



Indian and Northern Affairs Canada and Canadian Polar Commission

2000-2001
Estimates

Part III – Report on Plans and Priorities

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of three parts:

Part I – The Government Expenditure Plan provides an overview of federal spending and summarizes both the relationship of the key elements of the Main Estimates to the Expenditure Plan (as set out in the Budget).

Part II – The Main Estimates directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before 1 March.

Part III – Departmental Expenditure Plans which is divided into two components:

- (1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail on a business line basis and contain information on objectives, initiatives and planned results, including links to related resource requirements over a three-year period. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are to be tabled on or before 31 March and referred to committees, which then report back to the House of Commons pursuant to Standing Order 81(4).
- (2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of accomplishments achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of public funds.

As part of its ongoing efforts to streamline reporting requirements, the Treasury Board of Canada Secretariat has requested that Indian and Northern Affairs Canada and ten other departments explore alternative reporting structures to this year's *Report on Plans and Priorities*. It has, therefore, exempted the department from the usual guidelines for the preparation of this report.

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**Indian and Northern
Affairs Canada
and
Canadian Polar Commission**

**2000–2001
Estimates**

Report on Plans and Priorities

The Honourable Robert D. Nault, P.C., M.P.
Minister of Indian Affairs and Northern Development

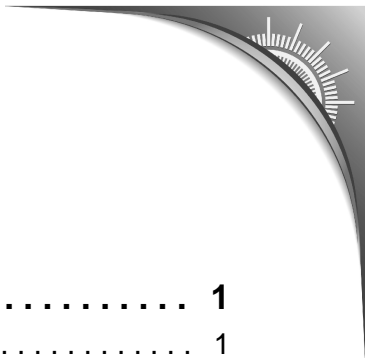


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Section I — Messages

Minister's Message

As we enter the new millennium, this department's overriding objective remains a key priority of the government's agenda: making Canada a better place for First Nations, Inuit and northerners. Our approach involves a two-track agenda of addressing the legacy of the past and investing in the future. As we rebuild and modernize our partnerships, we can work together more effectively to improve the quality of life in First Nations and Inuit communities.

Gathering Strength — *Canada's Aboriginal Action Plan* has given us a framework for reaching that goal and bringing about lasting and meaningful change. The four strategic objectives of *Gathering Strength* — renewing partnerships; strengthening Aboriginal governance; developing new fiscal relationships; and supporting strong communities, people, and economies — are guideposts by which we will continue to measure our progress.

Since the announcement of *Gathering Strength* two years ago, a climate of change and renewal continues to gain momentum in communities across the country. The government recognized that partnerships were needed to rebuild a climate of trust and cooperation. These set the foundation for being able to work together to address governance and fiscal issues, which are essential to building strong communities, people and economies. Renewed partnerships among First Nations, Inuit and northerners, and the department laid the foundation for key achievements such as the creation of Nunavut, the finalization of the Nisga'a Treaty and the completion of specific claims agreements, as well as ongoing progress on territorial political development and strong northern sustainable development. Behind such progress is a commitment to partnerships sustained by mutual respect and recognition.

We are also seeing progress in such areas as numbers of graduates from post-secondary programs, growth in Aboriginal businesses and economic opportunities, and investments in health care that signal improvements to the quality of life in First Nations and Inuit communities. At the same time, there is still a lot of work to do. The pace of development is uneven and we continue to have communities in crisis. Moreover, demographic pressures are placing increasing demands on programs and services. The high proportion of youth in the Aboriginal population offers tremendous potential, and demands that we focus on children and youth in order to ensure a more prosperous future. Other challenges include reflecting the unique role and place of Aboriginal women in our vision.

Success in addressing these issues requires solid partnerships with First Nations, Inuit and northerners. Working together with these partners in a spirit of mutual respect is fundamental to getting where we want to go. We are also continuing to build partnerships with the provinces, territories and private sector. Finally, we are working in cooperation with other federal departments to effectively leverage our resources.

Everyone involved in this agenda has a unique opportunity to really make a difference in the lives of First Nations, Inuit and northerners, and to contribute to building a stronger Canada. The work we are doing together will shape the face of Canada for generations to come. The wheels of change are in motion and we are committed to sustaining and accelerating the momentum. I invite you to read this report to learn more about the plans and priorities we are pursuing with our partners. I would also encourage you to consult the various documents and Web sites referenced throughout.

Executive Summary

Our goal is to work closely with Aboriginal people and other partners to improve economic and social conditions in ways that will make a real difference in peoples' lives. It is recognized that conditions in First Nations and Inuit communities generally are much worse than in the rest of Canada. Many First Nations and Inuit communities lack the appropriate resources and expertise needed to deal effectively with such serious problems as housing shortages, unemployment, dependence on social assistance and youth suicide, which are at rates much higher than the national average.

Gathering Strength — Canada's Aboriginal Action Plan, the federal government's response to the Royal Commission on Aboriginal Peoples, was announced on January 7, 1998. The vision set out in both *Gathering Strength* and the Sustainable Development Strategy is one of strong, healthy communities and new relationships founded on mutual respect, with responsible, transparent, accountable, sustainable governance structures and institutions. Early investments in healing and reconciliation under *Gathering Strength* have positioned us to move forward with our partners on a range of key initiatives that will contribute to the establishment of healthy and self-sufficient First Nations, Inuit and northern communities. These initiatives are reflected in the following strategic objectives:

Renewing the Partnerships: Long-term vision — partnerships a standard part of day-to-day business and a reaffirmation of the treaty relationship (see pages 13–14);

Strengthening Aboriginal Governance: Long-term vision — responsible and sustainable self-government structures and institutions (see pages 15–17);

Developing a New Fiscal Relationship: Long-term vision — transparent and accountable First Nations governments with transfer arrangements which recognize own-source revenues, including taxation (see pages 17–19);

Supporting Strong Communities, People and Economies: Long-term vision — quality of life for First Nations and Inuit communities comparable to neighbouring communities (see pages 19–21); and

Supporting the Northern Agenda by strengthening communities and the economic base, consistent with the direction provided by the objectives of *Gathering Strength* (see pages 22–25).

The success of *Gathering Strength* will depend on the determination of the Government of Canada, provincial and territorial governments and the private sector, working with Aboriginal people. This document outlines the performance targets and concrete results the department is committed to achieving over the planning horizon.



Section II — Departmental Overview

Mandate, Mission and Vision

The broad mandate of Indian and Northern Affairs Canada (INAC) is carried out under an extensive legislative base and longstanding policy that includes the *Indian Act*, the *Department of Indian Affairs and Northern Development Act* and legislation pertaining to the territories. For a complete listing of legislation and regulations administered by INAC and Planned Regulatory Initiatives for 2000–2001 please refer to <http://www.inac.gc.ca/legisl/legisl.html>. You may also obtain this information by contacting the departmental information kiosk at (819) 997-0380.

Indian and Northern Affairs Canada

Mission

Working together to make Canada a better place for First Nations, Inuit and other northern peoples.

Vision

An environment that fosters a more promising future for all First Nations, Inuit and other northern peoples and promotes self-sufficiency, economic independence, and a level of accountability similar to other governments in Canada.

INAC has primary but not exclusive responsibility to meet the federal government's constitutional, treaty, political and legal responsibilities to First Nations, Inuit and northerners. The department's role includes providing funding to enable Status Indians living on reserve to have access to basic services comparable to those available to other Canadian residents from provincial, territorial and municipal governments. These services include education, housing, community infrastructure, social assistance and social support services. In addition, INAC negotiates and oversees implementation of comprehensive and specific land claim settlements and self-government agreements on behalf of the federal government; it also promotes economic development.

In Canada's North, the department promotes political evolution and sustainable development through: supporting with northern partners the development of territorial governance structures; finalizing and implementing land claims and self-government agreements; encouraging economic development while protecting the environment and maximizing social and cultural benefits; and fostering leadership in northern sustainable development and environmental stewardship, both domestically and among circumpolar nations.

