



2021–22 Departmental Results Report

Crown-Indigenous Relations and Northern Affairs Canada

The Honourable Marc Miller, P.C., M.P.
Minister of Crown-Indigenous Relations

The Honourable Dan Vandal, P.C., M.P.
Minister of Northern Affairs, Minister responsible for Prairies
Economic Development Canada and Minister responsible for the
Canadian Northern Economic Development Agency



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Table of Contents

From the Ministers	1
Results at a glance	5
Results: what we achieved	9
CORE RESPONSIBILITY 1: CROWN-INDIGENOUS RELATIONS.....	9
CORE RESPONSIBILITY 2: NORTHERN AFFAIRS	25
INTERNAL SERVICES.....	35
Spending and human resources	39
SPENDING.....	39
HUMAN RESOURCES.....	42
EXPENDITURES BY VOTE	43
GOVERNMENT OF CANADA SPENDING AND ACTIVITIES	43
FINANCIAL STATEMENTS AND FINANCIAL STATEMENTS HIGHLIGHTS.....	43
Corporate information	45
ORGANIZATIONAL PROFILE	45
RAISON D'ÊTRE, MANDATE AND ROLE: WHO WE ARE AND WHAT WE DO	45
OPERATING CONTEXT	45
REPORTING FRAMEWORK	46
Supporting information on the program inventory	47
Supplementary information tables	48
Federal tax expenditures	48
Organizational contact information	48
Appendix: definitions.....	49
Endnotes.....	52



From the Ministers

The Minister of Northern Affairs and I are pleased to present the Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) 2021–22 Departmental Results Report.

It has been another challenging year, as we continue to face consequences of the ongoing COVID-19 pandemic. Nevertheless, the department has successfully managed to deliver on its mandate with Indigenous Peoples and Northerners, despite the impacts of the pandemic on operations.

This past year, the department continued its work to address and resolve outstanding specific claims regarding past wrongs against First Nations through negotiated settlements. In 2021–22, 26 specific claims were resolved, providing \$364 million in compensation for First Nations across Canada. Additionally, the department continues to implement and accelerate work responding to the Truth and Reconciliation Commission's Calls to Action, including those pertaining to residential schools. Following the discovery of unmarked burial sites at former residential schools, CIRNAC is spearheading a federal whole-of-government approach to reconciliation. Launched in June 2021, the Residential Schools Missing Children Community Support funding initiative completed 70 funding agreements that approved more than \$81.4 million to Indigenous communities and organizations to support community-led work to locate, document, maintain, and commemorate burial sites associated with former residential schools. We will continue to address the legacy of residential schools in the years to come, including the development of the Cemetery Register in partnership with the National Centre for Truth and Reconciliation.

Another accomplishment of 2021–22 which advanced reconciliation efforts was the launch of the Transitional Committee for the National Council for Reconciliation. The Committee, alongside experts, provided recommendations to develop legislation to establish the National Council. The department also agreed upon joint priorities through permanent bilateral mechanisms with representatives from the Assembly of First Nations (AFN), the Inuit Tapiriit Kanatami (ITK), and the Métis National Council. We have continued our work with partners to address these priorities. This work includes advancing the number of treaties and self-government agreements to support Indigenous Peoples' right to self-determination, which has impacted 63 Indigenous communities in Canada.

On June 3, 2021, the Government of Canada, Indigenous families, Survivors, partners, Indigenous women's organizations, and provinces and territories launched the Missing and Murdered Indigenous Women, Girls, and 2SLGBTQIA+ People National Action Plan. The federal government also released the *Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA+ People*, outlining its commitments to address gender-based violence. Through this work, CIRNAC coordinated the efforts of over 25 government departments and agencies, resulting in over \$2.2 billion in Budget investments for these initiatives.

Further, in 2021–22, the department oversaw the launch of several programs aimed at amplifying Indigenous voices and supporting communities, such as the Cultural Spaces in Indigenous



2021–22 Departmental Results Report

Communities Program. The program supports the re-establishment and revitalization of cultural spaces in Indigenous communities. This program also increases access and opportunities for Indigenous women, girls, and 2SLGBTQQIA+ individuals to strengthen ties to culture, language, and identities. As an investment part of the Federal Pathway, Budget 2021 announced \$108.8 million over 2 years starting in 2021–22. This investment, along with those made through the Indigenous-Led Data Research program, is crucial to addressing the root causes of violence, and improving data methodologies specific to murdered Indigenous women, girls, and 2SLGBTQQIA+ people. Funding was also announced for 18 Indigenous women's and 2SLGBTQQIA+ organizations to enable them to support engagement at the grassroots level and support advocacy on behalf of their members while also supporting the co-development of policy, programs and legislation at all levels of government.

Finally, over the next four years, the Indigenous Community Infrastructure Fund will oversee an investment of \$4.3 billion to support immediate demands as determined by Indigenous partners for new and shovel-ready products in Indigenous communities to support the mandate of CIRNAC and Indigenous Services Canada to close the infrastructure gaps in Indigenous communities.

As Minister of Crown-Indigenous Relations, I look forward to continuing this important work with First Nations, Inuit, and Métis. By working in collaboration, we will continue to foster relationships of respect and strength to ensure that Indigenous communities across Canada are empowered to achieve their full potential.

The Honourable Marc Miller, P.C., M.P.
Minister of Crown-Indigenous Relations

The Minister of Crown-Indigenous Relations and I are pleased to present the Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) 2021–22 Departmental Results Report. This report highlights action the Government of Canada has taken to grow the economy, improve housing, address affordability and cost of living, and promote a higher quality of life in collaboration with Northerners.



Ensuring decisions regarding the North and Arctic are made in full collaboration and partnership with those who live there continues to be my top priority. This approach allows the rights, visions and self-determination of Northerners to be better supported by the department and myself. Northerners know best what solutions will work in their communities, and it is our job as a federal government to be their partner in meeting their goals and objectives. The collaboration with northern, territorial and Indigenous partners has been instrumental in the progress we have made together.

During the 2021–22 fiscal year, we continued to work on implementing Canada’s Arctic and Northern Policy Framework (ANPF), establishing regional governance mechanisms and making new investments in collaboration with Indigenous, territorial and provincial partners. The implementation of this framework will guide federal policy in the region, address climate change, enhance Arctic sovereignty and defence, promote economic opportunities, support families and develop infrastructure in the North and Arctic over the next 10 years. The department has also made strides towards providing safe, affordable and sustainable housing for all Northerners. In 2021, intergovernmental working groups were established with Nunavut and the Northwest Territories to address housing and infrastructure needs in these regions. We remain committed to using made-in-the-North solutions in order to maintain the unique visions of northern communities.

Moreover, the independent Task Force on Post-Secondary Education in the North submitted its final report, *A Shared Responsibility: Northern Voices, Northern Solutions — Report of the Task Force on Northern Post-Secondary Education*, on March 31, 2022. The department also continued to support Northerners through investments in northern post-secondary education, such as Aurora College’s transformation into a polytechnic university, the Dechinta Centre for Research and Learning, as well as for the construction of Yukon University’s science building.

The Government of Canada, the Government of Nunavut and Nunavut Tunngavik Inc. have been working together on advancing the Nunavut Lands and Resources Devolution Final Agreement. Once signed, the Agreement will transfer control and responsibilities of Nunavut’s public land and resource management to the Government of Nunavut. This is a critical step towards political and economic development in the region that is essential to the department’s commitment to self-determination for Indigenous Peoples, mainly Inuit.

The effects of climate change in the North and Arctic remained a top priority for the department, with the region being one of the most impacted, affecting quality of life from coastal erosion, weather and forest fires, changing migration patterns and melting permafrost. Over the last year, we have been working with northern and Indigenous partners to address challenges related to climate change through the development of several community and Indigenous-led projects that apply Indigenous knowledge systems and science to track, mitigate and adapt to the impacts of

2021–22 Departmental Results Report

climate change. The Northern Abandoned Mine Reclamation Program has led to remediation work on 12 sites, and ongoing maintenance of 39 sites that had previously been remediated. Monitoring of these abandoned mining sites will not only minimize its effects on the environment, but will help protect the health and safety of those living within close proximity to the sites, while also ensuring local Indigenous communities and economies benefit from this essential work and investments.

We have made important progress on food security and food sovereignty in northern and Indigenous communities, co-developing and implementing important changes based on engagements with the Indigenous Working Group, the Nutrition North Canada (NNC) Advisory Board, the Inuit-Crown Food Security Working Group, and with northern and Indigenous communities. During the 2021–22 fiscal year, NNC received funding to take on many initiatives, including partnerships with food banks, an enhanced Harvesters Support Grant, a new Community Food Fund and support for food security research initiatives.

Collaboration with Indigenous and northern partners was instrumental to the work we achieved over the last year. I look forward to continuing the important work with these partners to support the unique priorities and vision of Northerners.

The Honourable Dan Vandal, P.C., M.P

Minister of Northern Affairs, Minister responsible for Prairies Economic Development Canada and
Minister responsible for the Canadian Northern Economic Development Agency

Results at a glance

In 2021–22, CIRNAC continued supporting the Government of Canada’s commitment to advancing reconciliation and strengthening relationships with First Nations, Inuit and Métis, as well as addressed the unique needs of Northerners. This work included supporting the Indigenous Peoples’ right to self-determination, addressing historical wrongs, shedding our colonial past, and addressing systemic racism in all its forms.

COVID-19 Response

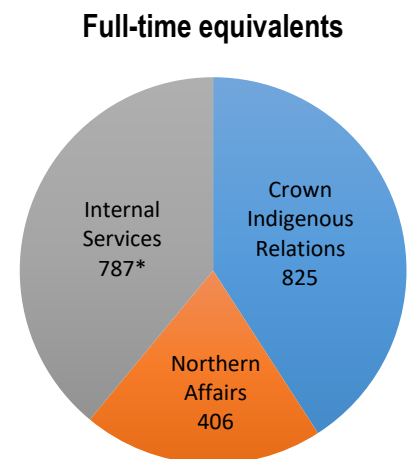
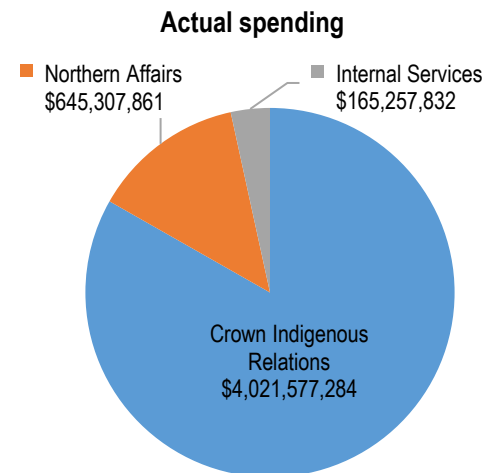
In the context of the challenges brought forward by the COVID-19 pandemic, the Government worked with Indigenous partners to address public health and economic recovery issues.

CIRNAC remained committed to meeting the various needs and responding to the unique realities of Indigenous Peoples and Northerners during the pandemic. The department focused on alternative ways to deliver its mandate and support Indigenous Peoples and Northerners, and remained connected with partners to respond to pandemic-related impacts in communities. For example, the [Nutrition North program](#) enhanced its subsidies during COVID-19 to support food security in communities. CIRNAC also worked with the First Nations Finance Authority to establish an emergency fund to mitigate the impacts of COVID-19. While there is still work to be done, measures taken to-date demonstrate the strength of the government’s commitment going forward. Specific pandemic-related impacts and challenges are detailed throughout the report.

Priorities

In 2021–22, the department focused on 6 departmental results for which indicators and targets are presented in the Results tables under core responsibility 1 – Crown-Indigenous Relations, and core responsibility 2 – Northern Affairs. To achieve these results, CIRNAC, Indigenous partners and Northerners continued to work together on the following priorities:

- accelerating the renewal of the relationship with Indigenous Peoples
- modernizing institutional structures and governance to support Indigenous visions of self-determination
- advancing work in the North



* Includes shared services for Indigenous Services Canada

To accelerate the renewal of the relationship with Indigenous Peoples, CIRNAC:

- increased the number of treaties, self-government agreements and other constructive arrangements using an approach based on affirmation of rights and reform policies to ensure they align with partner expectations.
- accelerated [specific claims](#)ⁱⁱ resolution to support reconciliation in Canada, and advanced work with First Nation partners to reform the specific claims process.
- continued to work towards the resolution of Indigenous childhood claims litigation, and to implement childhood claims settlements.
- continued to implement the [Truth and Reconciliation Commission's Calls to Action](#)ⁱⁱⁱ, including those related to [missing children and unmarked burial sites](#)^{iv}.
- continued to implement the [Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQQIA+ People](#)^v, the Government of Canada's contribution to the [2021 National Action Plan](#)^{vi}, to end gender-based violence and advance reconciliation.
- advanced the implementation of the [Recognition and Reconciliation of Rights Policy for Treaty Negotiations in British Columbia](#)^{vii}.

