, and the leveraging of \$143 million in partner funding to support community development projects. Regional Tables were established with partners to address barriers identified by communities, and discussions were held with partner programs about future participation in National Tables to explore opportunities for program alignment and modernization.

In 2024-25, ISC worked to make it easier for registered First Nations individuals to access the benefits, rights, programs and services to which they are entitled by:

- Processing 128,356 Secure Certificate of Indian Status (SCIS) applications, working towards achieving the goal of 80% of registered First Nation population with a valid SCIS card. The SCIS supports access to services by providing proof of registration and also serves as official government issued identification for individuals who may not have other common ID.
- Continuing to expand the Digital Application Solution (DAS) for SCIS intake, now in use across all regions, with a total of 41,046 applications processed in 16 Regional offices in 2024–25. The system is progressing toward broader public access. ISC also expanded Trusted Source Partnerships to 34 partners in 58 locations, increasing support and accessibility for individuals applying for registration and SCIS cards.
- Continuing to support the development of a new treaty payment system to improve service delivery. While some work on the system continues, it has been implemented for use in regional treaty payment events through Summer 2025. Work continues on the development of a mobile treaty payment option to further enhance access for eligible annuitants.
- Holding 297 in-community treaty payment events and 14 urban payment events, disbursing a total of 127,058 individual annuity payments which totaled \$3,199,958.
- Supporting eligible First Nations to take on greater control of Trust Moneys and provide options to First Nations to adopt alternatives to or within sections 64, 66 and 69 of the *Indian Act* and advancing the repatriation of funds to individuals through the Minor Accounts Payment Initiative, with \$2.07M paid to 555 individuals in 2024-25.
- Launching a national callout and distributed \$4.7 million to 46 eligible proposals focused on Indigenous-led estates administration. This work supports long-term pathways for increased community control and the potential transition away from the *Indian Act*.

The flexibility of the New Fiscal Relationship Grant enhances First Nation communities' ability to control the design, delivery and management of services. Investments in capacity building initiatives support and advance self-determination and help Indigenous communities reclaim autonomy in areas that matter to them. In 2024–25, ISC continued this work by:

- Achieving strong progress in expanding eligibility in the New Fiscal Relationship (NFR) Grant to First Nations-led service delivery entities, as well as receiving 99 expressions of interest for the Grant from 59 First Nations and 40 First Nations-led service delivery entities for entry in 2025–26. Following eligibility reviews supported by the First Nations Financial Management Board, 33

new recipients, including 14 First Nations, 16 Tribal Councils, 2 health authorities and 1 education authority qualified for the Grant, which provides flexible, predictable funding that supports self-determination.

- Advancing oversight of the NFR Grant by conducting annual implementation meetings with recipients, reviewing annual financial performance assessments conducted by the First Nations Financial Management Board, and preparing the annual risk monitoring report. These efforts contributed to identifying opportunities to close capacity gaps and strengthen the Grant's effectiveness, while the NFR Grant evaluation progressed toward completion in Fall 2025.
- Collaborating with key partners, including the Assembly of First Nations, the First Nations Financial Management Board, and the Aboriginal Financial Officers Association of Canada (AFOA), to co-develop policy proposals to strengthen the New Fiscal Relationship. This included advancing options to repeal the First Nations Financial Transparency Act, completing five years of engagement on a National Outcome-Based Framework, and defining principles of mutual accountability to support sufficient, flexible, and predictable funding for First Nations governments.
- Adapting the National Outcome-Based Framework, informed by five years of engagement and partner collaboration, into a set of adaptable resources. The resulting resources are intended to support First Nations governments in leading their own outcome-based reporting. This aligns with broader Indigenous Data Sovereignty efforts, including work led by the First Nation Information Governance Centre under the Transformational Approach to Indigenous Data.

ISC supports First Nation-led processes to transition away from the *Indian Act*, which is measured by the percentage of First Nations adopting alternatives to the *Indian Act* election system. In 2024–25, ISC's work included:

- Supporting First Nations in advancing electoral self-determination by completing and implementing 7 electoral system conversions, 3 under the Custom system and 4 under the *First Nations Elections Act*. ISC also completed 7 Custom Code reviews and approved 1 new conversion request and 1 electoral system request for implementation in 2025-26.
- Increasing the number of qualified electoral officers by delivering training and certification to 25 electoral officers during a session held in April 2025.

In 2024-25, ISC supported First Nation, Inuit and Métis Data Sovereignty and data capacity needs through the innovative Transformational Approach to Indigenous Data initiative by:

- Completing Stage 1 of the engagement on ISC's upcoming *Policy on External Data Sharing*, which will inform both the final policy and a What We Heard Report.
- Ensuring the timely delivery of \$23.4 million in funding to eight Indigenous Delivery Partners, supporting service delivery and strengthening collaborative partnerships. This commitment also contributed to effective program implementation and supported Indigenous-led approaches.
- Advancing the co-development of distinctions-based proposals for Indigenous-led statistical institutions and/or functions by holding two Governance and Collaboration Committee meetings under the Memorandum of Collaboration with the First Nations Information Governance Centre as well as regular meetings with Inuit and Métis partners.
- The First Nations Information Governance Centre is on-track to deliver a blueprint for the implementation of the First Nations Data Governance Strategy by March 2026. Inuit and Métis partners remain on track to complete their respective data strategies by March 2026.

- Providing funding to Statistics Canada to co-develop 23 projects with Indigenous partners, deliver 53 training sessions to 1018 participants, and complete 16 new data collection initiatives to support the development of Indigenous-led statistical capacity.

The outcomes of these initiatives, measured against key indicators, are available in the [Progress on Results](#) section of the report.

Key Risks

In 2024–25, key uncertainties related to governance included:

- Availability of predictable, sufficient, and flexible funding to support Indigenous governance and capacity.

To address this uncertainty, efforts to advance the transfer of responsibilities and strengthen governance capacity continued. The First Nations Financial Management Board continued to provide support through the New Fiscal Relationship Grant, Default Prevention, and Shared Services projects. Additionally, ISC worked with Indigenous technical experts to explore options for advancing the reform of governance program funding.

Resources required to achieve results

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

Resource	Planned*	Actual*
Spending	\$20,757,248,488	\$26,161,961,068
Full-time equivalents	5,598	6,528

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

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

[The Finances section of the Infographic for Indigenous Services Canada on GC Infobase page](#) and the [People section of the Infographic for Indigenous Services Canada on GC Infobase page](#) provide complete financial and human resources information related to its program inventory.

Related government priorities

This section highlights government priorities that are being addressed through this core responsibility.