In keeping with directives set out in the *Canadian Polar Commission Act*, the Canadian Polar Commission (CPC) operates as an independent agency (<http://www.polarcom.gc.ca>) and reports to Parliament through the Minister of Indian Affairs and Northern Development. Established in 1991 as the lead agency in the area of polar research, the CPC has responsibility for monitoring, promoting and disseminating knowledge of the polar regions; contributing to public awareness of the importance of polar science to Canada; enhancing Canada's international profile as a circumpolar nation; and recommending polar science policy direction to government.

Canadian Polar Commission

Mission

To be an effective national and international presence in relation to polar science and technology that contributes to a broader understanding of polar issues.

Vision

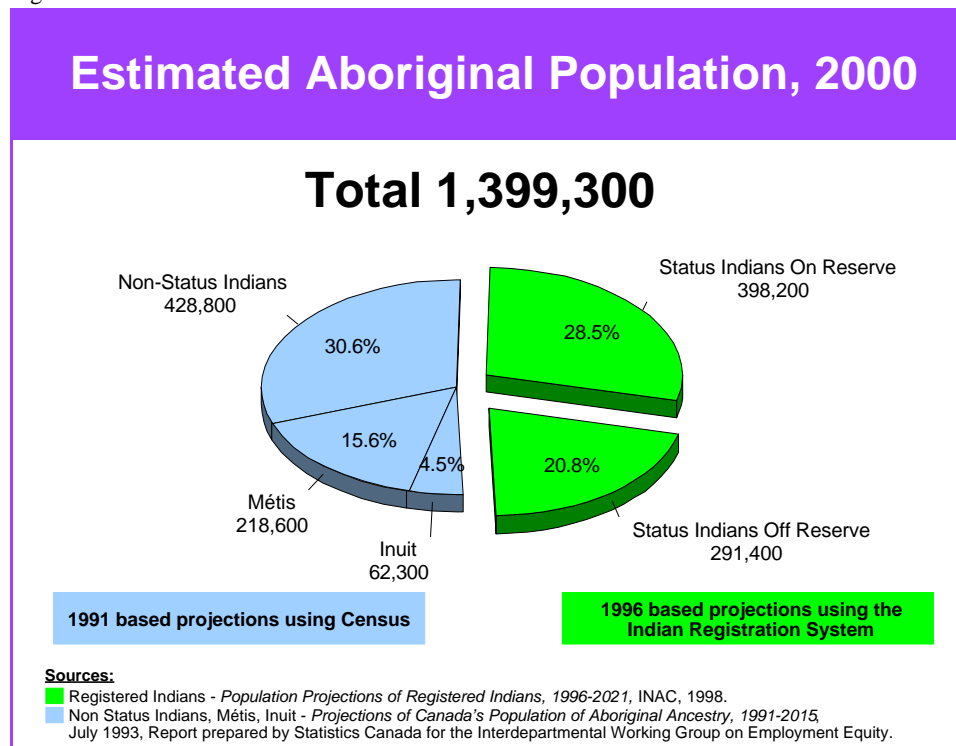
The CPC will be central to the development and dissemination of polar knowledge, through consultation, communication, and partnership, for the benefit of all Canadians and their responsibilities in the circumpolar world.

External Factors Influencing the Department

Profile of Canada's Aboriginal Population

The total Aboriginal population in Canada is estimated at 1,399,300 in 2000 (see Figure 1). Aboriginal people are the descendants of the original inhabitants of North America. The Canadian *Constitution Act 1982*, recognizes three groups of Aboriginal people — **Indians, Métis people** and **Inuit**. In addition, the *Indian Act 1876*, delineates the legal definitions that apply to **Status Indians** in Canada; a Status Indian is an Indian person who is registered under the *Indian Act* (they are also called Registered Indians). A **Treaty Indian** is a Status Indian who belongs to a First Nation that signed a treaty with the Crown. A **Non-Status Indian** is an Indian person who is not registered as an Indian under the *Indian Act* (perhaps because his or her ancestors were never registered, or because he or she lost Indian status under former provisions of the act). INAC's responsibilities with respect to Aboriginal people relate primarily to Status Indians living on reserve and Inuit.

Figure 1



Approximately 4.5 percent of all Canadians have Aboriginal ancestry. There are 610 First Nations, comprising 52 nations or cultural groups and more than 50 languages. Indians on reserve represent about 58.3 percent of the Registered Indian population as of December 31, 1999.

Although Aboriginal people live all across Canada, there is very significant representation in the territories (representing 85 percent of Nunavut, 49 percent of the Northwest Territories, and 23 percent of Yukon based on the 1996 Census) as well as in the western provinces.

Approximately 63 percent of First Nations communities have fewer than 500 residents – only five percent have more than 2,000. Overall, 36.4 percent of on-reserve Indians live in urban areas, while 44.3 percent live in rural areas, 17.4 percent in special access areas and 1.7 percent in remote zones. Widespread distribution of the population increases costs for providing services.

Challenges

Indian and Northern Affairs Canada

Socio-economic conditions: Health, social and economic conditions are improving, but there are significant gaps in income, educational attainment and life expectancy. *Gathering Strength* includes a range of integrated government-wide initiatives to achieve the structural reforms necessary to address these challenges (details are outlined on pages 20–21). Significant socio-economic challenges facing First Nations communities include:

United Nations (UN) Quality of Life Human Development Index

- While Canada is ranked first according to the UN Human Development Index, on-reserve Indians were ranked below many developing nations.

Improvements in infrastructure, but important indicators continue to lag

- Overcrowding remains a problem: 19% of on-reserve dwellings have more than one person per room (versus 2% for Canada as a whole).
- As of March 1998, 46% of on-reserve housing was considered to be substandard.
- Economic infrastructure seriously lags (e.g., serviced commercial lands, transportation links, cost efficient energy).

Education levels are increasing but significant gaps remain

- In 1996, 20% of Registered Indian population aged 15 years and older held a post-secondary certificate or diploma, compared to 35% of other Canadians in the same age group.

Young First Nations people preparing for entry into the labour market, but

- 53% of the Registered Indian population 15 years of age and older reported employment income in 1995 compared with 66% of all Canadians in the same age group.
- For the Registered Indian employment rate to reach the average Canadian rate, 10 to 18 thousand jobs will need to be created annually for the next 10 years.
- The unemployment rate for the Registered Indian population aged 15 years and older across Canada is approximately 27% (1996).

Rapid growth in Aboriginal entrepreneurship, with over 20,000 Aboriginally owned businesses, but

- Aboriginal firms are smaller and less profitable on average, and serve mostly local markets.
- Aboriginal business are also less well-positioned to take advantage of growing resource-based and urban economic opportunities.

In addition to socio-economic trends, demographics present considerable challenges

- The Registered Indian population is currently growing at nearly twice the rate of the general Canadian population.
- It is anticipated that the Registered Indian population will increase by 15% over the next eight years.
- 40% of the Registered Indian population was below age 20 in 1999.

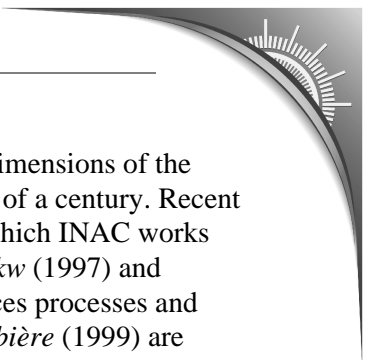
For additional information on demographic, social and economic conditions, please see the document entitled *Basic Departmental Data* available at <http://www.inac.gc.ca/stats/index.html>.

Accountability is a mainstay of effective governance: One of the key challenges for INAC and First Nations is to ensure that effective and consistent systems of accountability are in place to address the needs of First Nations people on and off reserve, and to ensure public confidence that resources are being managed effectively and that programs are achieving the desired results. This dual accountability relationship, i.e., First Nations leaders to both their community members and the Government of Canada, is reflected in the terms and conditions of funding arrangements with First Nations. Consensus must be developed as to how First Nations modernize their fiscal regimes to be comparable to those of other governments while building on the strengths of their own culture.