To modernize institutional structures and governance to support Indigenous visions of self-determination, CIRNAC:

- collaborated with representatives of the Assembly of First Nations (AFN) and First Nations, the Inuit Tapiriit Kanatami (ITK) and the 4 Inuit Nunangat Regions, as well as the Métis National Council and its governing members through the permanent bilateral mechanisms (PBM) to advance joint priorities, co-develop policies and monitor ongoing progress. This work will help support Indigenous Peoples' right to self-determination and advance reconciliation.
- continued to build relationships with Indigenous women and 2SLGBTQQIA+ organizations, including the Native Women's Association of Canada, Pauktuutit Inuit Women of Canada, and Les Femmes Michif Otipemisiwak (Women of the Métis Nation).
- continued to support First Nations to repeal the *First Nations Land Management Act* and replace it with new legislation consistent with the [Framework Agreement on First Nation Land Management](#)^{viii}.
- worked with the [First Nations Fiscal Management Act](#)^{ix} institutions and the First Nations Infrastructure Institute Development Board on amendments to the Act to establish a national [First Nations Infrastructure Institute](#)^x.
- worked in collaboration with Indigenous partners to redesign the additions to reserve policy and to reduce the percentage of active additions to reserves.
- worked with the Congress of Aboriginal Peoples (CAP) on the implementation of the [Canada-CAP Political Accord](#)^{xi}.

To advance work in the North, CIRNAC:

- worked on the establishment of regional governance mechanisms and implementation plans for [Canada's Arctic and Northern Policy Framework](#)^{xii} with Indigenous, territorial and provincial partners.
- advanced the Nunavut Lands and Resources Devolution Final Agreement.
- continued to help make healthy food and essential items more affordable and accessible to residents of eligible isolated northern communities through the expansion of the Nutrition North Canada [retail subsidy program](#)^{xiii} and [Harvesters Support Grant](#)^{xiv}.
- supported clean energy, adaptation and climate monitoring projects in northern and Indigenous communities, based on their priorities.
- undertook remediation work at the [Giant Mine](#)^{xv} in the Northwest Territories and the [Faro Mine](#)^{xvi} in Yukon, 2 of 8 large abandoned mines.
- advanced progress in responding to the infrastructure gap, including with respect to affordable housing and climate resilient infrastructure in northern communities.

For more information on CIRNAC's plans, priorities and results achieved, see the "Results: what we achieved" section of this report.

Results: what we achieved

CORE RESPONSIBILITY 1: CROWN-INDIGENOUS RELATIONS

Description

This core responsibility encompasses support to Indigenous organizations, individuals, communities and governments in achieving reconciliation and advancing self-determination through strengthening Crown-Indigenous relationships based on respect, cooperation, partnership, the affirmation and implementation of Indigenous rights, and the implementation of the United Nations Declaration on the Rights of Indigenous Peoples. Activities include negotiating and implementing treaties, self-government agreements and specific claims; consulting and engaging on issues of importance to Indigenous Peoples, providing legislative and institutional frameworks for First Nations' jurisdiction over local taxation and financial management and addressing historic grievances.



Results

The renewal of a nation-to-nation, Inuit-Crown, and government-to-government relationship with Indigenous Peoples is critical to moving forward with reconciliation. CIRNAC continued to work with Indigenous partners in addressing shared priorities, accelerating the resolution of unresolved historical grievances and supporting the long-term reconciliation goals. In 2021–22, Crown-Indigenous Relations focused on 3 departmental results.

Departmental result 1: Indigenous Peoples determine their political, economic, social, and cultural development

The Government of Canada is committed to renewing relationships with Indigenous Peoples based on the affirmation and implementation of their right to self-determination, including the right to self-government. The department's 2021–22 results are outlined below.

CIRNAC continued to make progress in its negotiations with Indigenous Peoples across the country. The department established 23 new discussion tables, bringing the total of discussion tables to 186, to co-develop modern treaties, self-government agreements and other constructive arrangements. These discussions have explored shared priorities and joint propositions for mandates to advance Indigenous interests, foster self-determination, and work towards closing socio-economic gaps. Results in 2021–22 stemming from these discussions include the signature of 14 agreements, the introduction of 2 enabling pieces of legislation and the approval of 5 mandates to advance interests, which have positively impacted 63 communities. These agreements form part of Canada's commitment to support Indigenous in rebuilding their nations and advancing self-determination. Here are a few examples of agreements concluded:

- [2 incremental treaty agreements](#)^{xvii} were concluded with the Innu Nation. They are the first of their kind in Canada and will advance implementation of treaty-related rights and benefits, notably in the areas of commercial fisheries, and will support cooperative management of the Akami-Uapishk^U-KakKasuak-Mealy Mountains National Park.

2021–22 Departmental Results Report

- Canada presented financial offers to 13 First Nations involved in the British Columbia education jurisdiction discussions, representing the successful conclusion of negotiations in that process. Of these 13, 4 accepted offers and ratified their agreements¹.
- 2 coordination agreements for child and family services were also signed between Canada and the Cowessess First Nation (July 2021) and Wabaseemong Independent Nations (March 2022) respectively. These agreements were negotiated in collaboration with Indigenous Services Canada and also signed by Saskatchewan (for Cowessess) and Ontario (for Wabaseemong Independent Nations). Through these agreements, First Nations can exert their jurisdiction over child and family services.
- Canada entered into representation and recognition agreements with the Ocean Man First Nation and the Pheasant Rump Nakota First Nation in February 2022. The agreements promote reconciliation by addressing one of the issues that resulted from the First Nations' amalgamation with another First Nation in 1901.

The department continued to listen and reflect the perspectives regarding the review, maintenance and enforcement of Canada's treaty obligations, including the establishment of a National Treaty Commissioner's Office. As part of a co-developed proposal regarding a pre-engagement strategy, Canada provided support to the Assembly of First Nations to develop a questionnaire for pre-1975 Treaty First Nations, and to develop discussion tools to support the pre-engagement process.

In Spring 2021, CIRNAC provided funding to the Treaty Relations Commission of Manitoba and the Office of the Treaty Commissioner of Saskatchewan to continue their work to raise awareness and improve understanding of pre-1975 Treaties within their provinces. Through this funding, these commissions have reached over 10,000 individuals, institutions, agencies, ministries, corporations and organizations to advance public awareness on treaties. This included inter-provincial outreach, as well as interest from the United States, Australia and the United Kingdom.

More specifically, the Office of the Treaty Commissioner of Saskatchewan, through its Reconciliation Circles with Indigenous and non-Indigenous partners, continued to broaden its outreach and to advance reconciliation through open dialogue. The Office has also developed a framework and process to measure progress on reconciliation to support organizations, individuals, communities and governments. The framework is currently being implemented with multiple partners in the region, and there are plans to extend this to other interested groups in the near term. In addition, the Office initiated the signage on a major highway indicating the treaty boundary for Treaty 4 and Treaty 6. The Treaty Relations Commission of Manitoba continued to expand its outreach through its popular webinars and bi-weekly radio series.

The Office of the Treaty Commissioner of Saskatchewan and the Treaty Relations Commission of Manitoba continued to advance treaty education through:

- newsletters, videos and social media (Facebook, Twitter)
- teaching treaties in the classroom, and training teachers to teach on treaties
- presentations to various groups

¹ An additional 4 First Nations accepted the offer and are in the process of undertaking ratification votes (expected July 1, 2023); 4 First Nations did not reply to the offer prior to its expiry date, but renewal is in progress (implementation expected July 2024); 1 First Nation withdrew.

With regards to the Comprehensive Land Claims Policy and the Inherent Right Policy, CIRNAC continued collaborative efforts with Indigenous partners to advance joint priorities toward redesigning these policies by:

- establishing distinctions-based processes
- leveraging innovations that are co-developed at negotiation tables
- applying lessons learned from past engagements with Indigenous partners
- building public service capacity to advance culture change in alignment with the affirmation and implementation of rights

Canada also engaged in ongoing work with participating Indigenous Nations and the Province of British Columbia to advance the implementation of [Schedule A](#)^{xviii} of the [Recognition and Reconciliation of Rights Policy for Treaty Negotiations in British Columbia](#)^{xix}, specifically on the constitutional status of lands (section 3.a.). Canada participated in working groups that will develop options on new land models. Further, to establish a process for the first review of the Policy, which will take place in 2022–23, Canada, the First Nations Summit and the Province of British Columbia developed an action plan in 2021–22.

[Modern treaties](#)^{xx} and [self-government agreements](#)^{xxi} are the foundations for transformative change that move us away from colonial systems of administration and governance. The implementation of these agreements embodies a solemn commitment to the ongoing process of reconciliation. Modern treaty relationships must be flexible and capable of evolution over time. To this end, in 2021–22, CIRNAC worked towards the development of a common process that was established in Spring 2022, consisting of Modern Treaty partners and the Government of Canada, to collaboratively explore:

- new policy tools and approaches to support the implementation of agreements
- modernized governance structures to foster mutually respectful, long-term intergovernmental relationships
- measures to support greater oversight and accountability

CIRNAC continued to collaborate with representatives of the AFN and First Nations, ITK and the 4 Inuit Nunangat regions, and the Métis National Council and its governing members through the permanent bilateral mechanisms (PBM) to advance joint priorities, co-develop policies and monitor ongoing progress. All activities and initiatives undertaken in this work are informed by the application of Gender-based Analysis Plus (GBA Plus) lens, including the engagement and involvement of women and gender-diverse people to ensure that their perspectives, interests and priorities are included.

In 2021, transitions within the AFN administration and within CIRNAC led to a pause in meetings under the PBM. However, CIRNAC and AFN representatives continued to meet to examine priorities and develop a renewed and streamlined model for future PBM meetings. The intention is for a senior officials meeting to take place before the end of 2022.

The Inuit-Crown Partnership Committee (ICPC) met 3 times each at both the senior officials and leaders level to advance the [joint priority areas](#)^{xxii} of Inuit land claims implementation, reconciliation measures, missing and murdered Inuit women, girls, and 2SLGBTQQIA+ people, legislative priorities, health and wellness, infrastructure, housing, Inuktitut revitalization, maintenance,

What we achieved

protection and promotion, economic development and procurement, environment and climate change, as well as education, early learning and skills development. A key work item of the ICPC in 2021–22 was to finalize the co-development of the [Inuit Nunangat Policy](#)^{xxiii}, which aims to promote prosperity, and support community and individual well-being throughout Inuit Nunangat.

Despite the challenges created by COVID-19, Métis Nation and Government of Canada representatives were able to advance efforts on some key priorities. Through the PBM, significant work was completed at various technical working groups. The PBM ensures that Métis Nation perspectives are reflected in federal policy (e.g. the development of new federal legislation supporting Indigenous child and family services, and the preservation, protection and revitalization of Indigenous languages). The PBM also supports Métis Nation engagement in the implementation of United Nations Declaration on the Rights of Indigenous Peoples legislation, and potential Indigenous health legislation, on a government-to-government basis. Notable advances in 2021–22 include:

- The Métis Nation Housing Strategy reached year 4 of its implementation. Métis Nation governing members reported on progress for years 1 to 4, and co-developed an enhanced results framework for years 5 to 10 of the Strategy.
- New 4-year agreements were put into place to advance community-based infrastructure projects with Métis recipients that include the Metis settlements in Alberta, governing members of the Métis National Council and the Manitoba Métis Federation.

In addition, the Canada-Métis Nation Joint Committee on a new fiscal relationship has co-developed approaches to streamline funding, including a single-window funding approach. These innovative solutions aim to decrease the administrative burden and delays in providing funding to Métis recipients.

Other accomplishments in 2021–22 include:

- The launch of the [Cultural Spaces in Indigenous Communities Program](#)^{xxiv} aims to re-establish and revitalize Indigenous cultural spaces to ensure they are inclusive of the needs and perspectives of Indigenous women, girls, and 2SLGBTQQIA+ communities. In 2021–22, a total investment of \$8.3 million was made in 13 Indigenous-led projects.
- The funding of 42 projects by the [Nation Rebuilding Program](#)^{xxv} helps Indigenous groups of the same nation come together to build their governance capacity and ability to take on greater responsibility. The total funding allocated was more than \$12.9 million, with an additional \$7 million carried forward from previous years.
- In December 2021, the Government of Canada and the Summit of Treaty 5 Sovereign Nations signed a [Memorandum of Agreement for Advancing Reconciliation](#)^{xxvi} in order to guide discussion on a number of topics, including treaty rights, treaty implementation, economic self-sufficiency and self-government.

In 2021–22, CIRNAC coordinated the efforts of 6 working groups under the [Canada-Congress of Aboriginal Peoples \(CAP\) Political Accord](#)^{xxvii}. CIRNAC functions as the secretariat and relationship lead with the CAP, providing support and guidance to participating departments. The 6 working groups developed Terms of Reference and work plans. Regular meetings were held for each working group as well as between CAP leadership and Government of Canada officials. In addition to project funding, CIRNAC secured funding to support the participation of the CAP's affiliates in the engagement process. CIRNAC also funded a post-secondary education needs assessment Crown-Indigenous Relations and Northern Affairs Canada

and co-funded (along with Canada Mortgage and Housing Corporation) the second phase of the CAP's urban and rural housing research project. Finally, the Missing and Murdered Indigenous Women and Girls (MMIWG) working group, co-chaired by CIRNAC, also provided funding to the CAP.