In this section:

- [Truth and Reconciliation Commission \(TRC\) Calls to Action](#)
- [National Inquiry into Missing and Murdered Indigenous Women Girls \(MMIWG\) Calls for Justice](#)
- [United Nations Declaration on the Rights of Indigenous Peoples \(UN Declaration\) Articles](#)

- [United Nations Declaration Act \(UN Declaration Act\) Action Plan Measures](#)
- [United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals](#)
- [Gender-based Analysis Plus](#)

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

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

Truth and Reconciliation Commission (TRC) Calls to Action

In 2024–25, ISC’s activities advanced 8 TRC Calls to Action in the area of **Health**. For example, ISC’s work that supported the undertaking of distinctions-based Indigenous health legislative and policy work with First Nations, Inuit, Métis, provinces, and territories contributed to advancing TRC Calls to Action 18, 20, 22 and 23. While continued delivery of Jordan’s Principle and the Inuit Child First Initiative upheld TRC Calls to Action 3, 18 and 20 by ensuring equitable access to essential health and social services for all eligible children regardless of residence. Additionally, ISC provides cultural humility training for healthcare professionals (Call to Action 23) and continues 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. ISC’s Mental Wellness Program also continues to support community-based trauma-informed supports for Survivors of colonial sources of trauma including MMIWG2S+, Indian Residential Schools and Federal Indian Day Schools (Calls to Action 19, 21, and 22).

In the **Children and Families** service area, TRC Calls to Action 1, 2, 4, & 5 were supported through various efforts, such as the continued implementation of *An Act respecting First Nations, Inuit and Métis children, youth and families*. The department helped advance systemic reform through investments and policy development that aimed to transfer control of child and family services to Indigenous governments. For example, on March 14, 2025, ISC signed a coordination agreement with the Algonquins of Pikwaganagan First Nation, Nigig Nibi Ki-Win Gamik and the Ontario Ministry of Children, Community and Family Services to support Pikwaganagan-led child and family services. The Government of Canada is committed to providing \$18,842,506 in annual implementation funding (excluding capital funding), which will be adjusted annually for inflation and population growth.

In the **Education** service area, TRC Calls to Action 7, 8, 11, and 62.3 were supported through the Elementary and Secondary Education Program and the distinctions-based post-secondary education strategies. ISC’s transformed approach to education policy and funding provided predictable funding that is directly comparable to what students enrolled in provincial education systems receive, and included adjustments for unique cost factors such as language and culture support; while the addition of support for adult education opened pathways for lifelong learning. The transformed approach helped

support improved access to quality education that is culturally rooted and led by Indigenous communities. Post-secondary funding supports for First Nation, Inuit and Métis Nation students and Indigenous institutions, promoted Indigenous control of distinctions based post-secondary education. The First Nation and Inuit Youth Employment Program, continued to support participation in the labor market and economic success of Indigenous people in Canada.

In **Infrastructure and Environments**, ISC helped fulfill TRC Call to Action 21 through investments in community-based health infrastructure, healing centres, and culturally appropriate services. The department also addressed TRC Call to Action 45 by supporting environmental protection and land-use planning that honoured First Nation rights and treaties. These initiatives were complemented by continued work to address housing, clean drinking water, and wastewater infrastructure needs in First Nations communities.

The **Economic Development** service area helped advance TRC Calls by supporting economic self-determination through distinctions-based strategies. ISC funded Indigenous-led clean energy and entrepreneurship initiatives that increased local economic sustainability and supported socio-economic advancement. Programs reinforced the autonomy of Indigenous decision-making in economic development through the Aboriginal Entrepreneurship Program, the development of long-term funding agreements with its Indigenous delivery partners, the network of Indigenous Financial Institutions and Métis Capital Corporations.

In the **Governance** service area, ISC supported TRC objectives by investing in Indigenous-led initiatives to transition away from the *Indian Act* and increase self-governance. Capacity-building support enhanced the ability of First Nations, Inuit, and Métis governments to administer programs and services according to their priorities and traditions. Tools such as the New Fiscal Relationship Grant further support First Nations to exercise greater control over funding and governance processes.

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

In the **Health** service area, the department worked to advance efforts related to 24 MMIWG Calls for Justice. This includes working in partnership with Indigenous organizations and other stakeholders to explore distinctions-based Indigenous health legislative and policy options, advancing progress on MMIWG Call for Justice 3.1, 3.2 and 3.6. Through the ongoing implementation of the Addressing Anti-Indigenous Racism in Health Systems initiative, ISC responded to multiple 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, birth support workers, and initiatives to increase Indigenous representation in health professions. The department also addressed trauma related to Missing and Murdered Indigenous Women and Girls and 2SLGBTQI+ People through the Mental Wellness Program, in alignment with Calls for Justice 3.2, 3.3, 3.4, 3.7, 7.2, 7.3, 16.13, and 17.4.

In the **Children and Families** service area, ISC addressed the need for safety and security of Indigenous women and children by implementing and sustaining Indigenous-led, low-barrier shelters, safe spaces, transition homes, second-stage housing, and services for Indigenous women, girls, and 2SLGBTQI+ people, in alignment with MMIWG Call for Justice 4.7. The department also played a key role in advancing the Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQI+ People, as well as the 2021 National Action Plan, through the Comprehensive Violence

Prevention Strategy. The Pathways to Safe Indigenous Communities Initiative (2021-26) contributes to the Federal Pathway to address MMIWG by supporting Indigenous led and designed projects that respond to community specific safety concerns, including those affecting Indigenous women, girls, and 2SLGBTQI+ people. In 2024-2025, the Pathways Initiative provided approximately \$31M in funding to support First Nations, Inuit and Metis community safety projects.

In the **Education** service area, ISC's Elementary and Secondary Education Program including adult education programming, promoted equitable access to education and training for Indigenous women, girls, and 2SLGBTQI+ people, advancing progress on MMIWG Calls for Justice 1.1 and 2.3. The modernization of the First Nations and Inuit Youth Employment Strategy supported Calls 4.4 and 16.21 by empowering Indigenous youth with the skills and training needed for economic participation. In addition, continued implementation of the distinctions-based post-secondary education strategies further expanded access to post-secondary education and contributed to improved education attainment rates.

In **Infrastructure and Environments**, through active consultation and collaboration with First Nations, ISC contributed to MMIWG Calls for Justice 2.4, 3.2, 3.4, and 4.4 by advancing community infrastructure and supporting language and cultural programs, health, wellness, trauma and addiction services, as well as education, training, and employment opportunities. ISC directly responded to Call 4.1 by working to deliver infrastructure that meets the social and economic needs of Indigenous women, girls, and 2SLGBTQI+ people, and addressed Calls 4.6 and 4.7 by supporting new housing construction, repairs to existing homes, and shelters for those at risk of violence and abuse. In collaboration with Canada Mortgage and Housing Corporation, work to advance new builds, renovations, and lot servicing in First Nations communities included 619 completed projects, 1,040 new homes, 3,117 renovations and upgrades, 745 serviced or acquired lots, and 3,299 ongoing projects. ISC also continued to ensure access to transportation infrastructure, such as roads and bridges, in response to Call 4.8. Additionally, ISC advanced Calls 7.4 and 5.5 by taking steps to improve health outcomes and access to health facilities, healing centres, and culturally appropriate health services, while contributing to improved quality of life and environmental sustainability in First Nation communities.