INAC works closely with First Nations in assessing the type of funding arrangement that best matches their capacity to deliver programs and services and their willingness to accept the additional responsibilities inherent in multi-year funding agreements. A useful tool for assessing the situation of individual First Nations is the Accountability and Management Assessment, with Development Plans providing follow-up on areas that need improvement. Ministerial accountability for the effective use of transferred funds is accomplished through annual financial audits prepared by independent accredited auditors, and through non-financial reports covering programs and services administered by First Nations. In instances of First Nations experiencing financial difficulties, a Remedial Management Plan is implemented and monitored on a regular basis.

INAC is reviewing the results of the Accountability and Management Assessments mentioned above with First Nations in an effort to strategically direct capacity-building funds to areas deemed to be of highest priority. In common with other governments in Canada, First Nations are striving to develop accountability frameworks based on the principles of transparency, disclosure and redress. INAC is encouraging First Nations to interpret these principles in ways appropriate to their situation and culture when developing modern governance regimes. First Nations are progressively implementing such regimes to manage their expanded functions related to planning, budgeting and reporting. First Nations, working in partnership with INAC, have implemented a range of initiatives to ensure strong accountability both to Band members and to the Government of Canada (details are outlined on pages 18 and 19). The department also utilizes its evaluation, audit and review capacity to ensure that effective and consistent systems of accountability are in place.

Outstanding claims and litigation: The key challenge of the comprehensive claims process is to establish certainty with respect to Aboriginal rights, land title and access to land and resources. Resolution of land issues would allow First Nations to participate more directly in economic development initiatives and lead to more economic certainty in the investment climate. There is clearly a need to resolve these issues in a fair and equitable manner to preserve confidence in the treaty process. The key challenges in specific claims are to address the government's outstanding lawful obligations, and the perception that the Government of Canada is in conflict of interest by acting as judge, jury and defendant in resolving claims against itself, as well as improving efficiencies in the resolution process and helping to address the backlog of claims within a settlement budget. Options include the potential creation of new mechanisms which will focus on facilitating negotiations to resolve grievances.



With respect to litigation management, the courts have commented on key dimensions of the relationship between the Crown and Aboriginal people over the past quarter of a century. Recent Supreme Court of Canada decisions have changed the environment within which INAC works and continue to shape the business lines. Court decisions such as *Delgamuukw* (1997) and *Marshall* (1999) have prompted continuing adjustments to lands and resources processes and policy development on the historic treaty front. Other decisions such as *Corbière* (1999) are placing the *Indian Act*, the primary legislative base for INAC, under increasing judicial challenge. A number of initiatives which could influence statutory renewal are under way, including implementation of the recently proclaimed *First Nations Lands Management Act* and the Special Representative on the protection of First Nations Women's Rights process. In addition, the Assembly of First Nations (AFN)/INAC Joint Initiative on Policy Development is developing options by which First Nations may assume greater control over lands and governance. The department cannot sit back and let the courts decide, but instead must be proactive in pursuing legislative renewal.

The general litigation inventory has seen a six-fold increase in the number of cases over the past decade. Residential school cases have increased from 84 cases in January 1997 to 3,152 cases in December 1999. Litigation is primarily historic in origin, generated by 200 years of Crown management of First Nations lands and resources and 100 years of residential schools. Because of its adversarial nature, litigation puts pressure on the partnership initiatives, as well as detracting from the policies, programs and resource base of the department. Departmental strategies are aimed at managing the inventory as a whole through the comprehensive assessment of risk; settling litigation out of court wherever claims are substantiated and liability clear; using alternative dispute resolution approaches to resolve litigation; developing policy alternatives to litigation; and implementing proactive prevention strategies.

A number of initiatives are under way to address outstanding claims and litigation (details are outlined on page 16 or see Web site at <http://www.inac.gc.ca/subject/claims/index.html>).

Principles of the Social Union: The Framework to Improve the Social Union for Canadians (http://socialunion.gc.ca/news/020499_e.html), signed on February 4, 1999, by Canada and all provincial/territorial governments (except Quebec), describes a new partnership between governments on social programs and policies. The agreement makes commitments regarding key social programming principles (e.g., equality of opportunity, access to comparable programming) and sets out how governments should work together to better serve Canadians. The key challenge is to ensure that INAC policies and programs respect the spirit of this agreement. The agreement also challenges governments to work with Aboriginal peoples to find practical solutions to address their pressing needs.

The North: The challenge is to continue to work with our northern partners to support the development of governance institutions sensitive to Aboriginal interests and to the shared interests of northerners and all Canadians, and to strengthen the North's economic base consistent with the promotion of sustainable development. In terms of governance, the immediate challenges are to: complete the transfer of land and resource management responsibilities to the Government of Yukon and to move the devolution process forward in the Northwest Territories (N.W.T.) and Nunavut; support capacity-building for the new Government of Nunavut; and to harmonize Aboriginal self-government and territorial public government in the N.W.T. and Yukon. Over the past two years, there has been significant progress in land claims and self-government negotiations in the N.W.T. and Yukon. In the N.W.T., an intergovernmental process is being put in place to advance a common agenda.

The issue of northern control over northern resources has become the overarching theme for the territories when it comes to building the northern economy, particularly in light of fiscal pressures and of significant prospects in mining, especially recent diamond and natural gas discoveries. Control over resources is extremely important given the backdrop of the North where unemployment rates are among the highest in Canada. A devolution agreement in Yukon is targeted for 2001, and preliminary discussions in the N.W.T. and Nunavut have begun. In the meantime, Canada will fulfil its resource management responsibilities in the North, where the closure of the Giant Mine (N.W.T.) and the Faro Mine (Yukon) have left the department with major liabilities on the environmental front. Solutions will require private and public sector partnership.

At the same time, additional legislative changes will be proposed to provide for modern natural resource management regimes, including new resource management boards created as a result of settled land claims. Specific initiatives to address these challenges are outlined on pages 23 and 25.

Public expectations and concerns: There is very limited public understanding of Aboriginal issues among the public, highlighting the need for greater information on basic Aboriginal issues and on departmental business lines in general. INAC's new strategic communications approach is addressing this concern with ongoing development of public education products and activities.