The COVID-19 pandemic highlighted the need for Canada to broaden its approach in order to address existing gaps and barriers and to improve the quality of life for Non-Status Indians², off-reserve and urban Indigenous people, specifically those that are inadequately served or supported by the usual network of service providers. The work undertaken through the Canada-CAP Accord, the Canada-Métis Nation Accord and the ongoing response to the Supreme Court of Canada's 2016 decision in *Daniels v. Canada* allows the department to continue to support communities in addressing the impacts of the pandemic grounded in healing and reconciliation.

On June 3, 2021, the Government of Canada, alongside Indigenous families, survivors, partners, Indigenous women's organizations, as well as provinces and territories, launched the [Missing and Murdered Indigenous Women, Girls, and 2SLGBTQIA+ People National Action Plan](#)^{xxviii}. The Federal Government also released the [Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA+ People](#)^{xxix} outlining the federal government commitments. CIRNAC's role was key in coordinating the work on the National Action Plan, and leading a whole-of-government approach and the contributions of 25 federal departments and agencies for the delivery of the Federal Pathway. The department also provided support and subject matter expertise to various departments and agencies on their new and expanded programs related to missing and murdered Indigenous women, girls (MMIWG) and 2SLGBTQIA+ people. As part of the Federal Pathway, CIRNAC launched several key programs in 2021–22, including:

- the [Support for the Wellbeing of Families and Survivors of Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA+ People Contribution Program](#)^{xxx} (20 projects funded)
- the [Indigenous-Led Data Research Projects Program](#)^{xxxi} (19 projects funded)
- the [Supporting Indigenous Women's and 2SLGBTQIA+ Organizations program](#)^{xxxii} (20 funded, including 12 organizations that have not received funding through the program previously)
- the [Cultural Spaces in Indigenous Communities Program](#)^{xxxiii} (14 projects to support safe access to cultural and language programming)

The department continued to build relationships and advance reconciliation with national, regional and community-level Indigenous women's organizations. Four new multi-year agreements began in March 2021, and 14 additional agreements were approved to begin in 2022–23. These longer-term stable agreements will support the engagement and participation of Indigenous women's and

² While language in Canada used to describe and speak about Indigenous Peoples is evolving to be more respectful and reflective of how Indigenous Peoples and communities themselves choose to be identified, there remains some pieces of legislation that continue to use outdated and colonial terminology. As the *Indian Act*, a very outdated and colonial piece of legislation, continues to be in effect, terms such as "registered Indian" (also referred to as Status Indian) remain in use. Given that these remain accepted legal terms, for the purposes of this report, which requires reference to the *Indian Act* and its provisions and requires precision in terminology for statistical purposes, the legal terms are used.

2SLGBTQQIA+ organizations. Funding was also provided to the 3 national Indigenous women's organizations (Native Women's Association of Canada, Pauktuutit Inuit Women of Canada, and Les Femmes Michif Otipemisiwak) to increase capacity to develop and implement culturally-competent GBA Plus. This funding provides flexibility to the organizations, respective of their priorities, and will also give access to federal departments and agencies to culturally-competent toolkits and guidance. These will inform the development of policy, program and services. New relationships were established with national and regional Indigenous 2SLGBTQQIA+ organizations that will not only support the implementation of the National Action Plan, but will also support efforts to rebuild the relationship with Indigenous 2SLGBTQQIA+ people, break down systemic barriers to reclaim traditional roles, and ensure Indigenous and 2SLGBTQQIA+ perspectives are included in the development of federal policies, programs, services and legislation.

Furthermore, CIRNAC and Les Femmes Michif Otipemisiwak signed a whole-of-government relationship agreement ([Declaration signed between Les Femmes Michif Otipemisiwak and the Government of Canada](#)^{xxxiv}) in August 2021. CIRNAC will work with federal departments and the organization to identify shared interests and co-develop a workplan to advance joint priorities. Progress has also continued with the implementation of the 2 whole-of-government relationship agreements with the Native Women's Association of Canada and the Pauktuutit Inuit Women of Canada.

The Transitional Committee for the [National Council for Reconciliation](#)^{xxxv} was launched by the Minister in December 2021. The Committee reviewed a consultation draft of the legislative framework, engaged with experts, and provided recommendations to the Minister in March 2022. These recommendations will inform the development of legislation to establish the National Council for Reconciliation.

The *United Nations Declaration on the Rights of Indigenous Peoples Act* (the Act) received Royal Assent and came into force on June 21, 2021. CIRNAC supported implementation of the Act and also took steps to implement the United Nations Declaration on the Rights of Indigenous Peoples (the Declaration) across the department. This included:

- helping Justice Canada to assess over 200 proposals from Indigenous partners for funding (approximately \$98 million in funding requested) to support engagement on the development of a Declaration Action Plan
- managing funding administration of approximately 150 approved proposals to support engagement on the development of a Declaration Action Plan by using CIRNAC's existing programs to distribute funding to Indigenous groups, communities and organizations across Canada
- providing Justice Canada with strategic advice on the engagement process for the development of an action plan
- collaborating with Justice Canada and Natural Resources Canada to complete a Budget 2022 submission to advance implementation of the Act
- establishing a departmental taskforce and a working group to advance the implementation of the Declaration within CIRNAC
- coordinating the implementation of the Declaration across CIRNAC, including developing key departmental messages, and coordinating input on reports and documents
- supporting Justice Canada through its work with national, regional, and Indigenous partners, including by advancing modern treaty and self-government partners' interests

Furthermore, [Canada's Collaborative Self-Government Fiscal Policy](#)^{xxxvi} development process was pursued virtually. Canada and 24 self-governing Indigenous governments met monthly to work on developing fiscal policy methodologies, with a focus on infrastructure, Indigenous languages programming, and lands and resources responsibilities.

With respect to the [Cabinet Directive on the Federal Approach to Modern Treaty Implementation](#)^{xxxvii}, collaborative work to improve the Assessment of Modern Treaty Implications (AMTI) process and to report on obligation status began in March 2022. The department is expected to report on its obligations on an annual basis, to consider the implications of modern treaties on any proposal submitted to Cabinet, and to attest to the compliance of the proposals with the legal obligations contained in modern treaties. A government-wide review of AMTI was completed in 2021–22, and results will improve training provided to federal officials. An implementation committee was also created in Spring 2021 to enhance governance and strengthen the oversight and coordination functions of the Deputy Ministers' Oversight Committee (DMOC), whose mandate is to provide oversight of the implementation of the Directive. A framework for escalation of issues and a strategy for partner participation are also underway, and will contribute to improve governance.

In addition, CIRNAC provided 21 Modern Treaty Management Environment (MTME) training sessions to 17 federal organizations and 26 customized sessions, for a total of about 110 officials trained. The MTME is a tool used by federal officials to better manage modern treaty implementation.

To advance federal public servant awareness on working with Indigenous Peoples to implement modern treaties and self-government agreements, CIRNAC delivered the course "Federal Implementation of Modern Treaties and Self-Government Agreements", alongside the Canada School of Public Service and in collaboration with the Land Claims Agreement Coalition (LCAC). In 2021–22, 8 courses were delivered to 151 participants. CIRNAC provided funding to support the participation of modern treaty organizations and contributed funds to the Gordon Foundation's "Understanding Our Treaties" program, which focuses on treaty education activities for the next generation of Indigenous leaders. In addition, 13 tailored training sessions for individual departments were delivered to 268 federal officials.

CIRNAC continued ongoing negotiations and implementation of consultation protocols, bringing the total to 10 signed consultation protocols (supporting 44 Indigenous communities and 15 Métis regions) with 9 in negotiations (representing 48 Indigenous communities and 12 Métis regions). CIRNAC also supported 5 consultation resource centres (supporting 62 Indigenous communities and 18 Métis regions).

Training on the Aboriginal Treaty Rights and Information System was delivered to 341 federal officials through 64 webinars and coaching sessions. Furthermore, the annual federal, provincial and territorial workshop, organized by CIRNAC, had attendees from all provinces and territories. One key focus was on best practices and policies for reliance on provincial and territorial jurisdictions with respect to meaningful duty to consult approaches.

Departmental result 2: Indigenous Peoples advance their governance institutions and regimes

Renewal of the nation-to-nation, Inuit-Crown, and government-to-government relationships, including treaty relationships, is expressed by putting in place effective mechanisms to support the transition away from colonial systems of administration and governance through support to Indigenous Peoples to advance their governance institutions. The department's 2021–22 results are outlined below.

CIRNAC continued to support First Nation governance by collaborating with the Lands Advisory Board to repeal the [First Nations Land Management Act](#)^{xxxviii} (FNLMA) and replace it with new, concise legislation that is consistent with the [Framework Agreement on First Nation Land Management](#)^{xxxix}. The Framework Agreement enables participating communities to withdraw their lands from the land management provisions of the *Indian Act*, and to implement First Nation governance and laws with respect to their land, resources and environment. Signatory First Nations demonstrated their unanimous support for this replacement initiative at their Annual General Meeting in December 2021 and demonstrated support for the proposed legislation itself at a special meeting of signatory Chiefs in March 2022.

CIRNAC continued to work with the [First Nations Fiscal Management Act](#)^{xl} institutions and the First Nations Infrastructure Institute Development Board on the co-development of amendments to enhance institutional development under the Act. This work aims to establish a national [First Nations Infrastructure Institute](#)^{xli} in 2023, that will provide infrastructure-specific information, standards, support, and capacity development services to communities for the planning, implementation and management of their projects. In addition, the department, the institutions, First Nations and the provincial government of British Columbia continued to advance the development of regulations that would enable Indigenous organizations, treaty and self-governing groups to participate in the pooled borrowing regime under the Act.

CIRNAC also worked with the First Nations Finance Authority to establish an emergency fund to mitigate the impacts of COVID-19 and future financial shocks. The fund was also used to create the [Commercial Paper Program](#)^{xlii} to ensure First Nations continued access to long-term low-interest financing for socio-economic development purposes.

Finally, the department engaged in preliminary discussions with several national and regional Indigenous partners to contribute to an engagement strategy to redesign the additions to reserve policy and better align it with the [Addition of Lands to Reserves and Reserve Creation Act](#)^{xliii} and the *First Nations Land Management Act*. The department also engaged with the Lands Advisory Board to continue to advance the exercise of jurisdiction over land management. In particular, exploratory work towards a First Nation-led registry system is underway.

Departmental result 3: Past injustices are recognized and resolved

Assimilationist policies and practices have led to the denial of Indigenous rights in the past. To resolve grievances, Canada remains committed to pursuing dialogue, mutual cooperation, partnerships and negotiation to advance reconciliation. This is an ongoing process which requires affirmation of rights, acknowledgement of past wrongs, understanding the colonial history of Canada and working with Indigenous Peoples to co-develop solutions. The department's 2021–22 results are outlined below.

In 2021–22, CIRNAC worked closely with First Nations partners on a [specific claims](#)^{xliv} reform proposal to reinforce the long-standing position of the Government of Canada that the negotiated resolution of specific claims is more effective than litigation in addressing historical grievances, managing the cost of claims, and advancing reconciliation.

CIRNAC has witnessed clear positive trends in claims resolution in recent years. This trend is expected to continue as the department continues to demonstrate progress advancing resolution of Indigenous childhood claims litigation outside of the courts as demonstrated by:

- the ongoing implementation of the [Sixties Scoop Settlement Agreement](#)^{xlv} (Status Indians and Inuit) and the [Federal Indian Day Schools Settlement Agreement](#)^{xlvi} (McLean)
- the settlement of the [Indian Residential Schools Day Scholars litigation with respect to the Survivor and Descendant Classes](#)^{xlvii} (Gottfriedson)
- ongoing exploratory discussions with plaintiffs and their counsel to exchange on potential satisfactory avenue of resolution
- collaboration with the Sixties Scoop Healing Foundation and the McLean Day Schools Settlement Corporation and other collaborative work with Indigenous partners

From 2013–14 to 2015–16, an average of 13.6 claims per year were resolved. From 2019–20 to 2021–22, an average of 31.6 claims per year were resolved. In 2021–22, 26 claims were resolved for a total of \$364 million in compensation paid to First Nations.

Furthermore, CIRNAC continued to partner with the Department of Justice to assist with the resolution of litigation. In 2021–22, 12 claims from the Specific Claims Tribunal active inventory were closed as a result of judicial decisions or negotiated settlements. Litigation continued to be informed by the [Attorney General of Canada's Directive on Civil Litigation Involving Indigenous Peoples](#)^{xlviii}.