The **Economic Development** service area supported economic growth and self-determination for Indigenous communities by advancing the Indigenous Women Entrepreneurship Program, which improved economic and social security for Indigenous women entrepreneurs and provided equitable development opportunities for Indigenous women, girls, and 2SLGBTQI+ people, in line with MMIWG Call for Justice 4.2. The department also invested in Indigenous entrepreneurship and business development, building capacity for local, economically sustainable clean energy projects and funding organizations that support First Nation, Inuit, and Métis entrepreneurship. Additionally, ISC supported Indigenous Financial Institutions and Métis Capital Corporations through the Aboriginal Entrepreneurship Program, aligning with Articles 3 and 21.2 to further promote the economic participation of Indigenous communities.

In the **Governance** service area, ISC supported First Nations-led processes to transition away from the *Indian Act* and pursue proposed amendments, advancing the MMIWG Calls for Justice 1.2 and 3.1. These efforts strengthened First Nations' autonomy and self-governance, contributing to the elimination of violence and discrimination against Indigenous women and girls.

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

In **Health**, ISC advanced UN Declaration Articles 21.1 and 24.1 by working with Indigenous partners to co-develop distinctions-based health legislation and by engaging them on home and long-term programming. These initiatives recognized Indigenous Peoples' right to the highest attainable standard of physical and mental health and equitable access to health services. Cultural competency training for healthcare professionals, aligned with Indigenous values and priorities, further supported these rights.

For **Children and Families**, ISC's programming supported UN Declaration Article 22.2 by helping protect Indigenous women and children from all forms of violence and discrimination. This was achieved through child welfare reforms and Indigenous-led violence prevention initiatives that upheld the dignity, safety, and human rights of Indigenous families. Programs also emphasized Indigenous control over services and the importance of cultural continuity in child welfare.

In **Education**, ISC responded to Articles 3, 4, 5, 14.1 and 21 by supporting First Nations control of First Nation education and ensuring First Nation students had access to education in their own languages and reflective of their cultures. A common base investment of approximately \$1,500 per student for language and culture supports was provided for First Nation students attending First Nation-operated schools. Further, regional education agreements, jointly designed with First Nation communities, reflected First Nation education systems that provide high-quality, culturally appropriate education for First Nation students living on reserve. The department's support for Indigenous post-secondary institutions through the distinctions-based post-secondary education strategies and the First Nations and Inuit Youth Employment Strategy aligned with Article 21.1, recognizing the right to improve socio-economic conditions.

Within **Infrastructure and Environments**, ISC supported Articles 21, 23, 24.2, 26, and 29 through investment in health facilities, housing, clean water infrastructure, and land-use planning. Examples include: the Atlantic First Nation Water Authority, who is delivering self-determined services related to water and wastewater in its 12 member First Nation communities; and, the First Nations Capital and Infrastructure Agency of Saskatchewan, who signed a framework agreement with Canada to develop a service delivery model for self-determined services related to housing and community infrastructure. Also, by working with First Nations to lift 26 short-term advisories and 3 long-term advisories in 2024-2025, the Department supported efforts to provide clean drinking water in affected communities, which contributes to improved physical and mental health of First Nations living on reserves. These initiatives respected Indigenous rights to health, safety, land, and self-determined development. Environmental projects, including contaminated site management and waste reduction, were also guided by Indigenous laws and values.

The **Economic Development** service area promoted the right within Article 3 by supporting Indigenous self-determination in economic development. Through investment in Indigenous Financial Institutions and Métis Capital Corporations, and clean energy entrepreneurship, ISC helped ensure Indigenous communities could participate in and lead sustainable development. Article 21.2 was upheld by applying inclusive and distinctions-based methods that supported Indigenous economic well-being.

Through **Governance**, ISC supported Articles 3–5, 18, 23, 33, and 34 by helping to strengthen Indigenous governments’ capacities and decision-making authority. In 2024-25, ISC contributed to strengthening the capacity of Indigenous governments by providing advice and information on the workings of the federal governments through the National Indigenous Organizations. The Transformational Approach to Indigenous Data supported the development of Indigenous-led data strategies in support of evidence-based decision-making and service delivery. Such investments supported Indigenous Peoples’ right to determine their political status, maintain their institutions, and administer programs based on their cultures and legal traditions. Programs that supported transitions from the *Indian Act* and local governance improvements further aligned with these rights.

United Nations Declaration Act (UN Declaration Act) Action Plan Measures

In the **Health** service area, ISC contributed to progress related to 12 Action Plan measures under the UN Declaration Act. ISC’s continued implementation of Anti-Indigenous Racism in Canada’s Health Systems initiative supports Action Plan Measure 1.7 through a suite of initiatives aimed at improving access to culturally-safe services, provide support and recourse to Indigenous patients, and support greater integration of cultural and patient safety in Canada’s health systems. Through its Mental Wellness Program, ISC continues to respond to Action Plan Measures 1.81 and 4.11, and works closely with Indigenous partners and communities to support Indigenous-led, community-driven and culturally-relevant approaches to supporting mental wellness, such as distinctions-based mental health and wellness strategies. ISC has also demonstrated progress on Action Plan Measures 1.103 and 1.80 through advancing early learning and childcare supports for Indigenous children, fostering healthy development, and co-developing a holistic, culturally safe, distinctions-based long-term care continuum, respectively.

In **Children and Families**, ISC supported Action Plan measures 1.9 and 1.29 by advancing Indigenous-led child and family services and responding to systemic violence through policy reform. The department’s implementation of *An Act respecting First Nations, Inuit and Métis children, youth and families* and the Federal Pathway marked significant progress toward these objectives. Funding and policy changes focused on long-term, sustainable reform that reflects Indigenous values.

In **Education**, ISC’s work aligned with Action Plan measures 1.102 by supporting distinctions-based access to post-secondary education funding and additional funding for First Nations language and culture through the Elementary and Secondary Education Program. These measures also included supporting Indigenous post-secondary institutions through the distinctions-based post-secondary education strategies, expanding adult learning, and promoting education as a key contributor to socio-economic advancement. Further, the continued implementation of the First Nations and Inuit Youth Employment Strategy supported youth skills training and employment. The department aligned with Action Plan measure 2.19 through regional education agreements that support the self-determined approach to education and closing the education gap, leading to better outcomes and access to higher education opportunities.

The **Infrastructure and Environments** service area helped implement measures 2.15 and 2.16 by addressing basic needs through safe housing, drinking water, and wastewater management. For example, in 2024-25, to support on-reserve housing needs in collaboration with Canada Mortgage and

Housing Corporation, work included 619 completed projects, 1,040 new homes, 3,117 renovations and upgrades, 745 serviced or acquired lots, and 3,299 ongoing projects. In 2024-25, the Atlantic First Nation Water Authority (AFNWA) has been serving its 12 member First Nation communities with self-determined services managing water and wastewater facilities and infrastructure. The AFNWA have advanced several projects in 2024-25 involving modernization of infrastructure, protecting community health and environment, improving water service reliability and operational efficiency, and taking steps toward safe and sustainable long-term service. Investments in health infrastructure, culturally safe care facilities, and sustainable communities supported measure 5.5 and 7.4. Environmental stewardship and land protection also reflected commitments under measures aligned with Articles 26 and 29.