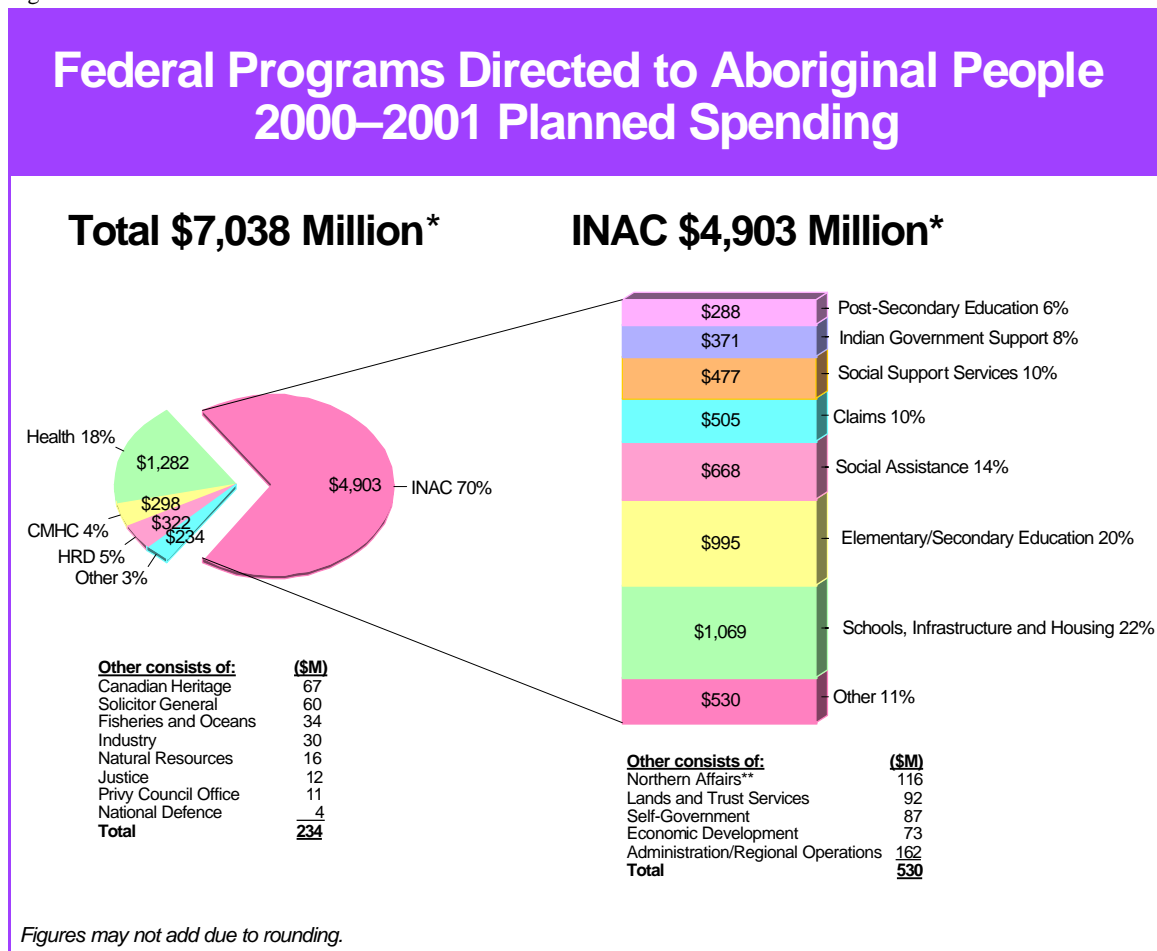
Canadian Polar Commission

Given the broad mandate of the Canadian Polar Commission, the challenges will be to evaluate polar knowledge in Canada and internationally, and to set strategic objectives and provide recommendations to the government that reflect Canadian polar research concerns. Various initiatives are under way to address these challenges (details are outlined on page 30).

Position within the Government

Working more effectively and horizontally among departments involved in Aboriginal programs is a key thrust of *Gathering Strength — Canada's Aboriginal Action Plan*. Altogether, 12 federal departments and agencies, including INAC, offer programs for Aboriginal peoples, with planning expenditures of approximately \$7.0 billion in 2000–2001 (see Figure 2). This money enables Aboriginal people to have access to basic services within their communities comparable to the services other Canadians receive through provincial, territorial and municipal governments. In fact, over 80 percent of total on-reserve funding represents these basic province-type services. For further information on types of programs and policies for each department or agency, see Co-delivery Partner Contacts on page 36.

Figure 2



* Expenditures in Figure 2 are budgetary only. To reconcile to the Gross Planned Spending figure for INAC in Table 1 on page 10 (\$4,946 million), \$43 million must be added to the INAC total of \$4,903 million in Figure 2. The \$43 million is an estimate of the non-Aboriginal portion of expenditures in the Northern Affairs Program.

** Reflects Aboriginal-specific programs and a proportion of non-Aboriginal-specific programs.

Note: The government has allocated \$2.65 billion for strengthening provincial and municipal infrastructure and will be consulting with other orders of government in the coming months to reach consensus on a multi-year plan to improve municipal infrastructure in cities and rural communities across Canada and provincial highways. Agreements are expected to be signed by the end of the year.

Financial Spending Plan

Table 1

Indian and Northern Affairs	(\$ Millions)			
	Forecast Spending 1999–2000*	Planned Spending 2000–2001	Planned Spending 2001–2002	Planned Spending 2002–2003
Gross Planned Spending				
Indian and Inuit Programming	3,955.4	4,202.9	4,221.0	4,306.0
Claims	439.5	504.6	477.2	410.0
Northern Affairs	218.6	158.9	152.0	152.8
Administration	88.9	79.7	79.7	79.7
Sub-Total (Gross Planned Spending)^{1,2}	4,702.4	4,946.1	4,929.9	4,948.5
Less: Non-Respendable Revenue	(62.8)	(62.3)	(102.4)	(148.6)
Plus: Non-Budgetary (Loans)	51.3	22.3	22.3	20.6
Plus: Costs of Services Received Without Charge	44.0	44.0	45.2	46.1
Net Cost of the Department	4,734.9	4,950.1	4,895.0	4,866.6
Full-Time Equivalents	3,324	3,294	3,270	3,269
(1) Details — Gross Planned Spending				
Operating Expenditures	512.9	479.0	472.5	440.6
Capital Expenditures	3.1	30.1	26.8	14.7
Transfer Payments	4,186.4	4,437.0	4,430.6	4,493.2
Total	4,702.4	4,946.1	4,929.9	4,948.5
(2) Derivation of Gross Planned Spending				
Main Estimates/Reference Levels	4,522.6	4,804.6	4,814.3	4,842.8
Adjustments	179.7	141.5	115.6	105.7
Total	4,702.4	4,946.1	4,929.9	4,948.5

Figures may not add due to rounding.

Table 2

Canadian Polar Commission	(\$ Millions)			
	Forecast Spending 1999–2000*	Planned Spending 2000–2001	Planned Spending 2001–2002	Planned Spending 2002–2003
Total Planned Spending (Gross & Net)	1.0	1.0	1.0	1.0
Full-Time Equivalents	6	6	6	6

* Reflects the best forecast of total planned spending to the end of the fiscal year.

Section III — Objectives, Expected Results, Value For Money

Indian and Northern Affairs Canada consists of three integrated and related programs — Indian and Inuit Affairs, Northern Affairs, and Administration — and the Canadian Polar Commission.

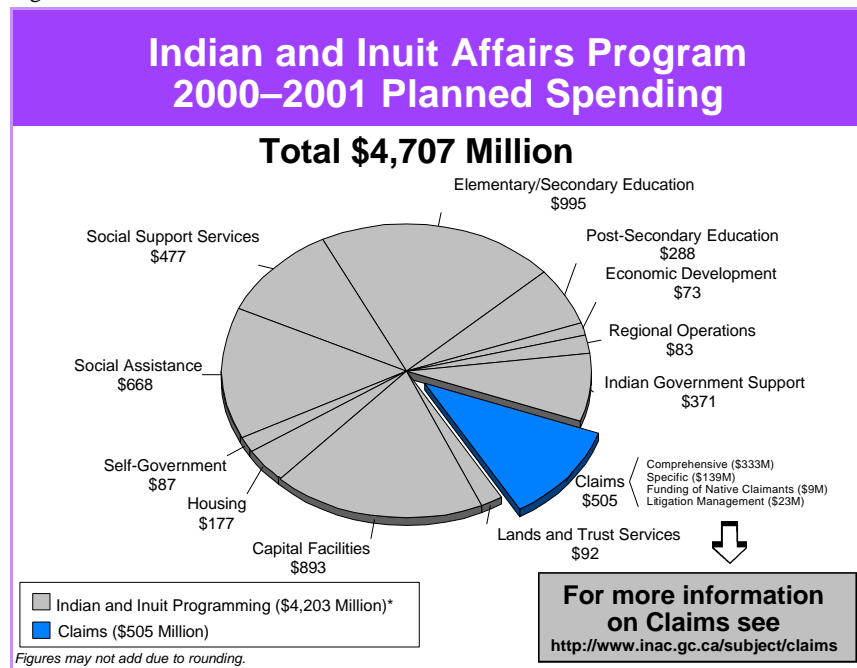
Indian and Inuit Affairs Program

Why Are We in the Business?

To provide Canadians with an environment that fosters a more promising future for all First Nations and Inuit people by addressing past grievances and the discrepancies in living standards between First Nations and Inuit and non-Aboriginal people; and promotes enhanced skills and expertise leading to more sustainable and accountable First Nations and Inuit governments, increased self-sufficiency and economic independence.