CIRNAC continued to work with the Department of Finance and the Treasury Board of Canada Secretariat to secure settlement mandates and access funding to help resolve litigation through out-of-court settlements. Financial compensation through these settlements helped Indigenous communities to freely invest towards their priorities. Further, the department worked to resolve litigation with Indigenous Peoples. It concluded 14 out-of-court settlements in 2021–22.

An important step in bringing closure to survivors, families and communities is giving access to Indian residential schools-related records (call to action 71). In January 2022, the department signed a Memorandum of Agreement with the [National Centre for Truth and Reconciliation](#)^{xlix} (NCTR) outlining how and when Canada will share historical documents related to residential schools. CIRNAC is also leading a federal whole-of-government process to develop an approach to identify and share additional Indian residential schools-related documents with the NCTR.

Moreover, CIRNAC supported the NCTR in the review of documents that may provide important information to be included in the National Residential School Student Death Register (call to action 72). The public Memorial Register, launched in September 2019, is hosted and maintained by the NCTR. It is a searchable online registry of children who died while in the care of an Indian residential school. In addition, the Cemetery Register is currently under development and, once complete, will also be hosted and maintained by the NCTR. Since the identification and recording of burial sites (calls to action 74 and 75) are essential for the creation of the Cemetery Register (call to action 73), the NCTR is preparing to receive this information from communities and archival searches.

Furthermore, following the discovery of unmarked burial sites associated with former Indian residential schools, a federal framework was developed by CIRNAC and the following departments: Indigenous Services Canada, Canadian Heritage, Environment and Climate Change Canada, Public Safety Canada, and Justice Canada. This federal framework aims to develop a comprehensive and collaborative national approach to address the legacy of residential schools. It will be further developed as a horizontal initiative and will be publicly reported on in future years.

CIRNAC continued to work with First Nations and federal partners to redesign the additions to reserve policy and streamline the process. The department identified additional Indigenous partners who will be instrumental to the development of future policy options and contacted them to determine how to best engage First Nations on redesigning the additions to reserve policy. CIRNAC is working with Indigenous Services Canada to develop regional capacity to streamline the process and increase the number of First Nations additions to reserve and reserve creation.

In 2021–22, CIRNAC negotiated and ratified a \$1.3 billion global settlement agreement with Siksika Nation that resolved a long-standing, 112-year old land claim (the “1910 claim”) and 15 other grievances. This settlement represents the largest settlement agreement with a single Nation to date in both scope and monetary value. The agreement will have transformative potential for this community.

Gender-based Analysis Plus (GBA Plus)

GBA Plus is an analytical process that assesses systemic inequalities and how diverse groups of women, men, and gender diverse people may experience policies, programs and initiatives. The Government of Canada is committed to using GBA Plus to advance gender equality in Canada.

In 2021–22, CIRNAC continued to advance gender equality and diversity by applying culturally-competent GBA Plus on all departmental planning documents, Treasury Board submissions, Cabinet documents, budget submissions, regulatory initiatives, and policies and programs. CIRNAC strongly supported the application of GBA Plus at every stage of the policy and program design process and throughout negotiation processes. Together, policy, programming, and legislative responses towards recognizing and implementing Indigenous rights and advancing self-determination reflect principles of diversity and inclusion.

CIRNAC, in collaboration with Indigenous Services Canada, continued to support Indigenous women’s organizations to advance culturally-competent GBA Plus resources. The department supported gender-responsive measures with direct and indirect benefits for Indigenous women and 2SLGBTQQIA+ people. The department also provided dedicated funds to the Native Women’s Association of Canada, Pauktutit Inuit Women of Canada, and Les Femmes Michif Otipemisiwak – Women of the Métis Nation, and collaborated closely with these organizations to ensure that Crown-Indigenous Relations and Northern Affairs Canada

Indigenous women's and gender-diverse voices are included in the whole-of-government process towards reconciliation with Indigenous Peoples. This included support for distinctions-based GBA Plus frameworks and tools that reflect Indigenous worldviews and priorities.

On June 3, 2021, the [Missing and Murdered Indigenous Women, Girls, and 2SLGBTQQIA+ People National Action Plan](#)ⁱ was released, and the Government of Canada launched the [Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQQIA+ People](#)ⁱⁱ. The Federal Pathway is a key component of the much broader National Action Plan to end the national tragedy of missing and murdered Indigenous women, girls and 2SLGBTQQIA+ people, so that they are safe and free from violence, no matter where they live, work or travel. The development of the National Action Plan and of the Federal Pathway aligns with [Canada's Strategy to Prevent and Address Gender-Based Violence](#)ⁱⁱⁱ and takes into account the distinctive ways in which Indigenous women, girls, and 2SLGBTQQIA+ people are targeted for violence. The Government of Canada continues to collaborate with Indigenous partners to implement the Federal Pathway initiatives in a way that is adapted to different geographies, distinctions, and populations, and supports research through the [Indigenous-Led Data Research Projects Program](#)ⁱⁱⁱ. This program funds innovative Indigenous-led approaches to improving data methodologies specific to missing and murdered Indigenous women, girls and 2SLGBTQQIA+ people.

GBA Plus considerations were also included in initiatives presented for a comprehensive and collaborative national approach to address the legacy of residential schools, including missing children and unmarked burials. GBA Plus were conducted using available data, academic and other research, as well as discussions and engagements undertaken to date with stakeholders.

Furthermore, CIRNAC continued to provide guidance and tools to support a whole-of-government approach to consultation and accommodation with Indigenous Peoples. Through coaching, guidance, interdepartmental networking and duty to consult training, CIRNAC raised awareness on the importance of including culturally-competent GBA Plus in consultation and engagement processes. The department also had dialogue opportunities with Indigenous partners on how to best include a diversity of perspectives into consultations and engagements during discussions on the development and implementation of consultation protocols and resource centres (Federal Initiative on Consultation).

The application of GBA Plus in negotiation guidelines helps to ensure that negotiators know how to implement GBA Plus at every stage of the process. For example, the time and place of negotiations sessions are adjusted as required to provide equal opportunities and to accommodate eligible participants, in person or virtually, as well as off reserve. Translated materials in various First Nation languages have also been provided, as well as on-site translators. With respect to the ratification process, transportation or gas vouchers have been offered, and various voting options were provided to accommodate and ensure inclusion (e.g. e-voting, mail-in ballots, and in-person voting). These innovative efforts have resulted in larger participation from Indigenous groups and led to more inclusive outcomes and negotiation accommodations.

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

CIRNAC continued to work closely with Employment and Social Development Canada throughout 2021–22, by contributing to the first [Annual Report on Canada's 2030 Agenda](#)^{liv}. CIRNAC is also working on the development of its internal implementation plan.

Through the engagement process on the development of Bill C-15, An Act Respecting the United Nations Declaration on the Rights of Indigenous Peoples (the Act), participants called for strengthening the preamble by addressing the impacts of climate change on Indigenous Peoples and their role in contributing to sustainable development. As a result, Bill C-15 includes a reference in the preamble highlighting that the UN Declaration can contribute to supporting sustainable development and responding to growing concerns relating to climate change and its impacts on Indigenous Peoples. With Justice Canada as the lead in implementing the Act, an engagement process is now underway on the development of the Action Plan, as required by the Act.

Throughout the negotiation of treaties, self-government agreements and other constructive arrangements with Indigenous Peoples, parties developed a common understanding of what is required to advance reconciliation based on recognition of rights, respect, co-operation and partnership. This work also contributed to the renewal of the Crown-Indigenous relationship and towards closing socio-economic gaps between Indigenous Peoples and the rest of Canada to develop healthier, more sustainable communities.

Furthermore, the department contributed to sustainable development goal 5, “Achieve gender equality and empower all women and girls”, by ensuring GBA Plus informed requests for policy and spending authorities. CIRNAC also contributed to goal 10, “Reducing inequality within and among countries”, by continuing to address the Truth and Reconciliation Commission’s Calls to Action. The work of the department linked to departmental result 3, “Past injustices are recognized and resolved”, contributed to goal 16, “Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.” Specifically, CIRNAC contributed to implementing goal 16.3 by:

- introducing innovative practices to expedite claims resolution
- replenishing for another year the source of funds for settlements and Specific Claims Tribunal awards (Specific Claims Settlement Fund)
- making collaborative efforts at the research and assessment stages to make significant progress in clearing the assessment backlog
- expediting the resolution of specific claims

Results-based innovation³

Over the past year, the department focused on applying innovative approaches to its work and enhancing awareness of the importance of results-based innovation across sectors. Efforts to date have focused on identifying opportunities for innovation in the policy development cycle and fostering a culture of innovation within the department to develop an innovation strategy, which will continue into 2022–23.

In 2021–22, CIRNAC continued to strengthen relationships with Indigenous youth and [Canadian Roots Exchange](#)^{lv} and focused on delivering a 3-year pilot project advancing the Truth and Reconciliation Commission’s Call to Action 66. The pilot paved strong pathways for Indigenous youth from across the country to convene and support each other, and engage with federal institutions on key policy initiatives that impact youth and their communities. Canadian Roots Exchange provided direct support to youth through exceptional programming for community-based youth organizations, and built capacity, as well as confidence, through engagements with federal departments. Canadian Roots Exchange also collaborated with federal partners and used both innovative policy hackathons (event which aims to create functioning software or hardware) and more traditional engagement processes to ensure that youth voices and views were heard and incorporated in key policy initiatives, such as the COVID-19 response and distinctions-based health legislation. Indigenous youth-led projects spanned 12 provinces and territories and reached over 27,000 youth participants.

In March 2021, Canada, British Columbia and the First Nations Summit co-hosted a tripartite negotiators’ session on the [Recognition and Reconciliation of Rights Policy for Treaty Negotiations in British Columbia](#)^{lv}. It was the first time that federal, provincial, and First Nations negotiators from across British Columbia came together to share experiences and challenges regarding the implementation of the Policy, which aligns with the department’s efforts to advance results-based innovation.

Key risks

The department continued to carry out its mandate in a highly-complex and rapidly-changing environment, characterized by many important inter-dependencies. The exploration and implementation of new, varied and co-developed approaches to self-determination required new ways of working, including new partnerships, new competencies and new processes. A common and aligned policy direction that allowed for a cohesive and mutually-supportive approach to be taken across federal, provincial and territorial partners was critical. As the direction and its implementation are complex, and various perspectives were at play, there were risks associated with the department’s ability to establish alignment around its vision, strategic directions and approaches.

³ The Treasury Board Secretariat uses the term “experimentation” when requesting that departments test new approaches and measure impact to instill a culture of measurement, evaluation and innovation in program and policy design and delivery and to improve outcomes by learning what does and doesn’t work. However, CIRNAC refers to experimentation as “results-based innovation” given that the term “experimentation” has negative connotations and is not appropriate in the Indigenous context because of Canada’s colonial history, including the impact of residential schools. Evidence-based decision making will continue to be achieved at the department through recognized tools such as innovation challenges, demonstration and systems transformation projects, and recognized methods including: user-centered design; behavioral insights; data analytics and modelling; and, open policy making.

While CIRNAC is driving a lot of the strategic change in relation to Indigenous rights and reconciliation, many other federal departments had important parts to play. The ability of the department and its federal/provincial/territorial partners to advance on the negotiation and implementation of new and different agreements remained critical to the establishment of effective and sustainable nation-to-nation, Inuit-Crown, and government-to-government relationships. The department remained committed to managing these risks and to further address the underlying factors, such as systemic racism and colonialism. These risks were managed by a range of whole-of-government efforts, including governance structures, Cabinet committees and relationship-building mechanisms. At the departmental level, CIRNAC has implemented and periodically reviews risk management strategies. Ongoing risk oversight is performed to monitor progress made on risk mitigation plans and ensure risks are effectively managed to allow the department to carry out its mandate.

All activities and initiatives undertaken in this work are informed by the application of a comprehensive GBA Plus lens to ensure that the efforts towards breaking down barriers and creating sustainable and systemic change include Indigenous perspectives.

Results achieved

The following tables show, for Crown-Indigenous Relations, the results achieved, the performance indicators, the targets and the target dates for 2021–22, and the actual results for the 3 most recent fiscal years for which actual results are available.

Departmental result 1: Indigenous Peoples determine their political, economic, social and cultural development					
Performance indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
Annual number of priorities identified through the permanent bilateral mechanisms that result in policies, funding or legislation	10	March 31, 2022	New in 2020–21	10	10
Number of communities where treaties, self-government agreements and other constructive arrangements have been concluded	200	March 31, 2022	161	159	185 ^a
Number of treaties, self-government agreements and other constructive arrangements that have been concluded	41	March 31, 2022	New in 2020–21	39	53
Average Community Well-Being Index score for modern treaty and self-government agreement holders	66	March 2024	New in 2020–21	66 ^b	66 ^b

^a The target was not met due to changing priorities and delays both at discussion tables and in the Cabinet process, which influenced the number of agreements and thus the number of communities where agreements were concluded.