In **Economic Development**, ISC supported Action Plan measures 1.74 and 77 through investments in inclusive economic development research, capacity-building, and Indigenous entrepreneurship. This included support for Indigenous women entrepreneurs, through the Aboriginal Entrepreneurship Program, and funding of clean energy projects, through the Strategic Partnerships Initiative, that reflect Indigenous environmental values and development priorities. These efforts recognized and reinforced Indigenous Peoples' leadership in shaping economic futures.

Through **Governance**, ISC supported Action Plan measures 1.7, 2.1, 2.8, and related provisions by investing in self-government, governance capacity, and service delivery reform. This included efforts to replace the *Indian Act* with community-led governance models and funding supports such as the New Fiscal Relationship Grant. ISC's work also advanced Indigenous Peoples' capacity to manage their electoral systems and administrative functions. Moreover, ISC supported Shared Priorities Measure 30 through the Transformational Approach to Indigenous Data, the only federal program specifically designed to support Indigenous Data Sovereignty.

In addition to advancing specific Articles from the UN Declaration and measures from the Action Plan, the work of the department across all service is done in consultation and cooperation with Indigenous Peoples, as the Act requires and 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 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](#).

Gender-based Analysis Plus

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

Program inventory

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

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

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

Internal services

In this section

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

Description

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

- Management and Oversight Services
- Communications Services
- Legal Services
- Human Resources Management Services
- Financial Management Services

- Information Management Services
- Information Technology Services
- Real Property Management
- Material Management
- Acquisitions Management Services

Progress on results

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

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

In 2024-25, ISC:

- Enhanced satellite connectivity at 18 health stations and residences, significantly increasing bandwidth at 22 nursing stations. These improvements supported the delivery of higher-quality digital health services, expanded Electronic Medical Record (EMR) implementation, and contributed to improved work-life balance and retention of nursing staff.
- Completed the high-level scoping of the new Indigenous-centric digital service modernization initiative, developed to support ISC on its digital journey, known as the Spark programme. Two components received approval to proceed with business case development under the department's project management framework, marking the successful close of this phase and setting the foundation for next steps in 2025–26.
- Advanced the Transformational Approach to Indigenous Data initiative through coordinating efforts across five streams, supporting Indigenous organizations in developing and advancing data strategies, and collecting input from Indigenous organizations for a forthcoming *Policy on External Data Sharing*.
- Advanced efforts to support Indigenous self-determination by coordinating department-wide collaboration on service transfer, including the development of briefing and transition materials, ongoing engagement with program sectors, and collection of information to track and report on progress. These activities contributed to the identification and reduction of barriers to transfer and aligned with UNDA Action Plan Measure to co-develop a Service Transfer Policy Framework with Indigenous partners.
- Engaged across the department to build a comprehensive picture of service transfer progress, identify barriers, and highlight promising practices that support Indigenous self-determination. Through instruments like the Annual Report to Parliament, the Transfer of Responsibilities Activity Scan, and the Service Transfer Community of Practice, ISC advanced its mandate to gradually transfer responsibilities to Indigenous partners and coordinated efforts with CIRNAC to uphold the Inherent Right of Self-Government.
- Supported a robust evaluation function by completing four evaluations, publishing six online, and launching seven new projects. By the close of the 2024-25 fiscal year, there were 24 active evaluation projects. In addition, Practice Management Activities saw ISC: review over 60 policy and funding authority documents; review 18 Program Information Profiles (PIPs); and track and

report on 15 active Management Response Action Plans (MRAPs), comprising 36 recommendations and 115 action items.

- Supported communities and Survivors of Indian Residential Schools (IRS) through a coordinated approach and worked to improve access to IRS related information and data, while acknowledging that addressing the legacy and harms of Indian Residential Schools is a critical part of healing and mental wellness for Survivors, inter-generational Survivors, and communities. This work was part of a broader whole-of-government exercise led by CIRNAC to disclose records relevant to Indian Residential Schools to the National Centre for Truth and Reconciliation by 2027 that were not previously disclosed to the Truth and Reconciliation Commission.
- Worked in partnership with Indigenous communities and National Indigenous Organizations to advance a coordinated public education campaign on reconciliation. Completed production of communications products featuring Indigenous storytellers that highlight the lives and lived experiences of First Nations, Inuit, Métis, and Modern Treaty partners. Also led a government-wide National Indigenous History Month campaign, sharing educational content on Indigenous histories and current realities.
- Implemented a crisis communications strategy to support Indigenous communities during emergencies, including health and environmental crises. The department developed and disseminated timely communications products, such as social media posts and media statements, in response to events like wildfires, measles outbreaks, water treatment plant outages, and community losses.
- Developed a key pillar of the Social Media Growth Strategy by creating a new Facebook page on reconciliation targeted at non-Indigenous audiences. The page aims to inspire non-Indigenous people in Canada to start or continue their reconciliation journey by increasing their knowledge and understanding of Indigenous cultures, histories, traditions and lived realities.
- Enhanced transparency and internal oversight through continued internal audits and reviews that contributed to sound risk management, control and governance processes within the Department. The audit of the Mental Wellness Program was approved on May 14, 2024. An update on the audit of Jordan's Principle was presented at the February 2025 Departmental Audit Committee meeting. The audit work for the internal audit of Jordan's Principle has been completed. The report and management action plan will be finalized and submitted for approval in 2025-26.
- Strengthened financial management by finalizing 11 internal control assessments, introducing automated validation tools, and launching a requirement for Management Action Plans following compliance reviews. The department also led a cross-departmental internal control working group to share best practices and enhance government-wide financial oversight. Advisory support was enhanced through updates to the Delegation of Spending and Financial Authorities, targeted guidance on expenditure management, and policies tailored to Indigenous service contexts.
- Established a dedicated Human Resources Branch to strengthen departmental outcomes and advance Indigenous-specific staffing initiatives. The Branch launched Indigenous-exclusive talent inventories, promoted Indigenous student and graduate hiring, and incorporated an Indigenous lens into staffing processes to ensure culturally safe and inclusive practices. Indigenous Career Navigators supported employees, students, supervisors, and managers in recruitment, retention, professional development, and career advancement, while equipping HR professionals with tools to better support Indigenous candidates. Key initiatives included the Courage to Soar Apprenticeship Program, which achieved full apprentice placement and created

new employment opportunities for Indigenous women, and a pilot of Indigenous Key Leadership Competency Circles to foster Indigenous leadership and apply lived experience to leadership development.