The Indian and Inuit Affairs Program consists of two business lines: **Indian and Inuit Programming**, and **Claims**. Figure 3 provides an estimate of how Indian and Inuit Affairs Program's 2000–2001 budget of approximately \$4.7 billion is allocated among business lines and services, based on mutually supportive and interdependent strategic objectives.

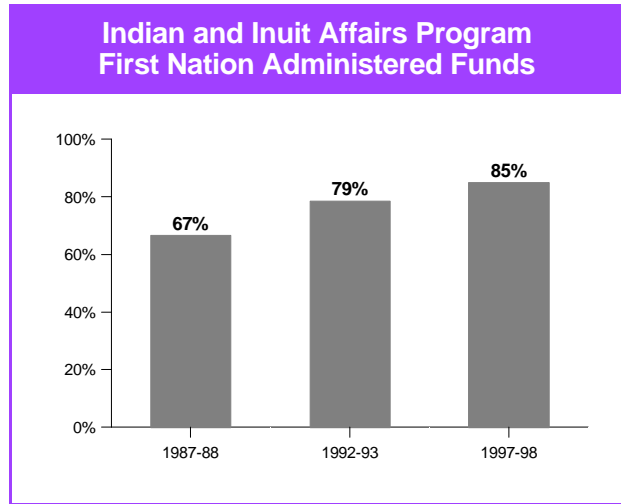
Figure 3



* Year-over-year growth includes approved expenditure growth of two percent and other specific adjustments for items such as *Gathering Strength* and Davis Inlet.

It should be noted that First Nations now deliver almost all social and economic programs funded by INAC. About 85 percent of Indian and Inuit Programming funds goes directly to First Nations and their organizations for government services such as education, social services, infrastructure and local government (see Figure 4). As such, First Nations have a dual accountability, to their communities and to the federal government. The department and First Nations have put in place a range of initiatives to ensure strong accountability (see pages 6, 18 and 19). A further nine percent of program funds is transferred to the provinces for program services to First Nations and Inuit communities. The department directly administers only about six percent of funds; most of this expenditure relates to legal obligations to First Nations and Inuit people.

Figure 4



Strategic Objectives

Gathering Strength is an integrated, government-wide plan to address the key challenges facing Aboriginal people — structural reform of the federal government’s Aboriginal programming to promote self-sufficiency and economic development and the enhancement and strengthening of the capacity of Aboriginal governments and organizations to run accountable, responsive government systems. The four themes of *Gathering Strength* are consistent with the department’s Sustainable Development Strategy, which was tabled in the House of Commons in December 1997. For more information on *Gathering Strength*, visit our Web site at <http://www.inac.gc.ca/strength/index.html>. For more information on the departmental Sustainable Development Strategy, visit our Web site at <http://www.inac.gc.ca/sds/index.html>.

The action plan consists of four strategic objectives:

- ✓ **Renewing the partnerships**
- ✓ **Strengthening Aboriginal governance**
- ✓ **Developing a new fiscal relationship**
- ✓ **Supporting strong communities, people and economies**

For each of the Indian and Inuit Affairs Program’s strategic objectives, the following pages outline objectives, expected results and an assessment of value for money.

Strategic Objective

Renewing the Partnerships through reconciliation and resolution to help First Nations and Inuit communities bring closure to historic grievances, identifying common priorities, increasing public awareness of Aboriginal issues, and achieving practical solutions for the needs of Aboriginal people, through working together in partnership.

What Factors Influence Performance?

Addressing First Nations and Inuit issues can only be achieved if all levels of government move beyond debates over jurisdictions to work cooperatively and employ new approaches to support partnerships and achieve practical results that improve the quality of life on reserve and in Inuit communities.

The rising tide in litigation has presented challenges for renewing the partnerships with Aboriginal peoples. There has been a six-fold increase in the number of general litigation cases over the last decade, while residential school cases have multiplied by 36 times the number three years ago. Strategies aimed at settling litigation out of court and employing alternative dispute resolution approaches are being used to resolve these historic grievances.

What Are the Expected Results?

Outcome: Stronger Working Relationships with Aboriginal Peoples and Organizations	
To be Demonstrated by	Key Deliverables 2000–2003 (activities / outputs)
<ul style="list-style-type: none"> • Effective working relationships 	<ul style="list-style-type: none"> • Ongoing development of policy and operational options related to Lands and Trust Services activities through the work of the AFN/INAC Joint Initiative on Policy Development • Joint development and implementation, with the Inuit Tapirisat of Canada, of an Inuit Action Plan

Outcome: Understanding of First Nation and Inuit issues by Canadian Public	
To be Demonstrated by	Key Deliverables 2000–2003 (activities / outputs)
<ul style="list-style-type: none"> • Public awareness of Aboriginal issues 	<ul style="list-style-type: none"> • Promotion and funding of educational products, produced by Aboriginal people, that focus on basic Aboriginal issues and culture, targeted to audiences such as youth and school children • Funding partnership activities to conduct public awareness programs targeting both Aboriginal/non-Aboriginal audiences • Using the Internet to effectively communicate and promote government programs and services

Outcome: Reconciliation and Community Healing	
To be Demonstrated by	Key Deliverables 2000–2003 (activities / outputs)
<ul style="list-style-type: none"> Reconciliation through healing and settling grievances 	<ul style="list-style-type: none"> Out-of-court settlement of residential school abuse claims where substantiated and liability clear Dispute resolution pilot projects to test alternative means of resolving residential school abuse claims

Outcome: New Approaches to Federal, Provincial, Territorial Relations with First Nations and Inuit	
To be Demonstrated by	Key Deliverables 2000–2003 (activities / outputs)
<ul style="list-style-type: none"> Federal, provincial, territorial, First Nations partnership initiatives 	<ul style="list-style-type: none"> Improved horizontal policy development that meets needs of First Nations and Inuit Expanded partnerships with First Nations and Inuit and federal/provincial/territorial governments that provide for the needs and aspirations of Aboriginal people Access to resource development opportunities for First Nations communities Access to employment and procurement opportunities with other governments by First Nations individuals and enterprises Federal, provincial, territorial Aboriginal Affairs Ministers and national Aboriginal leaders to meet on an annual basis to discuss such pressing issues as Aboriginal youth and Aboriginal participation in the economy

How Does This Achieve Value for Money?

It will take time to establish new working relations and increase awareness of Aboriginal issues. However, investments in renewed partnerships will provide a solid basis for moving ahead together in a concerted effort to develop sustainable and accountable First Nations governments, leading to healthy and economically viable communities.

Strategic Objective

Strengthening Aboriginal Governance through the development of Aboriginal governments that are stable, legitimate and accountable to their people; that have the power and resources to solve problems locally and provide programs and services comparable to those received by other Canadians. Resolve outstanding grievances and negotiate title to land and resources.

What Factors Influence Performance?

The size and isolated nature of many First Nations communities, and the lack of clearly defined relationships with other governments providing similar services, are key factors influencing our operations. Media attention to issues of Aboriginal governance has helped to raise public awareness and expectations for accelerated progress in this area. Increased focus on accountability and the need to strengthen reporting to the Minister and Parliament emphasizes the necessity for initiatives aimed at accountability and professional development which are key elements of *Gathering Strength* and the Sustainable Development Strategy.

What Are the Expected Results?