^b This result is from the 2016 Census. It is an average of: stand-alone self-governing Nations: 71, modern treaty First Nations: 67 and modern treaty Inuit communities: 61. Following the 2021 Census, new data will be available by March 31, 2024

Departmental result 2: Indigenous Peoples advance their governance institutions and regimes					
Performance indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
Percentage of First Nations that have opted into an <i>Indian Act</i> alternative	61%	March 31, 2022	53%	55%	58.4% ^a
Percentage of First Nations with fiscal bylaws or laws	53%	March 31, 2022	45%	48.8%	53.1%
Percentage of First Nations with established land codes	18%	March 31, 2022	New in 2021–22 ^b	New in 2021–22 ^b	17.4% ^c

^a Delays in scheduling First Nations to the *First Nations Fiscal Management Act* impacted the number of First Nations opting into an *Indian Act* alternative.

^b The actual results reported in the Departmental Plan 2021–22 for 2018–19 and 2019–20 should indicate “New in 2021–22”, and not “New in 2020–21”.

^c Becoming a signatory to the Framework Agreement is determined by First Nations as well as the creation of a land code. Some First Nations that had expressed interest in becoming signatories in 2021–22 indicated that the COVID-19 pandemic impacted community priorities.

Departmental result 3: Past injustices are recognized and resolved					
Performance indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
Number of specific claims settled by the department ^a	30	March 31, 2022	33	36	23 ^b
Percentage of active Additions to Reserves that have been in the inventory for more than 5 years	83%	March 31, 2022	New in 2020–21	79.6%	92.8% ^c
Percentage of Truth and Reconciliation Commission Calls to Action that are implemented ^d	85%	March 31, 2022	New in 2020–21	80%	80% ^e

^a Results are not cumulative year over year and fluctuate based on the number and complexity of claims. In addition, the word “settled” excludes claims resolved through a Tribunal decision. In 2021–22, 3 claims were resolved through a Tribunal decision.

^b The target was not met due to the fires in British Columbia which impacted some First Nations involved in negotiations and delayed certain settlements. Negotiations were also put on hold during the federal elections.

^c The target was not met due to the fact that First Nations determine their priorities on which Additions to Reserves should be completed, which may not focus on those that have been in the inventory greater than 5 years.

^d This indicator includes initiatives that are implemented and those that are well underway.

^e The target was not met due to challenges related to the engagement with numerous partners, to the various authorities required, and to increased efforts in responding to COVID-19.

Financial, human resources and performance information for CIRNAC’s program inventory is available in [GC InfoBase](#)^{lvii}.

Budgetary financial resources (dollars)

The following table shows, for Crown-Indigenous Relations, budgetary spending for 2021–22, as well as actual spending for that year.

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending	2021–22 difference (actual spending minus planned spending)
3,969,849,116	3,969,849,116	6,160,804,055	4,021,577,284	51,728,168

In 2021–22, the department spent \$51.7 million more than the original planned spending as incremental funding was received for key initiatives, including:

- Funding to settle Indigenous childhood class actions including McLean, Sixties Scoop and Gottfriedson (+\$1.1 billion)
- Funding for advancing reconciliation by settling specific claims (+\$412.2 million)
- Funding for Indigenous Infrastructure Project (+\$227.1 million)

The increase was nearly completely offset by the deferral of funds for targeted initiatives, specifically, funding related to the negotiation and resolution of land claims, specific claims, and the outcome of litigation that depend on factors outside of the department's control:

- Funding for advancing reconciliation by settling specific claims (-\$1,197 million)
- Funding to settle Indigenous childhood class action including Mclean, Sixties Scoop and Gottfriedson (-\$802.1 million)

This funding was reprofiled in the 2022–23 fiscal year through the Main Estimates and the Supplementary Estimates to be aligned with the number of claims received and the payment timelines.

Financial, human resources and performance information for CIRNAC's program inventory is available in [GC InfoBase](#)^{viii}.

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2021–22.

2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
760	825	65

Financial, human resources and performance information for CIRNAC's program inventory is available in [GC InfoBase](#)^{lix}.

CORE RESPONSIBILITY 2: NORTHERN AFFAIRS

Description

This core responsibility involves support to Canada's Arctic and northern organizations, individuals, communities and governments in the pursuit of a strong, inclusive, vibrant, prosperous and self-sufficient North, the vision of



Canada's Arctic and Northern Policy Framework. This includes federal coordination, science leadership, natural resource and environmental management, effective delivery of federal programming, and territorial relations.

Results

CIRNAC, along with Indigenous Services Canada, is the lead federal department responsible for supporting Canada's Indigenous and northern peoples in the pursuit of healthy and sustainable communities, and broader scientific and social development objectives. In 2021–22, the department continued to collaborate with partners in the spirit of reconciliation to help build a strong, vibrant, and prosperous North.

The department also continued to address discrimination and racism by promoting a diverse workforce, integrating GBA Plus considerations into policy proposals and programming, and through the many co-implementation fora the organization participates in with First Nations, Inuit and Métis partners. In 2021–22, Northern Affairs focused on 3 departmental results.

Departmental result 4: Political, economic and social development in Canada's Arctic and North are advanced

Canada recognizes the need for federal leadership and collaboration with partners in the Arctic and North to assist in the development of northern-led solutions to northern challenges and ensure regional needs and priorities are addressed at the local level. The department's 2021–22 results are outlined below.

[Canada's Arctic and Northern Policy Framework](#)^k (ANPF), which was co-developed with Indigenous, territorial and provincial partners, will guide federal policy in the region until 2030 and beyond. The 2021 Framework Leadership Committee meeting was held in December 2021, chaired by the Minister of Northern Affairs and attended by Indigenous, territorial and provincial political leaders representing Framework partners. Discussions were held on the establishment of regional ANPF governance structures and provided partners with the opportunity to share their priorities in advance of federal budgets. Discussions on the establishment of regional governance mechanisms were also held with partners on the purpose of these mechanisms (broadly, to enable the integration of partner priorities into the federal budgetary cycle), and to suggest using existing mechanisms, such as the Northwest Territories Council of Leaders.

Housing is essential to support healthy families and communities in the North and throughout Canada. Through continued investment and ongoing work with territorial and Indigenous partners, the Government of Canada is working to ensure that all Northerners have access to sustainable,

affordable and safe housing, and to support the health and welfare of Northerners using made-in-the-North solutions. Furthermore, through committees established in 2021 for Nunavut and the Northwest Territories, the Government of Canada continued to advance solutions and recommendations to respond to critical housing and infrastructure needs.

The Government of Canada, the Government of Nunavut and Nunavut Tunngavik Inc. continued to work together and made progress in negotiating the Nunavut Lands and Resources Devolution Final Agreement. The final step will be the completion of section 35 consultations on the *Constitution Act, 1982*. It is anticipated that the Final Agreement will be signed by the parties and the Minister of Northern Affairs by Fall 2022.

At the May 2021 Arctic Council Ministerial meeting, 4 [Sustainable Development Working Group](#)^{lxi} (SDWG) co-led projects and reports, and 7 [Arctic Monitoring and Assessment Programme](#)^{lxii} (AMAP) reports were delivered to Arctic Council Ministers on key topics of sustainable development, climate change, health, contaminants, and plastic pollution. Canada continued to demonstrate circumpolar leadership on these issues at the SDWG and AMAP in collaboration with Indigenous partners and territorial governments, until the pause of Arctic Council activities in response to Russia's invasion of Ukraine.

Moreover, the independent Task Force on Post-Secondary Education in the North submitted its final report, [A Shared Responsibility: Northern Voices, Northern Solutions — Report of the Task Force on Northern Post-Secondary Education](#)^{lxiii}, to the Minister of Northern Affairs in March 2022. The department also continued to support Northerners through investments in northern post-secondary education, such as Aurora College's transformation into a polytechnic university (\$8 million), the Dechinta Centre for Research and Learning (\$12.9 million), as well as the construction of Yukon University's science building (\$26 million).

In March 2022, the construction of the [Canadian High Arctic Research Station campus](#)^{lxiv} was also completed. Situated in Cambridge Bay, Nunavut, this innovative facility can support a wide range of research needs, where Indigenous Knowledge is recognized as fundamentally important to the co-creation of new knowledge.

Departmental result 5: Northern and Indigenous communities are resilient to changing environments

Canada's North and its residents are exposed to the impacts of changing environments due to a number of factors, including rapid climate change, remoteness and inaccessibility, cold climate, aging and inefficient infrastructure, and flooding. CIRNAC is working to ensure that Indigenous and northern communities are resilient to these changing environments, including providing access to safe and affordable housing and infrastructure, which in turn will allow them to respond better to these challenges in the future. Many remote Indigenous and northern communities still rely on imported diesel fuel for heat and electricity; however, as continued reliance on fossil fuels is resulting in negative environmental, social and health-related impacts, many communities are now pursuing cleaner and more sustainable sources of energy. Investments in wind, hydro and solar energy is a vital opportunity for ensuring clean growth while generating skilled jobs and advancing Indigenous self-determination. The department's 2021–22 results are outlined below.

In support of the Strengthened Climate Plan (SCP), CIRNAC worked with Natural Resources Canada and Indigenous Services Canada to streamline community access to federal clean energy programs and to plan for northern clean energy transformation. In 2021–22, through the SCP, the [Northern Responsible Energy Approach for Community Heat and Electricity \(REACHE\) program](#)^{lxv} received additional funding. The program invested in 46 community renewable energy and energy efficiency projects, as well as in related capacity building initiatives across the territories and Inuit Nunangat. These projects resulted in estimated diesel reductions of over 600,000 litres in 2021–22, with a cumulative total reduction of 1.8 million litres since 2016. The department is on track to exceed the March 2023 target of 2 million litres of diesel reduced. In addition, the program received funding for planning and feasibility for hydroelectricity projects in the North. In 2021–22, 2 projects were funded in Nunavut : the [Kivalliq Hydro-Fibre Link Project](#)^{lxvi} and the Iqaluit Nukkiqsautiit Project.

In 2021–22, the department provided funding to support planning and engagement activities for the Iqaluit Nukkiqsautiit Project in Nunavut led by [Nunavut Nukkiqsautiit Corporation](#), in partnership with [Qikiqtani Inuit Association](#). The hydro project could be producing up to 40 million megawatts, which could eliminate 100% of Iqaluit's diesel (approximately 15 million litres per year) and allow for the future economic growth of the community.

This past year, through the [Climate Change Preparedness in the North](#)^{lxvii}, [First Nation Adapt](#)^{lxviii}, and [Indigenous Community-Based Climate Monitoring](#)^{lxix} programs, CIRNAC supported the priorities and projects of Indigenous and northern partners to better understand and respond to the challenges of climate change, as well as build capacity and resilience while promoting skills development. These projects provided support in areas such as: identification, prioritization and costing of climate change adaptation options, hazard identification with a focus on flood plain mapping, implementation of adaptation measures, and community-based climate monitoring. In 2021–22, the department funded:

- 122 projects across the North with Indigenous and northern communities, territorial governments, and regional governments that supported them in completing climate change vulnerability and risk assessments, hazard maps, and adaptation plans, including prioritizing exercises, and in implementing adaptation measures to make communities more resilient to the impacts of climate change.
- 59 community-led projects that supported First Nations in assessing climate change impacts through risk and adaptation assessment projects, flood plain mapping and drainage assessments. The funding also enabled First Nations to participate in regional watershed management initiatives.
- 58 self-determined, Indigenous-led projects that apply Indigenous knowledge systems and science to track climate and the impacts of climate change.
- capacity building initiatives in national Indigenous organizations and their regional affiliates that supported them in engaging on climate policy issues.

The [Nutrition North Canada](#)^{lxx} (NNC) program maintained increased subsidy rates introduced at the beginning of the pandemic for all eligible communities and maintained its expanded list of eligible items being subsidized. Also, 5 new Northwest Territories communities became eligible for the retail subsidy during their seasonal periods of isolation. Budget 2021 provided \$163.4 million over 3 years, starting in 2021–22, to expand and enhance NNC program and to enable CIRNAC to work directly with Indigenous partners, including in Inuit Nunangat, to address food insecurity. In February 2022, NNC's program expansions were approved and will impact the [Harvesters Support Grant](#)^{lxxi} (HSG), the [retail subsidy program](#)^{lxxii}, the introduction of a new [Community Food Programs Fund](#)^{lxxiii} and the [Food Security Research Grant](#)^{lxxiv}. The implementation phase related to the various NNC expansions began in the past year and will continue to progress.

In 2021–22, CIRNAC continued to advance the implementation of the HSG. As of April 1, 2022, all 108 eligible communities have access to grant funding. In its first year, over 5,500 harvesters, over 150 hunts and more than 120 food sharing items or initiatives were supported by the grant. Through flexible grant agreements that promote self-determination and local decision making, recipients described the HSG as an important step towards reconciliation and meaningfully addressing food security.