- ISC revised its Code of Conduct to clarify distinctions from the Public Sector Values and Ethics Code, incorporate Indigenous teachings, provide external resource links, use more accessible language, and clearly outline acceptable and unacceptable behaviors. This work was guided by input from over 2,000 employees engaged through conversations and surveys on Public Sector and ISC Values and Ethics, including sessions led by Indigenous employees with Elders. ISC also produced its first annual misconduct and wrongdoing report, developed an elective internal training program which can be tailored to meet specific needs, and implemented annual Conflict of Interest attestations for employees. Ultimately, this contributed to a stronger culture of values application across the department.
- Continued to advanced the commitment to a diverse, inclusive, and psychologically healthy workplace across key initiatives anticipating renewal of plans by December 31, 2025. Continued to advance accessibility initiatives by conducting employee consultations to gain a greater understanding of the accessibility barriers experienced by employees with disabilities; by partnering in the Better Accommodation Project with Employment and Social Development Canada and updating practices in workplace accommodations. As part of this project, ISC focused on the experiences of Indigenous employees and managers with disabilities to identify ways to improve cultural safety.
- Leveraged a decentralized model to sustain the operations of the Inclusion, Diversity, Equity and Accessibility (IDEA) Task Force administered by the IDEA Secretariat within the Ombuds Office. The Secretariat, through its administration of the Leadership Council, supported Task Force members to identify barriers, raise concerns, and propose solutions in a formal venue with senior leadership. It has also reinforced employee engagement by promoting events and activities across the organization, contributed to the development of IDEA-based performance management competencies, and advanced the need for equity impacts to be used in formal decision making.
- Provided a confidential, impartial, independent, and informal space for employees to safely discuss workplace challenges through the independently operating Ombuds Office. The Office continued to support individuals through deep listening, trauma-informed and resilience-based approaches, and empowered them with resources, coaching, and guidance to make informed decisions. The Office continues to work to identify systemic issues and advise senior leadership while promoting cultural humility, inclusion, and human-centered practices to foster empathy, wellbeing, and equity across the organization. It delivered numerous speaking engagements over 2024-25, providing over 850 hours of support to both individuals and groups. Additionally, the ISC Ombuds delivered 59 Cultural Humility sessions reaching over 3000 employees.
- Continued to advance diversity, equity, accessibility, inclusion, anti-racism, and Indigenous cultural competency by initiating a review of the Indigenous Cultural Competency Learning Policy, with further research and engagement planned. These initiatives support the implementation of the *Many Voices, One Mind* Report and contribute to fostering a modern, inclusive workplace that reflects and supports a national workforce and its service delivery culture. Key strategies and policies were enriched by feedback and Indigenous perspectives during monthly Indigenous Sharing Circles. This allowed the fostering of important cultural connections and strengthening the community for Indigenous employees; enhancing Indigenous employee feedback mechanisms (e.g. ISC Exit/departure program), and an Indigenous employee onboarding guide.

Resources required to achieve results

Table 10: Resources required to achieve results for internal services this year

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

Resource	Planned*	Actual*
Spending	\$281,642,565	\$320,778,814
Full-time equivalents	1,861	2,091

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

The difference between 2024-25 Planned Spending and Actual Spending primarily reflects:

- Operating budget carry forward from 2023-24 to 2024-25.
- An incremental funding for internal support services.
- An allocation of funding to meet departmental priorities.

[The Finances section of the Infographic for Indigenous Services Canada on GC Infobase page](#) and the [People section of the Infographic for Indigenous Services Canada on GC Infobase page](#) provide complete financial and human resources information related to its program inventory.

Contracts awarded to Indigenous businesses

Government of Canada departments are required to award at least 5% of the total value of contracts to Indigenous businesses each year.

Indigenous Services Canada's result for 2024-25:

Table 11: Total value of contracts awarded to Indigenous businesses¹

As shown in Table 11, Indigenous Services Canada awarded 13.81% of the total value of all contracts to Indigenous businesses for the fiscal year.

Contracting performance indicators	2024-25 Results ⁴
Total value of contracts awarded to Indigenous businesses ² (A)	\$15,767,431.20
Total value of contracts awarded to Indigenous and non-Indigenous businesses ³ (B)	\$114,143,753.19
Value of exceptions approved by deputy head (C)	\$0.00
Proportion of contracts awarded to Indigenous businesses $[A / (B-C) \times 100]$	13.81%

Contracting performance indicators	2024-25 Results ⁴
<p>¹ For the purposes of measuring performance against the minimum 5% target for 2024–25, the data in this table is based on how Indigenous Services Canada (ISC) defines “Indigenous business”, which is one that is owned and operated by Elders, band and tribal councils; registered in the Indigenous Business Directory; or registered on a modern treaty beneficiary business list.</p> <p>² “Contract” is a binding agreement for the procurement of a good, service, or construction and does not include real property leases. It includes contract amendments and contracts entered into by means of acquisition cards of more than \$10,000.00 and may include subcontracts with Indigenous businesses.</p> <p>³ Includes contract amendments and contracts that were entered into by means of acquisition cards above \$10,000.</p> <p>⁴ The results are representative of Indigenous Services Canada as a department, not as the Indigenous procurement policy lead for the Government of Canada.</p>	

As of March 31, 2025, the total value of traditional contracts and amendments awarded by ISC in 2024–25 was \$114 million. Of this amount, \$15.8 million (13.81%) was issued to Indigenous vendors for a wide range of services. The calculation is based on the total value of contracts, and not on expenditures.

All procurement staff are well trained in the various tools targeting Indigenous procurement and ISC procurement support actively participated in numerous working groups and committees for the ongoing development of the policy and reporting of Indigenous procurement.

In its 2025–26 Departmental Plan, Indigenous Services Canada estimated that it would award 15% of the total value of its contracts to Indigenous businesses by the end of 2024–25. We had established an ambitious target that substantially exceeded the required 5% benchmark. This target was set as an estimate and was based on our best knowledge and informed by a comparative analysis of the previous fiscal year’s performance. While we remained committed to achieving this goal, various factors influenced our ability to do so, with financial constraints proving to be the most significant challenge during the 2024–2025 fiscal year. Our result of 13.81% exceeds the Government-wide target of 5%.

Spending and human resources

In this section

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

Spending

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

Refocusing Government Spending

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

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

- 2024-25: \$ \$64,716,653
- 2025-26: \$ 108,603,653
- 2026-27 and after: \$ 170,702,653

During 2024-25, Indigenous Services Canada worked to realize these reductions through the following measures:

- Identification of operational efficiencies
- Reduction of Public Servant Travel
- An updated forecast for the New Fiscal Relationship Grant escalator showing lower uptake of this funding mechanism

These efforts were carried out in a manner intended to not impact transfers to partners nor to service delivery, but rather to ensure continuity of support to Indigenous communities. ISC will continue to monitor implementation progress and, if required, engage with Indigenous partners to assess any impacts, and identify future funding needs. The New Fiscal Relationship grant escalator remains fully funded for its existing 160 grant recipients and those considering it to advance their self-determination.