Outcome: Enhanced Aboriginal Governance Capacity	
To be Demonstrated by	Key Deliverables 2000–2003 (activities / outputs)
<ul style="list-style-type: none"> Governance capacity-building initiatives 	<ul style="list-style-type: none"> Governance, capacity-building and accountability initiatives; establishment of a First Nations governance institute for research and training; and professional development programs for First Nations and Inuit leaders and their public service Creation of Aboriginal Centres of Excellence and professional associations Creation of a framework for a First Nations statistical system Increase in by-laws usage and development of Band constitutions and/or governance codes/frameworks Progressive increase in First Nation and Inuit public servants enrolment in professional development training programs and courses Progressive increase in First Nations and Inuit accessing professional development funding to formalize community administration policies and procedures, operational and managerial roles and responsibilities, and codes of conduct Capacity development with First Nations for the devolution of the management of oil and gas resources

Outcome: Self-Government Agreements	
To be Demonstrated by	Key Deliverables 2000–2003 (activities / outputs)
<ul style="list-style-type: none"> Number of negotiated self-government agreements 	<ul style="list-style-type: none"> Achievement of up to 10 self-government agreements-in-principle and up to eight final agreements Sound accountability systems for both financial and other activities Creation of First Nations constitutions

Outcome: Devolution of Federal Functions	
To be Demonstrated by	Key Deliverables 2000–2003 (activities / outputs)
<ul style="list-style-type: none"> Devolved federal responsibilities 	<ul style="list-style-type: none"> Explore alternative approaches such as the <i>First Nations Land Management Act</i> Continued implementation of the AFN/INAC Joint Initiative on Policy Development to develop operational and policy options by which First Nations may assume greater control of lands and governance Devolution of land administration functions to 23% of First Nations Devolution of Indian registration functions to 88% of First Nations Devolution of the management of oil and gas resources to five First Nations as a project and model for other First Nations

Outcome: Negotiated Settlement of Outstanding Grievances http://www.inac.gc.ca/subject/claims	
To be Demonstrated by	Key Deliverables 2000–2003 (activities / outputs)
<ul style="list-style-type: none"> Number of negotiated claims settlements 	<ul style="list-style-type: none"> 15 specific claim settlements in 2000–2001 and 50-60 specific claim settlements by 2003 Agreement with Aboriginal groups on improvements to specific claims process Significant progress on comprehensive claim settlements by concluding up to 18 agreements-in-principle and up to 17 final agreements Implementation of up to 75 treaty-related measures designed to expedite the conclusion of treaty negotiations under the British Columbia treaty process 200 out-of-court settlements Bring forward separate legislation for three Prairie regions to facilitate claim settlement based reserve expansion commitments leading to accelerated development of reserve lands

How Does This Achieve Value for Money?

Settling claims and promoting self-government not only meets our lawful obligations but also benefits First Nations and all Canadians by providing First Nations communities with the resource and economic base necessary to improve socio-economic conditions and decrease social dependency. Claims settlements remove uncertainty regarding title to land in a claim area, facilitate business transactions and support economic development. Public government/self-government agreements ensure First Nations and Inuit communities have stable, legitimate and accountable governments that have the ability to promote economic well-being by providing the quality of life and standards of service most other Canadians enjoy.

Professional development program initiatives focused on capacity building of the First Nations' public service and the enhancement of First Nation governance and accountability structures/frameworks creates an environment suitable to long term sustainable development, as well as partnership opportunities with other public/private sector interests leading to investment, employment, economic wealth and greater self-reliance.

In addition to the professional development program, initiatives such as the *First Nations Land Management Act* and comprehensive claims negotiations, contribute significantly to fulfilling the Sustainable Development Strategy's commitment to increase First Nations' empowerment, through greater involvement in the management of natural resources and establishment of effective and culturally appropriate environmental regulatory regimes.



***Strategic
Objective***

Developing a New Fiscal Relationship through building institutional capacity and through fiscal arrangement models that are transparent, provide more stable and predictable financing, that support the maximization of internal generation of own-source revenues, and that support the accountability of Aboriginal governments and institutions to their members.

What Factors Influence Performance?

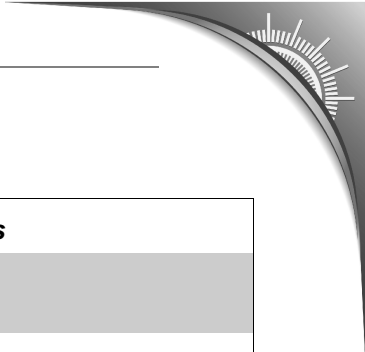
Discussions concerning own-source revenues must take into consideration the relatively low level of economic development in First Nations communities and First Nations' concerns about the impact of own-source revenues on federal transfers for programs and services. In addition, capacity for the administration of public funds and programs varies considerably among more than 600 First Nations Bands.

Since First Nations governments began assuming greater control over program management and delivery, progress has been made in strengthening capacity and accountability, but there is still work to do. First Nations are increasingly recognizing the importance of articulating an accountability framework that is responsive to community needs and improves credibility with the Canadian public. The department will continue to work with First Nations to develop practical, sustainable governance arrangements built on legitimacy, authority and accountability.

What Are the Expected Results?

Outcome: New Fiscal Arrangement Models	
To be Demonstrated by	Key Deliverables 2000–2003 (activities / outputs)
<ul style="list-style-type: none"> • New government-to-government fiscal transfers and institutions 	<ul style="list-style-type: none"> • New fiscal transfer models that strengthen accountability, provide stability of funding and integrate First Nations own-source revenues • Information and data collection systems to support new fiscal arrangements and measure performance • Evaluation of effectiveness of financial arrangements with Aboriginal governments • Canada/First Nations Funding Agreement, providing a single funding instrument for interested federal departments providing funds to First Nations under the <i>Indian Act</i> • New financing and accountability guidelines for self-government negotiators to replace interim guidelines • Basis of a federal policy on own-source revenues • Through the National Table on Fiscal Relations, develop capacity and institutions in such areas as financial management, access to capital, taxation, data and financial management

Outcome: Strong Fiscal Accountability	
To be Demonstrated by	Key Deliverables 2000–2003 (activities / outputs)
<ul style="list-style-type: none"> • Enhanced local accountability measures 	<ul style="list-style-type: none"> • First Nations completing the Accountability and Management Assessments and attendant Development Plans as appropriate to address weaknesses • First Nations annual financial statements meeting quality and timeliness standards • Effective Remedial Management Plans in place • Progressive implementation of government budgeting, internal controls, reporting and auditing standards



Outcome: Financial Skills and Capacity in First Nations	
To be Demonstrated by	Key Deliverables 2000–2003 (activities / outputs)
<ul style="list-style-type: none">• Community capacity-building initiatives	<ul style="list-style-type: none">• Recognition of First Nations within Canadian Accounting Standards as set out by the Canadian Institute of Chartered Accountants• First Nations whose staff have access to programming of the new Aboriginal Financial Officers Association (AFOA), and are members and have attained recommended standards• Aboriginal people certified through AFOA standards• Statistical training and data collection and analysis techniques

How Does This Achieve Value for Money?

New fiscal relationships will take time to develop, but will lead to more stable and predictable funding sources for First Nations and to increasingly self-reliant First Nations governments. These new relationships will support delivery of programs and services, public confidence in the operation of government, greater stability and effective use of financial resources. Fostering good government and strong accountability in First Nations communities will increase investor confidence, support economic partnerships and improve living conditions.



Supporting Strong Communities, People and Economies through working in partnership with First Nations, the private sector and other governments to enable First Nations to attain a quality of life comparable to neighbouring communities, narrowing the gap in socio-economic conditions and working to improve the standard of living.

What Factors Influence Performance?

The challenges inherent in reducing the discrepancies in living standards between Aboriginal and non-Aboriginal people is compounded by the fact that the Registered Indian population is growing about twice as fast as the overall Canadian population. Moreover, 57 percent of the Registered Indian population is under 30, and about 31 percent is under the age of 15, further increasing the demand for school space, housing, public infrastructure, social services and jobs.

What Are the Expected Results?