In 2021–22, NNC engaged with Indigenous partners and completed the co-development process for the program's enhancements. These improvements included expanding the HSG and the retail subsidy, launching a research component, and expanding the program mandate to formally address food insecurity as a core objective. The enhancements also align with [recommendations from the Standing Committee on Indigenous and Northern Affairs](#)^{lxxv} and the [Inuit Nunangat Food Security Strategy](#)^{lxxvi} to support the totality of northern food systems.

Further, the co-development of program indicators was postponed as COVID-19 health measures restricted travel to and from communities. However, engagements with NNC's Advisory Board, Indigenous Working Group and Inuit-Crown Food Security Working Group remain on-going to inform program improvements.

Departmental result 6: Northern lands and resources are sustainably managed

Many remote Indigenous and northern communities are facing environmental and socio-economic challenges associated with environmental and economic changes. Dealing with these challenges requires increasing participation of Indigenous partners and Northerners in resource management policies and decisions, and strengthening nation-to-nation, Inuit-Crown, and government-to-government relationships with Indigenous Peoples based on affirmation of rights, respect, cooperation and partnership. The North has a number of contaminated sites, abandoned by previous businesses and operations, that include legacy contamination, primarily from private sector mining, oil and gas activities, as well as Government military activities. The department's 2021–22 results are outlined below.

The department continued to manage contaminated sites in the 3 territories, ensuring the ongoing protection of health and safety for Indigenous Peoples and Northerners located within proximity to these sites. CIRNAC continued remediation work on 12 sites while also monitoring 39 sites that had been previously remediated. The department also undertook care, maintenance and remediation planning activities on the 8 projects funded through the [Northern Abandoned Mine Reclamation Program](#)^{lxxvii}.

The department's 2 largest sites, the Faro Mine in Yukon and the Giant Mine in the Northwest Territories, achieved the following milestones in 2021–22:

- Faro Mine: completed the competitive process for a main construction manager, a care and maintenance contractor, and 3 new contracts for remediation design, environmental monitoring, and regulatory process. The project was also transferred to a delivery model with Public Service and Procurement Canada to advance the remediation design.
- Giant Mine: began the early remediation work. The department also completed the project's final remediation design and cost estimates, and updated the site management and monitoring plans in consultation with Indigenous rights holders, partners, and other stakeholders.

In addition, the department continued to pursue the re-commercialization of abandoned mine sites, which included the completion of an arrangement with the Government of the Northwest Territories on the competitive selection process for the Cantung and Mactung properties in the Northwest Territories. This resulted in Canada receiving additional security measures for Cantung Mine, and a successful sale of the Mactung property.

To support environmental decision making, CIRNAC funded 25 Indigenous and northern groups to participate in 5 major project impact assessments in the Yukon, the Northwest Territories and Nunavut, of which 4 were newly added in 2021–22. The [Northern Participant Funding Program](#)^{lxxviii} funded 4 Indigenous impact assessment capacity building projects focused on the theme of Traditional Knowledge and Community Planning. An extensive engagement program, comprised of 12 sessions and involving 39 groups, and ongoing exchanges with recipients and other partners provided valuable direction for the program as it moves towards renewal.

CIRNAC also supported Northerners and scientists in the monitoring and research of contaminants in the environment, traditional foods and people, through funding support for 67 projects (21 of which were plastic pollution related) throughout Nunatsiavut, Nunavik, Nunavut, Northwest Territories, the Yukon, across Canada and internationally. The [Northern Contaminants Program](#)^{lxxix} (NCP) projects were largely successful in their sample collections and continued to measure contaminants in air, seawater, and key species of importance to Northerners (caribou, ringed seals, beluga, polar bears, burbot, Arctic char and lake trout). These projects support the maintenance of long-term contaminant measurement datasets that are critical to Canada's obligations under the Stockholm Convention on Persistent Organic Pollutants and the Minamata Convention on Mercury. In addition, CIRNAC hosted the first virtual NCP Results Workshop, held in October 2021, engaging 258 participants. The workshop shared the latest results in relation to contaminants of concern to Northerners, and provided an opportunity for networking amongst Northerners, scientists and government officials, which is critical to co-development of future research and related activities under the NCP.

Further, the department continued to lead and coordinate Canada's engagement in the [Arctic Council's Arctic Monitoring and Assessment Programme](#)^{lxxx} (AMAP) on issues of chemical and plastic pollution, health, and climate change, and took on the role of AMAP Vice-Chair in 2021–22. As mentioned, the NCP funded 21 new and ongoing projects related to plastic pollution monitoring and research. These projects will continue to establish baseline trends in the Arctic and North across 10 environmental compartments (freshwater fish, marine fish, seabirds, air, snow, ice, fresh water, seawater, sediments and mammals) as part of implementing [Canada's Plastics Science Agenda](#)^{lxxxii} under the final year of the [Towards Zero Plastic Waste in Canada initiative](#)^{lxxxii}. Efforts to develop a research and monitoring strategy for plastics and microplastics in the North were focused on the collaborative pan-Arctic initiatives under the Arctic Council.

Gender-based analysis Plus (GBA Plus)

In 2021–22, CIRNAC engaged directly with the NNC Indigenous Working Group and the Inuit-Crown Food Security Working Group to ensure GBA Plus was included in program planning. In addition, CIRNAC maintained NNC's increased subsidy rates introduced at the beginning of the pandemic for all eligible communities and maintained the expanded list of eligible items being subsidized. The list was expanded after it was determined that women, especially single mothers and Indigenous women (who are disproportionately affected by food insecurity), are key beneficiaries.

NNC's Harvesters Support Grant (HSG) increases access to country foods by supporting traditional hunting, harvesting and food sharing in 108 eligible isolated communities. Grant agreements enable the collection of key data to help improve the NNC program. While this data does not reflect how many new hunters identified as women or 2SLGBTQIA+, in the future, CIRNAC will co-develop indicators with HSG recipients to better capture the intersectional nature of food insecurity.

Finally, in 2021–22, the Northern Participant Funding Program began collecting information on what steps Indigenous governments and organizations, as well as Northerners who received funding under the program included GBA Plus and intersectional considerations in impact assessments in the North.

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

The United Nations 2030 Agenda for Sustainable Development is a key federal government commitment of the Arctic and Northern Policy Framework (ANPF). In 2021–22, the ANPF goals and objectives continued to guide the Government of Canada's implementation of the sustainable development goals (SDG) in the Arctic and the North. CIRNAC, in collaboration with Environment and Climate Change Canada, supported the [Canada's 2030 Agenda National Strategy](#)^{lxxxiii} by contributing to the Federal Implementation Plan. This plan builds on existing federal efforts to advance the 2030 Agenda. CIRNAC also contributed to the Federal Sustainable Development Strategy (FSDS) by identifying commitments and milestones that support the implementation of the SDGs. These include:

- contributions to ending poverty and hunger
- improving health and well-being

- addressing injustices,
- advancing reconciliation with Indigenous Peoples
- providing quality education
- improving access to clean and affordable energy
- supporting sustainable practices
- empowering effective climate action

Moreover, NNC continued to align its program updates with the United Nations' 2030 Agenda goals, supporting [Canada's Healthy Eating Strategy](#)^{lxxxiv}, as well as the goals for Sustainable Food, Safe and Healthy Communities, and Connecting Canadians with Nature as part of the FSDS. NNC contributed to Goal 2 (Zero Hunger) and Goal 3 (Good Health and Well Being) of the United Nations by increasing subsidy rates and the list of eligible items, improving the availability of healthy and culturally-appropriate foods. The program also ensured that all HSG recipients received timely funding, and expanded its mandate to formally address food insecurity in the North.

Result-based innovation

The Northern Participant Funding Program has attempted to use a results-based innovation approach, primarily through pre-and post-testing, since 2019–20, with some success. However, due to the demands of program renewal, staffing changes and operational pressures related to the pandemic, the program has lacked the capacity and resources to engage in any meaningful or well-structured results-based innovation. The program changed one performance metric to better assess results based on innovation, and introduced a new GBA Plus performance indicator as a trial.

Key risks

The department was exposed to risks in the context of the changing climate in the North and Arctic, and with regard to the work to ensure the North and Arctic remain critical to Canada's economic prosperity and environmental well-being. To address these priorities, CIRNAC led a number of governmental and inter-governmental strategies to foster political, economic and social development in the North, as well as environmental resilience. Canada's ANPF aims to set the foundation for policy directions in the North through to 2030 and beyond. This multi-dimensional agenda requires a large number of players to work together to achieve common objectives. The number and complexities of the stakeholders – including other federal departments, provinces and territories, and Indigenous partners – exposed the department to risks associated with aligning and navigating differences of perspectives, agendas and capacities. Although governance is being established to help with this alignment, the arrangements are in their early stages of development. These matters, along with policy imperatives related to economic development, food security, environmental protection and clean energy (to name a few), all require multi-dimensional, collaborative policy solutions to protect and advance Canadian and Indigenous interests in the North. This risk was managed by a range of government-wide efforts, including internal and external governance structures and relationship-building mechanisms aimed to enhance trust, alignment and coordination, as well as specific collaborations with provinces and territories on key matters (e.g. Ad Hoc Committee of Deputy Ministers on the Arctic and its supporting committees, the Inuit-Crown Partnership Committee, and the Arctic and Northern Policy Framework).

The department also remained exposed to risks stemming from environmental and climate change. Changing and extreme climatic conditions and events are having serious effects on the communities served by the department, particularly in the North. Important advancements were made to address long-standing environmental liabilities, such as the implementation of the ANPF and the Pan-Canadian Framework on Clean and Climate Change. The department remained committed to better manage this risk by conducting and supporting vulnerability assessments, and working with Natural Resources Canada and Indigenous Services Canada to support implementation of mitigation measures, with a view to strengthening environmental resilience with regard to climate change.

COVID-19 has been a barrier for implementation across many projects in Canada’s Arctic and North. Given the imperative of co-implementing the ANPF with partners, the pace at which ANPF goals and objectives are able to be addressed is difficult to predict and may not be able to be achieved as anticipated. There is more work to do as departments and partners emerge from the pandemic, but all remain focused on implementing ANPF goals and objectives.

Results achieved

The following tables show, for Northern Affairs, the results achieved, the performance indicators, the targets and the target dates for 2021–22, and the actual results for the 3 most recent fiscal years for which actual results are available.

Departmental result 4: Political, economic and social development in Canada’s Arctic and North are advanced					
Performance indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
Number of devolution phases in Nunavut completed	Complete phase 3 (Final devolution agreement)	June 30, 2022	Phase 2 completed	Advanced to phase 3	Phase 3 in process
Number of new initiatives that contribute to Canada’s shared vision for the North	25	March 31, 2023	New in 2021–22	New in 2021–22	37
Percentage of reports delivered to Arctic Council Ministers on issues of contaminants, climate change and sustainable development that include Canadian data and information	80%	March 31, 2023	New in 2021–22	New in 2021–22	88%
Average Community Well-Being Index score for communities in the North	70	March 2024	New in 2020–21	67.1 ^a	67.1 ^a

^a This result is from the 2016 Census. It is an average of: Nunatsiavut: 66.9, Nunavik: 60.4, Territories Non-Indigenous: 81.4, First Nations: 66.3, and Inuit: 60.7. Following the 2021 Census, new data will be available by March 31, 2024.

Departmental result 5: Northern and Indigenous communities are resilient to changing environments					
Performance indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
Food expenditures, as percentage of median income, required to purchase sufficient nutritious food	At least 3% decrease compared to baseline	March 31, 2026	New in 2021–22	New in 2021–22	Not applicable
Reduction (in litres) in the consumption of diesel fuel for electricity and heating in northern communities resulting from renewable energy and energy efficiency projects	2 million litres	March 31, 2023	775 000 litres	1.1 million litres	1.8 million litres
Percentage of climate change risk assessments and plans for which adaptation measures have been implemented	40%	March 31, 2022	New in 2021–22	New in 2021–22	40% ^a

^a Data collection for this indicator lags by 1 year, therefore the result is for 2020–21.

Departmental result 6: Northern lands and resources are sustainably managed					
Performance indicator	Target	Date to achieve target	2019–20 Actual results	2020–21 Actual results	2021–22 Actual results
Percentage of high priority northern contaminated sites that are being actively managed	80%	March 31, 2022	89%	89%	83%
Percentage of environmental assessment decisions that reflect the perspectives of Northerners and Indigenous Peoples	100%	March 31, 2022	New in 2020–21	100%	100%
Percentage of responses related to requests for involvement in water-related regulatory review processes or land-related authorizations that were within the stated timelines	100%	March 31, 2022	New in 2021–22	New in 2021–22	100%

Financial, human resources and performance information for CIRNAC's program inventory is available in [GC InfoBase](#)^{lxxxv}.

Budgetary financial resources (dollars)

The following table shows, for Northern Affairs, budgetary spending for 2021–22, as well as actual spending for that year.