Budgetary performance summary

Table 12: Actual three-year spending on core responsibilities and internal services (dollars)

Table 12 shows the money that Indigenous Services Canada spent in each of the past three years on its core responsibilities and on internal services.

Core responsibilities** and internal services	2024–25 Main Estimates*	2024–25 total authorities available for use*	Actual spending over three years (authorities used)*
Services and Benefits to Individuals	Not applicable	Not applicable	2022–23: 2,435,713,923 2023–24: Not applicable 2024-25: Not applicable
Health and Social Services	Not applicable	Not applicable	2022–23: 10,670,268,362 2023–24: Not applicable 2024-25: Not applicable
Governance and Community Development Services	Not applicable	Not applicable	2022–23: 7,418,701,952 2023–24: Not applicable 2024-25: Not applicable
Indigenous Self-Determined Services	Not applicable	Not applicable	2022–23: 1,736,060,794 2023–24: Not applicable 2024-25: Not applicable

Core responsibilities** and internal services	2024–25 Main Estimates*	2024–25 total authorities available for use*	Actual spending over three years (authorities used)*
Indigenous Well-Being and Self-Determination	20,757,248,488	27,527,632,207	2022–23: Not applicable 2023–24: 46,140,030,260 2024-25: 26,161,961,068
Subtotal	20,757,248,488	27,527,632,207	2022–23: 22,260,745,031 2023–24: 46,140,030,260 2024-25: 26,161,961,068
Internal services	281,642,565	341,433,979	2022–23: 295,617,247 2023–24: 337,211,351 2024-25: 320,778,814
Total	21,038,891,053	27,869,066,186	2022–23: 22,556,362,278 2023–24: 46,477,241,611 2024-25: 26,482,739,882

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

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

Analysis of the past three years of spending

For the period from 2022-23 to 2024-25

For the Indigenous Well-Being and Self-Determination core responsibility, the 2024-25 actual spending was \$26,162.0 million, a net increase of \$3,901.2 million compared to 2022-23 actual spending. This increase is primarily due to a net increase in funding for Jordan's Principle and the Inuit Child First Initiative, child and family services, as well as supplementary health benefits and education.

For Internal Services, the 2024-25 actual spending was \$320.8 million, a net increase of \$25.2 million compared to the 2022-23 actual spending. This increase primarily reflects higher salary costs, legal costs and information management services, all the while reducing reliance on external professional services.

[The Finances section of the Infographic for Indigenous Services Canada on GC Infobase](#) offers more financial information from previous years.

Table 13: Planned three-year spending on core responsibilities and internal services (dollars)
Table 13 shows Indigenous Services Canada’s planned spending for each of the next three years on its core responsibilities and on internal services.

Core responsibilities and internal services	2025–26 planned spending*	2026–27 planned spending*	2027–28 planned spending*
Indigenous Well-Being and Self-Determination	24,962,596,079	21,027,300,221	19,765,927,544
Subtotal	24,962,596,079	21,027,300,221	19,765,927,544
Internal services	358,839,237	334,803,440	310,164,466
Total	25,321,435,316	21,362,103,661	20,076,092,010

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

Analysis of the next three years of spending

For the period from 2025-26 to 2027-28

For the Indigenous Well-Being and Self-Determination core responsibility, planned spending authorities decrease by \$5,196.7 million between 2025-26 and 2027-28. This decrease is primarily due to a net decrease in funding for community infrastructure, Jordan's Principle and the Inuit Child First Initiative, as well as education, child and family services, public health promotion and disease prevention, and supplementary health benefits.

For Internal Services, funding is expected to decrease by \$48.7 million between 2025-26 and 2027-28 planned spending. This is primarily due to a net decrease in the approved funding profile for internal support services.

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

[The Finances section of the Infographic for Indigenous Services Canada on GC Infobase](#) offers ore detailed financial information related to future years.

Table 14: Budgetary actual gross spending summary (dollars)

Table 14 reconciles gross planned spending with net spending for 2024–25.

Core responsibilities and internal services	2024–25 actual gross spending*	2024–25 actual revenues netted against expenditures*	2024–25 actual net spending (authorities used)*
Indigenous Well-Being and Self-Determination	26,165,579,821	(3,618,753)	26,161,961,068
Subtotal	26,165,579,821	(3,618,753)	26,161,961,068
Internal services	367,557,830	(46,779,016)	320,778,814

Core responsibilities and internal services	2024–25 actual gross spending*	2024–25 actual revenues netted against expenditures*	2024–25 actual net spending (authorities used)*
Total	26,533,137,651	(50,397,769)	26,482,739,882

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

Analysis of budgetary actual gross 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*.

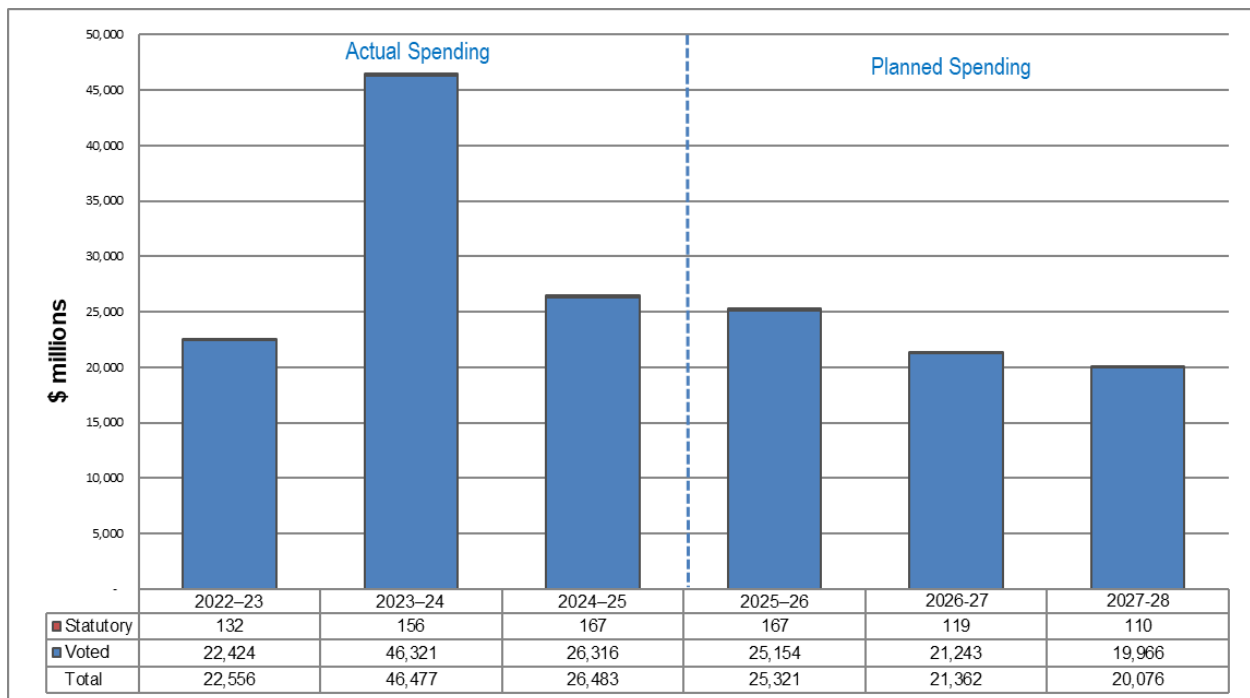
[The Finances section of the Infographic for Indigenous Services Canada on GC Infobase](#) offers information on the alignment of ISC’s spending with Government of Canada’s spending and activities.