Outcome: Increased Self-sufficiency Through Improved Education and Active Social Programming	
To be Demonstrated by	Key Deliverables 2000–2003 (activities / outputs)
<ul style="list-style-type: none"> Increased self-reliance 	<ul style="list-style-type: none"> Review and analysis of results of demonstration projects which commenced in 1998–1999 and 1999–2000 to guide redesigned policy framework Increased access to active measures in social programming
<ul style="list-style-type: none"> Enhanced support for children and youth 	<ul style="list-style-type: none"> An evaluation of the NCB initiative and its impact on low-income families and their children A third phase of the NCB is to be introduced in July 2001
<ul style="list-style-type: none"> Improved education programming and achievement 	<ul style="list-style-type: none"> 250 education reform projects undertaken Education reform programs affecting all Band schools At least one significant organizational initiative in each region Improve enrolment rate of ages six to 16 (currently 90%) and reduce the gap between enrolment rates of First Nations and other Canadians Stabilize progression rate in elementary education at 60%

Outcome: Improved Health and Safety Through Improved Housing and Community Infrastructure http://www.inac.gc.ca/regions/hq/infra/intro.html	
To be Demonstrated by	Key Deliverables 2000–2003 (activities / outputs)
<ul style="list-style-type: none"> Improved housing on reserve 	<ul style="list-style-type: none"> 50 additional First Nations with community-based housing plans by March 2001 5% increase in the number of adequate housing units on reserve by March 2003 (from 55% to 60%) 9% increase in the total number of housing units on reserve by March 2003 (from 85,000 units to 92,000 units)
<ul style="list-style-type: none"> Improved water and sewer services on reserve 	<ul style="list-style-type: none"> 2% increase in the proportion of on-reserve houses with basic water delivery and sewage disposal systems by March 2001 (from 93% to 95%) 3% increase in the proportion of on-reserve houses with basic water delivery and sewage disposal systems by March 2003 (from 93% to 96%)
<ul style="list-style-type: none"> Environmental remediation 	<ul style="list-style-type: none"> Remediation of 60% of the 750 remaining historical contaminated sites identified in First Nations communities

**Outcome: Strengthened Economic Development Through
Improved Access to Economic Opportunity On and Off Reserves**

To be Demonstrated by	Key Deliverables 2000–2003 (activities / outputs)
<ul style="list-style-type: none"> • Economic partnerships 	<ul style="list-style-type: none"> • To increase the number of province or territory-wide Aboriginal business/government economic partnerships across Canada from five to eight • To increase funding for Aboriginal participation in major natural resources development partnership projects from 16 to 20 • Increased amount of developmental lending made by Aboriginal financial institutions by \$20 million by March 2003
<ul style="list-style-type: none"> • Business activity 	<ul style="list-style-type: none"> • Increase business start-ups or expansions assisted by the provision of funding under INAC’s equity support programs
<ul style="list-style-type: none"> • Labour force participation 	<ul style="list-style-type: none"> • Increased employment rates for First Nations and Inuit in regional labour markets

How Does This Achieve Value for Money?

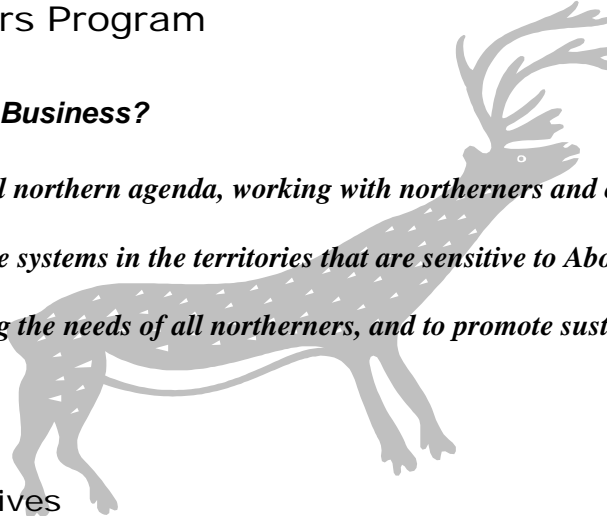
Investments that create strong communities, people and economies result in a corresponding reduction in health and other social costs. More economically viable and self-sustaining communities contribute not only to the health and well-being of on-reserve populations but also to the broader Canadian economy.

These investments also demonstrate INAC’s commitment to the principles of the Social Union — comparability of service delivery and mobility. Economic development projects also benefit neighbouring communities indirectly through job creation and regional economic stability and growth.

Northern Affairs Program

Why Are We in the Business?

To manage the federal northern agenda, working with northerners and other partners to strengthen governance systems in the territories that are sensitive to Aboriginal rights and interests while meeting the needs of all northerners, and to promote sustainable development in the North.



Strategic Objectives

Supporting the Northern Agenda by:

- Managing federal interests — \$97.7 million; and
- Promoting northern sustainable development — \$61.2 million.

For each of the Northern Affairs Program's (NAP's) strategic objectives, the following pages outline the objectives, expected results and an assessment of value for money.



Managing Federal Interests through devolution of provincial-type responsibilities for land and resources to territorial and Aboriginal governments and through management of ongoing federal responsibilities. Until devolution is completed, the NAP's primary responsibilities are to continue to manage the North's resources effectively and to promote development in a sustainable manner.

What Factors Influence Performance?

Completion of a devolution transfer agreement with the Government of Yukon is closely linked to the finalization of land claims and implementation of self-government agreements. Similarly, progress on devolution in the N.W.T. is tied to land claims and self-government agreements and to building consensus among federal, territorial and Aboriginal partners on a common agenda for devolution. Moving forward on devolution in Nunavut will depend on the strategic objectives and capacity of the newly established territorial government. In addition, a series of legislative initiatives will be proposed to deal with the complex issues of integrated resource management in the territories.

What Are the Expected Results?

Outcome: Continued Political Development, Including the Devolution of Provincial-type Powers and Programs in a Manner Consistent with the Implementation of Aboriginal Inherent Right of Self-government	
To be Demonstrated by	Key Deliverables 2000–2003 (activities / outputs)
<ul style="list-style-type: none"> • Establishing new intergovernmental processes in: 	<p><u>Nunavut</u></p> <ul style="list-style-type: none"> • Building a new intergovernmental relationship through new forums • Completing the transition toward establishing a regional office presence in Nunavut • Exploring opportunities for shared program delivery and devolution • Working with the other parties to the Nunavut Land Claim Agreement to strengthen ongoing implementation efforts <p><u>N.W.T.</u></p> <ul style="list-style-type: none"> • Building consensus among Aboriginal, territorial and federal partners through an intergovernmental process on a common agenda for political development, as well as devolution of control and management of land and natural resources
<ul style="list-style-type: none"> • Completion of a comprehensive devolution agreement with Yukon government 	<ul style="list-style-type: none"> • Completion of an agreement with the Government of Yukon and First Nations to transfer administration and control of land and resource management to the Government of Yukon
<ul style="list-style-type: none"> • Completion of claims-related resource management legislation 	<ul style="list-style-type: none"> • Implementation of northern land claims and self-government agreements, including the creation of new claims-related co-management boards in the North for natural resource management and environmental assessment • Development of modern legislative regimes to support the management of resources in all three territories • Development of claims implementation legislation including: <i>Yukon Development Assessment Act; Mackenzie Valley Surface Rights Act and Nunavut Resource Management Act</i>
<ul style="list-style-type: none"> • Promoting strong international Arctic relationships 	<ul style="list-style-type: none"> • Promoting sustainable development and capacity-building initiatives in multilateral and bilateral relations • Exercising Canadian leadership among circumpolar nations through our work on the Arctic Council and joint projects with our circumpolar neighbours

How Does This Achieve Value for Money?

The North is still undergoing major political change. Just as Canada's third territory, Nunavut, became a reality on April 1, 1999, agreement was reached with the Yukon government and Yukon First Nations on several major elements of a devolution package, laying the groundwork for the Yukon government to assume responsibility for provincial-type responsibilities in managing land, water, mineral and forestry resources. Devolution will result in stronger, more self-reliant territories. In addition, progress continued on enabling northern Aboriginal people to become full partners in the management of the North's natural resources through their involvement in the development and implementation of resource management boards and agencies. In the N.W.T., initiatives are getting under way to assess and, where necessary, enhance the capacity of regulatory processes to ensure responsible resource development. Increased stability in the North will lead to a more favorable climate for economic development and consequent opportunities for jobs and growth throughout the North.