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
587,992,312	587,992,312	729,453,564	645,307,861	57,315,549

In 2021–22, the department spent \$57.3 million more than the original planned spending as incremental funding was received for key initiatives including :

- Responding to housing and infrastructure needs of the governments of Nunavut and the Northwest Territories (+\$50 million)
- A streamlined approach to transitioning Indigenous and remote communities to clean energy (+\$44.2 million)
- Funding to increase the Nutrition North subsidy (+\$20 million)

This increase is partially offset by the deferral of funds for the following initiatives :

- Northern Abandoned Mine Reclamation Program (-\$40.5 million)
- Federal Contaminated Sites Action Plan: Phase IV (-\$16.5 million)

Financial, human resources and performance information for CIRNAC's program inventory is available in [GC InfoBase](#)^{lxxxvi}.

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2021–22.

2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
401	406	5

Financial, human resources and performance information for CIRNAC's program inventory is available in [GC InfoBase](#)^{lxxxvii}.

INTERNAL SERVICES

Description

Internal services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal services refers to the activities and resources of the 10 distinct service categories that support program delivery in the organization, regardless of the internal services delivery model in a department. The 10 service categories are:

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

With regards to internal services functions, CIRNAC and Indigenous Services Canada have an internal service structure with a large number of shared services functions located in one or the other department. Therefore, the number of full-time equivalents for internal services is higher.

Results

In 2021–22, CIRNAC continued to support the commitment to increase Indigenous recruitment, development and retention. The department developed data to identify gaps and establish targets that include Indigenous hiring. CIRNAC also recruited Indigenous students through various Public Service Commission programs, and participated in interdepartmental working groups that focus on Indigenous recruitment, including student outreach efforts.

The department's Indigenous ambassadors participated virtually in various public service career promotion events during 2021–22. Several of these events were exclusive to Indigenous people. As well, in accordance with the requirements of the Indigenous Cultural Competency Learning Policy, departmental managers and employees were encouraged to complete a minimum of 15 hours of Indigenous cultural competency learning per year in order to provide Indigenous employees with a more secure work environment where they feel respected, are valued members of the department, and thrive in their careers.

Other activities included monitoring exercises to ensure that CIRNAC's appointments respect the principles and core values of staffing and to identify any corrective options. Managers now have more flexibility to make Indigenous hires due to the CIRNAC's Indigenous Retention and Staffing Policy.

In 2021–22, the department created the CIRNAC/Indigenous Services Canada Accessibility and Persons with Disabilities Employee Network, where employees with disabilities can participate in the development of the accessibility plan, in accordance with the [Accessible Canada Act](#)^{lxxxviii}. The

network met to develop an action plan, which reflects initiatives to improve accessibility based on the 5 goals of the [Accessibility Strategy for the Public Service of Canada](#)^{xxxix}. CIRNAC appointed employee and management champions for diversity and inclusion, and for persons with disabilities.

The department has reduced 90% of its backlog pay cases and continues to work on improving its timeliness. CIRNAC is also contributing to the experimentation and testing of new pay solutions.

The department continued to implement the 2021 to 2024 CIRNAC Workplace Well-being & Mental Health Strategy that was developed to increase psychological safety, reduce the prevalence of psychological risk and put in place support programs and resources for employees. The strategy goals, activities and actions plans were developed using Public Service Employee Survey results of 2020, consultations, the [National Standard of Canada for Psychological Health and Safety in the Workplace](#)^{xc} and the [13 psychosocial risk factors](#)^{xcj}.

Following the coming into force of the [Act to amend the Canada Labour Code \(harassment and violence\)](#)^{xcii} on January 1, 2021, CIRNAC completed a workplace risk assessment and is currently implementing preventative measures to reduce and eliminate the risks of workplace harassment and violence.

CIRNAC continued to optimize the use of innovative digital solutions to maximize service availability, efficiency, security, and consistency. Effective digital services are important given the unique challenges that exist across remote locations in Canada, including the North. CIRNAC continued to modernize its existing information management /information technology (IM/IT) solutions, identify and mitigate risk, and strengthen its ability to deliver on its commitments. In addition, the department continued to provide employees with the tools and technology they need to do their jobs effectively in a hybrid working environment. This includes further implementation and upgrades to secure remote connectivity tools, network upgrades, and implementation of Government of Canada Secret Infrastructure (GCSI). New collaboration technologies such as MS Teams have been further enhanced in support in of videoconferencing and direct messaging.

CIRNAC is advancing the modernization of the security and emergency management program, and is augmenting security awareness given the implications of COVID-19, a hybrid work model and a shift into a modernized work space on the workplace.

Divestment has been at the forefront of real property management activities during 2021–22 with a focus on preparing Nunavut properties for devolution to the territorial government, assisting with the transfer of the CHARS campus infrastructures over to Polar Knowledge Canada, and assisting sectors in their real property transfers to Indigenous communities for treaty and claim settlement purposes.

The implementation of the [Procurement Strategy for Indigenous Business](#)^{xciii} continued in 2021–22 by disclosing information on contracts awarded to Indigenous businesses (proactive disclosure) as per Appendix C of the [Directive on the Management of Procurement](#)^{xciv}, and by assessing if the department met the minimum target of 5% Indigenous procurement (Appendix E of the Directive). The participation of Indigenous people, businesses and communities in procurement initiatives and the associated benefits continued to be promoted in 2021–22 to ensure that procurement initiatives include opportunities to support the participation of Indigenous peoples.

Moreover, in 2021–22, CIRNAC began to implement a National Workspace Strategy and started to modernize its office space to support a flexible workforce, with access to modern, accessible and agile workspaces.

Finally, CIRNAC initiated a new Reconciliation Communications strategy to highlight the work being undertaken by the Government of Canada and partners to advance reconciliation together. The department also continued to inform Canadians about its ongoing work via a number of activities as well as digital and traditional media, including press conferences, news releases, videos, social media, web content, and virtual events.

Budgetary financial resources (dollars)

The following table shows, for internal services, budgetary spending for 2021–22, as well as spending for that year.

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending	2021–22 difference (actual spending minus planned spending)
138,791,403	138,791,403	181,241,674	165,257,832	26,466,429

Most of the net difference between planned spending and actual spending can be explained by incremental costs in information technology services (\$20.3 million).

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to carry out its internal services for 2021–22.

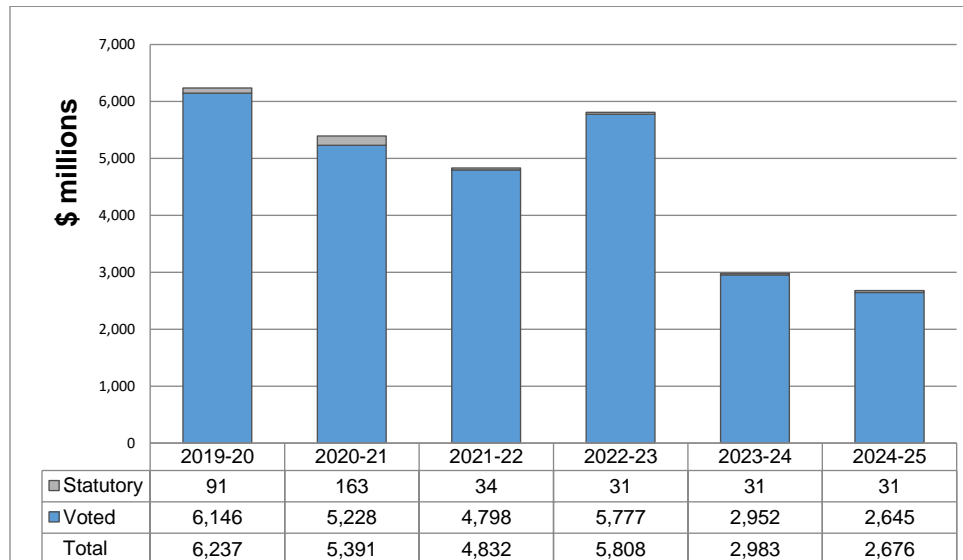
2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
755	787	32

Spending and human resources

SPENDING

Spending 2019–20 to 2024–25

The following graph presents planned (voted and statutory spending) over time.



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

For the period 2019–20 to 2021–22

Actual spending has decreased from \$6.2 billion in 2019–20 to \$5.4 billion in 2020–21. The net decrease of \$0.8 billion primarily reflects the deferral of funding to future years for targeted initiatives, specifically, funding related to the negotiation and resolution of land claims, specific claims, and the outcome of litigation:

- the Federal Indian Day Schools Settlement Agreement (McLean) (-\$611.7 million)
- the specific claims settlements (-\$412.2 million)
- the Sixties Scoop Settlement (-\$256.6 million)

Partially offset by:

- the one-time funding for COVID-19 (+\$202.5 million)
- the increase in funding for the Northern Abandoned Mine Reclamation Program (+\$220.8 million)

Actual spending has decreased from \$5.4 billion in 2020–21 to \$4.8 billion in 2021–22. The net decrease of \$0.6 billion primarily reflects the variance in payments issued year over year for settled claims, the largest variances including:

- a decrease in payments for specific claims settlements (-\$1.3 billion)

2021–22 Departmental Results Report

Partially offset by:

- an increase in payments for the Federal Indian Day Schools Settlement Agreement (McLean) (+\$468.3 million)

For the period 2021–22 to 2024-25

Spending is expected to increase from \$4.8 billion in 2021–22 to \$5.8 billion in 2022–23. The net increase of \$1.0 billion is mostly due to increased funding for the Siksika Nation Global Settlement Agreement (+\$1.3 billion).

For the period of 2022–23 to 2024–25, spending is expected to decrease from \$5.8 billion to \$2.7 billion. The variance of \$3.1 billion primarily reflects the decrease in funding related to :

- the Siksika Nation Global Settlement Agreement (-\$1.3 billion)
- the specific claims settlements (-\$1.0 billion)
- the Federal Indian Day Schools Settlement Agreement (McLean) (-\$0.3 billion)
- the Sixties Scoop settlement (-\$0.2 billion)

The planned spending figures above reflect the current approved funding level for the department, and these figures will be adjusted as new funding is approved. Decisions on the renewal of the sunset initiatives will be taken in future budgets and reflected in future estimates.

Budgetary performance summary for core responsibilities and internal services (dollars)

The “Budgetary performance summary for core responsibilities and internal services” table presents the budgetary financial resources allocated for CIRNAC’s core responsibilities and for internal services.

Core responsibilities and internal services*	2021–22 Main Estimates	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending	2021–22 total authorities available for use	2019–20 actual spending (authorities used)**	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)
Rights and Self-Determination	N/A	N/A	N/A	N/A	N/A	5,608,508,662	N/A	N/A
Community and Regional Development	N/A	N/A	N/A	N/A	N/A	456,582,019	N/A	N/A
Crown-Indigenous Relations	3,969,849,116	3,969,849,116	5,027,304,995	2,237,640,966	6,160,804,055	N/A	4,481,560,984	4,021,577,284
Northern Affairs	587,992,312	587,992,312	656,024,909	622,177,197	729,453,564	N/A	731,345,985	645,307,861
Subtotal	4,557,841,428	4,557,841,428	5,683,329,904	2,859,818,163	6,890,257,619	6,065,090,681	5,212,906,969	4,666,885,145
Internal Services	138,791,403	138,791,403	124,253,346	123,115,590	181,241,674	172,862,467	178,135,064	165,257,832
Total	4,696,632,831	4,696,632,831	5,807,583,250	2,982,933,753	7,071,499,293	6,237,953,148	5,391,042,033	4,832,142,977

* The CIRNAC core responsibilities were reframed in 2020–21 to reflect the 2 ministers’ titles and mandates: Crown-Indigenous Relations and Northern Affairs.

** The *Department of Crown-Indigenous Relations and Northern Affairs Act* established the new department effective July 15, 2019. The new department is responsible for the federal public administration formerly under the Department of Indian Affairs and Northern Development. The 2019–20 actual expenditures include amounts reported under the former department for comparison purposes.

The \$2.4 billion difference between the 2021–22 planned spending of \$4.7 billion and the \$7.1 billion in authorities available for use primarily reflects incremental new or reprofiled funding received for :

- the Federal Indian Day Schools Settlement Agreement (McLean) (+\$611.7M)
- Advancing Reconciliation by Settling Specific Claims (+\$412.2M)
- the Sixties Scoop settlement (+\$256.6M)
- Indigenous Infrastructure Projects (+\$231.4M)
- the partial settlement of Gottfriedson (Indian Residential Day Scholars) litigation (+\$212.2M)
- the Métis Nation Housing Strategy, years 4 to 10 of a 10-year Budget 2018 Investment (+\$51.1M)
- Responding to Housing and Infrastructure Needs of the Governments of Nunavut and the Northwest Territories (+\$50M)

The \$1.7 billion difference between the 2021–22 actual spending of \$5.4 billion and the \$7.1 billion in authorities available for use primarily reflects the deferral of funds to future years for the specific claims settlements (-\$1.2 billion).

2021–22 Budgetary actual gross spending summary (dollars)

The following table reconciles gross planned spending with net spending for 2021–22.