Funding

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

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

Graph 1 summarizes the department’s approved voted and statutory funding from 2022-23 to 2027-28.



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

Graph 1 includes the following information in a bar graph:

Fiscal Year	Total	Voted	Statutory
2022-23	22,556	22,424	132
2023-24	46,477	46,321	156
2024-25	26,483	26,316	167
2025-26	25,321	25,154	167
2026-27	21,362	21,243	119
2027-28	20,076	19,966	110

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

For the period from 2022-23 to 2023-24

The 2023-24 actual spending was \$46,477.2 million, a net increase of \$23,920.9 million over 2022-23. This is primarily due to \$23.3 billion for the First Nations child welfare settlement in 2023-24.

For the period from 2022-23 to 2024-25

The 2024-25 actual spending was \$26,482.7 million, a net increase of \$3,926.4 million over 2022-23. This is primarily due to a net increase in funding for:

- Jordan's Principle and the Inuit Child First Initiative which is primarily due to an additional funding for Jordan's Principle.
- Child and Family Services which is primarily due to an additional funding for reforms to the First Nations Child and Family Services program.
- Supplementary Health Benefits over this two-year period is due to utilization growth and inflationary pressures across all non-insured health benefits areas.
- Elementary and Secondary Education as well as Post-Secondary Education which is primarily due to investments in Budget 2024.

For the period from 2024-25 to 2025-26

Spending is expected to decrease by \$1,161.3 million between 2024-25 actual spending and 2025-26 planned spending. This is primarily due to net decrease in funding for community infrastructure which is mainly due to the one time investment in the Northern Ontario Grid Connection Project in 2024-25.

For the period from 2025-26 to 2027-28

Planned spending authorities decrease by \$5,245.3 million between 2025-26 and 2027-28. The decrease is primarily due to net decreases:

- in funding for community infrastructure which is primarily due to:
 - a net decrease in funding for infrastructure projects in Indigenous communities.
 - sunset (at the end of 2025-26) of funding for the First Nations Water and Wastewater Enhanced Program.

- in funding which reflects lower baseline funding for Jordan’s Principle at the beginning of the year and does not reflect program integrity or expenditures throughout the year.
- in funding for elementary and secondary education as well as post-secondary education which is primarily due to sunset (at the end of 2025-26) of funding for the First Nations Elementary and Secondary Education Program (Budget 2024).
- in funding for Child and Family Services which is primarily due to the reduction in funding for *An Act respecting First Nations, Inuit and Métis children, youth and families*.
- in funding for public health promotion and disease prevention which is primarily due to sunset (at the end of 2025-26) of funding for mental wellness and substance use treatment services (Budget 2024).
- a decrease in base funding available to the supplementary health benefits program in future years due to the expiry of previous years temporary program funds.

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

Consult the [Public Accounts of Canada](#) for further information on Indigenous Services Canada’s departmental voted and statutory expenditures.

Financial statement highlights

The Department of Indigenous Services (hereinafter called “the Department”) operates under the legislation set out in the *Department of Indigenous Services Act*, S.C. 2019, c. 29, s. 336 (the “DISA Act”). It reports to Parliament through the Minister of Indigenous Services.

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

Priorities and reporting are aligned under the following core responsibility:

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

ISC’s [Financial Statements](#) (unaudited) for the year ended March 31, 2025.

Table 15: Condensed Statement of Operations (unaudited) for the year ended March 31, 2025 (dollars)
Table 15 summarizes the expenses and revenues for 2024–25 which net to the cost of operations before government funding and transfers.

Financial information*	2024–25 actual results	2024–25 planned results**	Difference (actual results minus planned)
Total expenses	26,899,362,752	24,582,730,546	2,316,632,206
Total revenues	51,363,610	48,299,358	3,064,252
Net cost of operations before government funding and transfers	26,847,999,142	24,534,431,189	2,313,567,954

*Totals may not match financial statements due to rounding.

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

Analysis of expenses and revenues for 2024-25

The 2024–25 planned results information is provided in Indigenous Service Canada's [Future-Oriented Statement of Operations and Notes 2024–25](#).

Table 16: Condensed Statement of Operations (unaudited) for 2023-24 and 2024-25 (dollars)

Table 16 summarizes actual expenses and revenues and shows the net cost of operations before government funding and transfers.

Financial information*	2024–25 actual results	2023–24 actual results	Difference (2024-25 minus 2023-24)
Total expenses	26,899,362,752	24,020,872,778	2,878,489,974
Total revenues	51,363,610	55,927,488	(4,563,878)
Net cost of operations before government funding and transfers	26,847,999,142	23,964,945,290	2,883,053,852

*Totals may not match financial statements due to rounding.

Analysis of differences in expenses and revenues between 2023-24 and 2024-25

Total expenses were \$26.9 billion in 2024-25 representing an increase of 12% (\$2.9 billion) from the previous year's expenses mainly due to the increase in transfer payments related to Indigenous Peoples for indigenous well-being and self-determination of \$3 billion, offset by a decrease in operating expenditure of \$788 million mainly related to a decrease in claims, litigation, court awards and other settlements.

Transfer payments represents 92% (\$24.8 billion) of the total expenses; the majority relate to payments to Indigenous Peoples. Operating expenses represents 8% (\$2.0 billion) of the total expenses. Significant operating expenses included salaries and employee benefits totaling \$1.1 billion (55%), professional and special services totaling \$515 million (25%), claims, litigation, court awards, and other settlements totaling \$155 million (8%).

The Department's total revenues for 2024-25 amounted to \$51.4 million representing a 8% (\$4.6 million) decrease compared to the previous year's revenue, as a result of a decrease in cost recoveries for finance and administrative services collected from Other Government Departments.

Table 17: Condensed Statement of Financial Position (unaudited or audited) as of March 31, 2025 (dollars)

Table 17 provides a brief snapshot of the department’s liabilities (what it owes) and assets (what the department owns), which helps to indicate its ability to carry out programs and services.

Financial information	Actual fiscal year (2024–25)	Previous fiscal year (2023–24)	Difference (2024–25 minus 2023–24)
Total net liabilities	6,344,972,878	5,731,472,403	613,500,475
Total net financial assets	4,148,680,017	3,803,515,531	345,164,486
Departmental net debt	2,196,292,861	1,927,956,872	268,335,989
Total non-financial assets	50,458,307	43,522,905	6,935,402
Departmental net financial position	(2,145,834,554)	(1,844,433,967)	(261,400,587)

Analysis of department’s liabilities and assets since last fiscal year

Total liabilities were \$6.3 billion at the end of 2024-25, representing an increase of 11% over the previous year. This decrease is mainly due to increases in the accounts payable and accrued liabilities. The accounts payable and accrued liabilities represents the largest portion of total liabilities at \$3.5 billion (55%). Other significant liabilities include the provision for contingent liabilities of \$1.4 billion (22%), trust accounts of \$666 million (10%), and environmental liabilities and asset retirement obligations of \$612 million (10%).

Total net financial assets at the end of 2024-25 were \$4.1 billion representing an increase of 9% over the previous year. The net financial assets for 2024-25 are mainly comprised of \$4.1 billion in Due From the Consolidated Revenue fund (96%). The \$342 million increase is a result of timing difference between Payables at year-end for transfer payments and other payables affecting authorities and when the payments are processed out of the Consolidated Revenue Fund.

Non-financial assets at the end of 2024-25 were \$50.5 million and are mainly composed of tangible capital assets totaling \$49.8 million, representing an increase of 16% over the previous year. The increase is mainly due to an increase of \$15.2 million in acquisitions and adjustments of tangible assets offset by a decrease of \$8.2 million due to the current year amortization of tangible assets.

Human resources

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

Table 18: Actual human resources for core responsibilities and internal services

Table 18 shows a summary in full-time equivalents (FTEs) of human resources, for Indigenous Services Canada’s core responsibilities and for its internal services for the previous three fiscal years.

Core responsibilities and internal services*	2022–23 actual FTEs	2023–24 actual FTEs	2024–25 actual FTEs
Services and Benefits to Individuals	1,824	Not applicable*	Not applicable*
Health and Social Services	2,045	Not applicable*	Not applicable*
Governance and Community Development Services	1,819	Not applicable*	Not applicable*
Indigenous Self-Determined Services	14	Not applicable*	Not applicable*
Indigenous Well-Being and Self-Determination	Not applicable*	6,187	6,528
Subtotal	5,702	6,187	6,528
Internal services	1,576	1,740	2,091
Total	7,278	7,927	8,619

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

Analysis of human resources over the last three years

For the period from 2022-23 to 2024-25

The variance in FTE utilization is mainly due to:

- The allocation of additional resources to sustain program operations, meet priorities, and establish a new HR branch at ISC.
- New funding sources (Supplementary Estimates, Budget 2024) to support program growth, including Jordan's Principle, Budget 2022 Health Human Resources, disability income supports, case management and pre-employment supports as well as services provided in the northern regions, and mental wellness and substance use treatment services.
- Increased funding and staffing for Child and Family Services reforms, legislative implementation, settlement-related compensation, and long-term reform measures from the 2021 Agreement in Principle.
- Funding from multiple sources (Budget 2024, Fall Economic Statement 2023) to support infrastructure and community priorities, including safe drinking water, the First Nations Clean Water Act, housing, FireSmart renewal, and the Office of the Auditor General Management Action Plan.
- Additional resources to support Indigenous governance and self-determination, land management, and registration demand as a result of the implementation of Bill S-3.

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

Table 19: Human resources planning summary for core responsibilities and internal services

Table 19 shows the planned full-time equivalents (FTEs), for each of Indigenous Service Canada’s core responsibilities and for its internal services for the next three years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2025–26 planned FTEs	2026–27 planned FTEs	2027–28 planned FTEs
Indigenous Well-Being and Self-Determination	6,251	5,362	4,857
Subtotal	6,251	5,362	4,857
Internal services	2,091	2,089	1,873
Total	8,340	7,335	6,730

Analysis of human resources for the next three years

For the period from 2025-26 to 2027-28

The Variance in FTEs is mainly due to decrease in funding sources and sunsetting items:

- recently found operational efficiencies in the delivery of the First Nations Child and Family Services Program as it continues to pursue Long Term Reform.
- reductions related to the first Refocusing Government Spending.
- Sunset of funding to:
 - Sustain Support for Mental Wellness and Substance Use Treatment Services
 - Health Human Resources
 - Funding to improve health outcomes in Indigenous Communities (Budget 2021)
 - Support Indigenous policing and community safety; and
 - The First Nations Elementary and Secondary Education Program Integrity announced in Budget 2024
 - For the Enhancement of the First Nations Elementary and Secondary Education on Reserve announced in Budget 2021.
 - For advancing First Nations Lifelong Learning: Adult Education announced in Budget 2021.
 - To support the implementation of the Regional Education Agreement with the First Nations Education Council in Quebec announced in Budget 2022.
 - To strengthen employment and skills supports for youth, for the First Nations Water and Wastewater Enhanced Program.
 - For infrastructure projects in indigenous communities related to education facilities (Budget 2024) and to housing (Budget 2022).
 - Previously funded to increase opportunities in Federal procurement for Indigenous-Led Businesses.
 - Previously funded to support Indigenous-led economic recovery and stimulus for communities, businesses and the tourism industry (Budget 2022) and to support Indigenous participation in economically sustainable clean energy projects (Budget 2024).

- To support community development for First Nations, to Support the New Fiscal Relationship Grant and Expand Eligibility for the Grant.
- For the Continued Implementation of the Inuit Child First Initiative; program integrity funding for the Continued Implementation of Jordan’s Principle.
- Previously funded for Additions to Reserve Land for First Nations Economic Recovery.

Decisions on the renewal of the sunset initiatives will be taken in future budgets and 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](#)
- [Gender-based analysis plus](#)
- [Response to Parliamentary committees and external audits](#)
- [Horizontal initiative – Support for Indigenous Housing](#)
- [Regulatory and Permitting Efficiency for Clean Growth Projects](#)

Federal tax expenditures

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

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

TTY: 1-866-553-0554

Fax: 1-866-817-3977

Email: infopubs@sac-isc.gc.ca

Website: <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 priority (priorité ministériel)

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

departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

A quantitative measure of progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

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

Departmental Results Report (rapport sur les résultats ministériels)

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

fulltime equivalent (équivalent temps plein)

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

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

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

Government priorities (priorités pangouvernementales)

For the purpose of the 2024–25 Departmental Results Report, government priorities are the high-level themes outlining the government's agenda in the [2021 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.

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

performance indicator (indicateur de rendement)

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

plan (plan)

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

planned spending (dépenses prévues)

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

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

program (programme)

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

program inventory (répertoire des programmes)

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

result (résultat)

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

Indigenous business (entreprise autochtones)

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

statutory expenditures (dépenses législatives)

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

target (cible)

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

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an appropriation act. The vote wording becomes the governing conditions under which these expenditures may be made.