Core responsibilities and internal services	2021–22 actual gross spending	2021–22 actual revenues netted against expenditures	2021–22 actual net spending (authorities used)
Crown-Indigenous Relations	4,021,577,284	0	4,021,577,284
Northern Affairs	645,307,861	0	645,307,861
Subtotal	4,666,885,145	0	4,666,885,145
Internal services	196,211,263	-30,953,431	165,257,832
Total	4,863,096,408	-30,953,431	4,832,142,977

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

HUMAN RESOURCES

The “Human resources summary for core responsibilities and internal services” table presents the full-time equivalents (FTEs) allocated to each of CIRNAC’s core responsibilities and to internal services.

Human resources summary for core responsibilities and internal services

Core responsibilities and internal services*	2019–20 actual full-time equivalents**	2020–21 actual full-time equivalents	2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
Rights and Self-Determination	909	N/A	N/A	N/A	N/A	N/A
Community and Regional Development	462	N/A	N/A	N/A	N/A	N/A
Crown-Indigenous Relations	N/A	779	760	825	820	794
Northern Affairs	N/A	393	401	406	428	423
Subtotal	1,371	1,172	1,161	1,231	1,248	1,217
Internal services	862	765	755	787	808	803
Total	2,233	1,937	1,916	2,017	2,056	2,020

* The CIRNAC core responsibilities were reframed to reflect the 2 ministers’ titles and mandates: Crown-Indigenous Relations and Northern Affairs.

** The *Department of Crown-Indigenous Relations and Northern Affairs Act* established the new department effective July 15, 2019. The new department is responsible for the federal public administration formerly under the Department of Indian Affairs and Northern Development. The 2019–20 actual full-time equivalents include numbers reported under the former department for comparison purposes.

EXPENDITURES BY VOTE

For information on CIRNAC's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2022^{xcv}](#).

GOVERNMENT OF CANADA SPENDING AND ACTIVITIES

Information on the alignment of CIRNAC's spending with the Government of Canada's spending and activities is available in [GC InfoBase^{xcvi}](#).

FINANCIAL STATEMENTS AND FINANCIAL STATEMENTS HIGHLIGHTS

Financial statements

CIRNAC's [financial statements \(unaudited\) for the year ended March 31, 2022^{xcvii}](#), are available on the departmental website.

Financial statement highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2022 (dollars)

Financial information*	2021–22 planned results	2021–22 actual results	2020–21 actual results	Difference (2021–22 actual results minus 2021–22 planned results)	Difference (2021–22 actual results minus 2020–21 actual results)
Total expenses	2,916,161,175	14,248,059,608	8,638,507,103	11,331,898,433	5,609,552,505
Total revenues	26,040,998	30,953,432	31,417,592	4,912,434	(464,160)
Net cost of operations before government funding and transfers	2,890,120,177	14,217,106,176	8,607,089,511	11,326,985,999	5,610,016,665

*Totals may not match financial statements due to rounding.

Expenses

Total expenses were \$14,248 million in 2021–22. The main expenses include transfer payments for a total of \$7,749 million (54%), of which \$4,904 million related to the provision for contingent liabilities and \$2,031 million related to payments to First Nations. Operating expenses represent a total of \$6,499 million (46%), of which \$2,310 million related to provision for environmental liabilities, \$2,231 million related to the provision for contingent liabilities, and \$1,392 million related to payments for court awards and other settlements.

Revenues

The revenues of 2021–22 were \$31 million, which are mostly related to the provision of shared internal services to Indigenous Services Canada.

Significant changes

The \$5,610 million year-over-year increase in actual expenditures is mainly due to increases in the provisions for environmental liabilities (\$2,503 million) and contingent liabilities (\$3,671 million). This was offset by a decrease of \$919 million in transfer payments to First Nations as there were more high dollar value specific claims settlement payments issued in the previous year.

2021–22 Departmental Results Report

Planned expenses are based on the 2021–22 Main Estimates, adjusted for anticipated accrued expenses. The \$11,332 million variance between 2021–22 actual and planned expenses can be attributed in part to additional spending authorized through the 2021–22 Supplementary Estimates process, and in part to significant adjustments to provisions for contingent liabilities and environmental liabilities according to the pace of claims negotiations and assessments of contaminated sites remediation costs.

Condensed Statement of Financial Position (unaudited) as of March 31, 2022 (dollars)

Financial information*	2021–22	2020–21	Difference (2021–22 minus 2020–21)
Total net liabilities	40,070,535,725	31,453,940,121	8,616,595,604
Total net financial assets	608,521,308	1,336,653,240	(728,131,932)
Departmental net debt	39,462,014,416	30,117,286,881	9,344,727,535
Total non-financial assets	217,650,285	218,789,034	(1,138,749)
Departmental net financial position	(39,244,364,132)	(29,898,497,847)	(9,345,866,285)

*Totals may not match financial statements due to rounding.

Liabilities

Total net liabilities were \$40,071 million at the end of 2021–22. The provision for contingent liabilities associated with claims and litigation represents the largest portion of liabilities at \$30,587 million (76%). Other significant liabilities include environmental liabilities of \$6,307 million (16%) and account payable and accrued liabilities of \$3,114 million (8%).

Assets

Total net financial assets at the end of 2021–22 were \$609 million and included the amount due from the Consolidated Revenue Fund of \$585 million (98%).

Total non-financial assets include tangible capital assets of \$178 million and land held for future claims settlements of \$39 million.

Significant changes

The change in liabilities of \$8,617 million is primarily due to increases in contingent liabilities of \$6,619 million and in environmental liabilities of \$2,237 million, partially offset by a decrease of \$244 million in accounts payable and accrued liabilities.

Corporate information

ORGANIZATIONAL PROFILE

Appropriate ministers: The Honourable Marc Miller (Minister of Crown-Indigenous Relations) and The Honourable Dan Vandal (Minister of Northern Affairs)

Ministerial portfolio: Department of Crown-Indigenous Relations and Northern Affairs

Enabling instrument: [Department of Crown-Indigenous Relations and Northern Affairs Act, S.C. 2019, c. 29, s. 337^{xcviii}](#)

Year of establishment: July 15, 2019

Other: None

RAISON D'ÊTRE, MANDATE AND ROLE: WHO WE ARE AND WHAT WE DO

["Raison d'être, mandate and role: who we are and what we do"^{xcix}](#) is available on CIRNAC's website.

For more information on the department's organizational mandate letter commitments, see the [Ministers' mandate letters^c](#).

OPERATING CONTEXT

Information on the [operating context^{ci}](#) is available on CIRNAC's website.

REPORTING FRAMEWORK

CIRNAC's Departmental Results Framework and Program Inventory of record for 2021–22 are shown below.

Core responsibility: Crown-Indigenous Relations		
Support Indigenous organizations, individuals, communities and governments in achieving reconciliation and advancing self-determination through strengthening Crown-Indigenous relationships based on respect, cooperation, partnership, the affirmation and implementation of Indigenous rights, and the implementation of the United Nations Declaration on the Rights of Indigenous Peoples. Activities include negotiating and implementing treaties, self-government agreements and specific claims, consulting and engaging on issues of importance to Indigenous Peoples, providing legislative and institutional frameworks for First Nations' jurisdiction over local taxation, land and financial management and addressing historic grievances.		
Departmental results	Indicators	Program inventory
1. Indigenous Peoples determine their political, economic, social and cultural development	Annual number of priorities identified through the permanent bilateral mechanisms that result in policies, funding or legislation	Basic Organizational Capacity Consultation and Accommodation Consultation and Policy Development Federal Interlocutor's Contribution Program First Nation Jurisdiction over Land and Fiscal Management
	Number of communities where treaties, self-government agreements and other constructive arrangements have been concluded	
	Number of treaties, self-government agreements and other constructive arrangements that have been concluded	
	Average Community Well-being Index score for modern treaty and self-government agreement holders	
2. Indigenous Peoples advance their governance institutions and regimes	Percentage of First Nations that have opted into an <i>Indian Act</i> alternative	Management and Implementation of Agreements and Treaties Negotiations of Claims and Self-Government Agreements Other Claims
	Percentage of First Nations with fiscal bylaws or laws	
	Percentage of First Nations with established land codes	
3. Past injustices are recognized and resolved	Number of specific claims settled by the department	Residential Schools Resolution Specific Claims
	Percentage of active Additions to Reserves that have been in the inventory for more than 5 years	
	Percentage of Truth and Reconciliation Commission Calls to Action that are implemented	

Core responsibility: Northern Affairs		
Support Canada's Arctic and northern organizations, individuals, communities and governments in the pursuit of a strong, inclusive, vibrant, prosperous and self-sufficient North, the vision of Canada's Arctic and Northern Policy Framework. This includes federal coordination, science leadership, natural resource and environmental management, effective delivery of federal programming, and territorial relations.		
Departmental results	Indicators	Program inventory
4. Political, economic and social development in Canada's Arctic and North are advanced	Number of devolution phases in Nunavut completed	Canadian High Arctic Research Station Climate Change Adaptation and Clean Energy Northern and Arctic Environmental Sustainability Northern and Arctic Governance and Partnerships Northern Contaminated Sites Northern Regulatory and Legislative Frameworks Northern Strategic and Science Policy Nutrition North
	Number of new initiatives that contribute to Canada's shared vision for the North	
	Percentage of reports delivered to Arctic Council Ministers on issues of contaminants, climate change and sustainable development that include Canadian data and information	
	Average Community Well-Being Index score for communities in the North	
5. Northern and Indigenous communities are resilient to changing environments	Food expenditures, as percentage of median income, required to purchase sufficient nutritious food	
	Reduction (in liters) in the consumption of diesel fuel for electricity and heating in northern communities resulting from renewable energy and energy efficiency projects	
	Percentage of climate change risk assessments and plans for which adaptation measures have been implemented	
6. Northern lands and resources are sustainably managed	Percentage of high priority northern contaminated sites that are being actively managed	
	Percentage of environmental assessment decisions that reflect the perspectives of Northerners and Indigenous Peoples	
	Percentage of responses related to requests for involvement in water-related regulatory review processes or land-related authorizations that were within the stated timelines	

Supporting information on the program inventory

Financial, human resources and performance information for CIRNAC's Program Inventory is available in [GC InfoBase](#)^{cii}.

Supplementary information tables

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

- [Departmental Sustainable Development Strategy/Reporting on Green Procurement](#)^{ciii}
- [Details of transfer payment programs](#)^{civ}
- [Gender-based analysis Plus](#)^{cv}
- [Response to parliamentary committees and external audits](#)^{cvi}
- Horizontal initiatives
 - [Nutrition North Canada](#)^{cvi}
 - [Arctic and Northern Policy Framework](#)^{cvi}
 - [Missing and Murdered Indigenous Women, Girls, and 2SLGBTQIA+ People](#)^{cix}
- [United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals](#)^{cx}

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](#)^{cx}. 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.

Organizational contact information

Mailing Address :

Les Terrasses de la Chaudière
10 Wellington Street, North Tower
Gatineau, Quebec
Mailing Address: Ottawa, Ontario K1A 0H4

Telephone :

Toll-free: 1-800-567-9604
Media inquiries (communications): 819-934-2302
Departmental library: 819-997-0811

TTY : Toll-free 1-866-553-0554

Email:

General and statistical inquiries and publication distribution:

aadnc.webmestre-webmaster.aandc@sac-isc.gc.ca

aadnc.infopubs.aandc@sac-isc.gc.ca

Media inquiries (communications): RCAANC.media.CIRNAC@sac-isc.gc.ca

Departmental library: hqbibliothequereference-hqbibliothequereference@sac-isc.gc.ca

Website: <https://www.canada.ca/en/crown-indigenous-relations-northern-affairs.html>

Appendix: 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, organizations or individuals; and payments to Crown corporations.

contingent liabilities (*passifs éventuels*)

Contingent liabilities are potential liabilities that may become actual liabilities when one or more future events occur or fail to occur. If the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded. If the likelihood is not determinable or an amount cannot be reasonably estimated, the contingency is disclosed in the notes to the financial statements.

core responsibility (*responsabilité essentielle*)

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

Departmental Plan (*plan ministériel*)

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

departmental priority (*priorité*)

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

departmental result (*résultat ministériel*)

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

departmental result indicator (*indicateur de résultat ministériel*)

A quantitative measure of progress on a departmental result.

departmental results framework (*cadre ministériel des résultats*)

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

Departmental Results Report (*rapport sur les résultats ministériels*)

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

experimentation (*expérimentation*)

The conducting of activities that seek to first explore, then test and compare the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works, for whom and in what circumstances. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

full time equivalent (*équivalent temps plein*)

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

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

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

government-wide priorities (*priorités pangouvernementales*)

For the purpose of the 2021–22 Departmental Results Report, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building back better – a resiliency agenda for the middle class; The Canada we're fighting for.

horizontal initiative (*initiative horizontale*)

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

performance reporting (*production de rapports sur le rendement*)

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

plan (*plan*)

The articulation of strategic choices, which provides information on how an organization 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 organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (*dépenses législatives*)

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

target (*cible*)

A measurable performance or success level that an organization, 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

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