Promoting Northern Sustainable Development through management of natural resources and protection of the environment will create stronger communities with sustainable economies in the North.

What Factors Influence Performance?

Mineral and petroleum development continues to influence workloads in the areas of inspections, permits, claims registration, rights administration, royalty collection, mineral assessment verification, project reviews and environmental assessment, all of which are departmental responsibilities. Large new gas discoveries in the N.W.T. and renewed interest in developing the huge natural gas potential in the Mackenzie Delta are creating additional workload pressures. Furthermore, the decline in mineral prices and the resulting mine closures in the N.W.T. and Yukon since 1997–1998 have created new problems requiring new strategic approaches. For example, the financial difficulties at the Giant Mine (N.W.T.) and the Faro Mine (Yukon) have left INAC with environmental liabilities to manage, while working in partnership with the private sector to find solutions for continuing operations at the mines. Initiatives to find private sector solutions will, in the longer term, reduce Crown liabilities, take advantage of improved markets and provide future employment and government revenues.

Implementation of planned legislative and regulatory obligations will pose other challenges for the department. All stakeholders, including Aboriginal groups, environmental groups and industry, recognize the advantages of establishing a stable legislative and regulatory regime for resource management. Newly established resource management boards, in combination with the department's extensive legislative mandate, present challenges for staff and northern partners alike, and will, for instance, affect project time lines for completion of environmental reviews.

What Are the Expected Results?

Outcome: Sustainable Resource Development and Stronger Northern Communities and Economies	
To be Demonstrated by	Key Deliverables 2000–2003 (activities / outputs)
<ul style="list-style-type: none"> • Effective natural resource legislation, regulations and policies 	<ul style="list-style-type: none"> • Creation of a competitive, efficient and predictable investment climate through the development and implementation of modern legislative, regulatory and policy regimes and through regulatory reviews • Development of new resource management policies and legislation for Nunavut
<ul style="list-style-type: none"> • Continued protection of the Arctic environment and renewable resources 	<ul style="list-style-type: none"> • Protection and remediation of the Arctic environment through policy development; research; diligent monitoring, inspection and enforcement; and contaminated site assessment and remediation • Implementation of a legislative and policy regime for the management of offshore land and water resources • Support for the development of northern land use plans
<ul style="list-style-type: none"> • Facilitating resource development activity 	<ul style="list-style-type: none"> • Management of new mineral developments, as well as minimizing the impact of mine closures and downsizing • Attraction of private sector investment in northern resources, support for innovative business practices and enhancement of benefits to northerners from economic activities • Improvement in land and water policies and operating procedures • Management of new natural gas developments and pipeline infrastructure • Development of closer working relationships with northern Aboriginal groups and the territorial governments in the area of resource administration, including capacity-building in Aboriginal communities • Development of a Mine Reclamation Policy in the N.W.T.
<ul style="list-style-type: none"> • Implementation of a northern sustainable development strategy 	<ul style="list-style-type: none"> • Developing, in consultation with northerners, an updated northern Sustainable Development Strategy to be tabled in the House of Commons in December 2000
<ul style="list-style-type: none"> • Managing Northern Air Stage (Food Mail) Program 	<ul style="list-style-type: none"> • Stabilization of retail prices for perishable food in isolated communities

How Does This Achieve Value for Money?

Departmental efforts to create an efficient and stable regulatory regime and to work with northerners, territorial governments and the private sector to take advantage of economic opportunities are having a direct impact on jobs and growth throughout the North. Ensuring that development in the North proceeds in a manner that does not compromise the ability of future generations to meet their own needs is at the core of INAC's sustainable development efforts in the North.

Administration Program

Why Are We in the Business?

The Administration Program supports INAC's operating programs by providing policy direction and coordination and central advisory services, and ensures that departmental operations are carried out in an environmentally sustainable manner. It is responsible for administrative services, finance, human resources, communications and technical services. Its functions include strategic and financial planning, informatics, material management, and ministerial correspondence and briefings. The program also conducts evaluations, reviews and internal audits in accordance with Treasury Board policy.

Strategic Objective

- Supporting *Gathering Strength* by finding innovative ways of doing business — \$79.7 million.



Supporting *Gathering Strength* by Finding Innovative Ways of Doing Business through the creation of an efficient and effective departmental program that provides a high level of quality services in support of First Nations, Inuit and northerners and the implementation of the key initiatives contained in *Gathering Strength — Canada's Aboriginal Action Plan*, which will require considerable effort and interagency cooperation.

What Factors Influence Performance?

Gathering Strength calls for a new government-to-government relationship. The Administration Program has a key role to play in assisting the capacity development of First Nations and Inuit and in development of policy for strong and sustainable communities and governance structures.

What Are the Expected Results?

Outcome: An Environment That Promotes Aboriginal Representation; Fosters Sound Management Practices, Leadership, Innovation, Values and Ethics; and Pursues Opportunities Available through Change

To be Demonstrated by	Key Deliverables 2000–2003 (activities / outputs)
<ul style="list-style-type: none"> • Increased Aboriginal representation within a dynamic and skilled workforce • Leadership in sound management practices 	<ul style="list-style-type: none"> • Promote the recruitment, retention and advancement of Aboriginal employees • Development of Aboriginal Auditors Program • Evaluation of the level of support/promotion of Aboriginal and other minority representation within INAC • Pursuant to the government’s modern comptrollership initiative, completion and validation of an assessment of the status of current management practices within INAC utilizing the Comptrollership Capacity Check diagnostic tool to assess leadership; business planning and risk management; modern management practices; control systems; performance management; and accountability management • Development of an implementation plan to address opportunities to strengthen management practices as identified in the assessment • Ongoing implementation of sound management practices throughout the department with continued focus on Risk Management (copies of INAC’s Risk Management Framework are available through the Departmental Audit and Evaluation Branch at 819-994-4311), Leadership (http://www.inac.gc.ca/pubs/learning/index.html), and Planning and Accountability (http://www.inac.gc.ca/info/planning.html) • Strengthening of the Front Line Operations through targeted learning and development opportunities for employees on the front line • Improved ability of front-line employees to provide a full range of efficient and expert service to partners • Response to employee concerns and interests, as expressed in the Public Service Employee Survey and other forums, with programs and initiatives that build a supportive workplace and promote the development of the workforce as a whole • Positioning of INAC as an employer of choice

Outcome: An Environment That Promotes Aboriginal Representation; Fosters Sound Management Practices, Leadership, Innovation, Values and Ethics; and Pursues Opportunities Available through Change (continued)

<i>To be Demonstrated by</i>	<i>Key Deliverables 2000–2003 (activities / outputs)</i>
<ul style="list-style-type: none"> • Leadership in sustainable development 	<ul style="list-style-type: none"> • Ongoing implementation and assessment of environmental management practices with respect to the Sustainable Development Strategy, including development of Phase II assessments on departmental properties; implementation of Sustainable Development Strategy action plan related to internal operations; and reporting on Sustainable Development Strategy commitments
<ul style="list-style-type: none"> • Increased First Nations access to government information and services 	<ul style="list-style-type: none"> • Improved accessibility by First Nations communities to the Internet • Creation of an Aboriginal Canada Site, a portal Internet site to facilitate access to government information and services • Publication of departmental information on the Internet • Implementation of services on-line providing First Nations with the ability to conduct business transactions with the department using the Internet

How Does This Achieve Value for Money?

The Aboriginal Workforce Participation Initiative increased partnerships with Aboriginal organizations, private sector corporations, educational institutions and governments.

The Aboriginal Masters Program and the Aboriginal Management Executive Development Program have recruited and/or appointed Aboriginal people to leadership roles in the department.

Throughout the period of this review, Human Resources learning and planning advisors have been promoting leadership, risk management, partnerships and human resource competencies in support of sound management practices. The department is currently finalizing a review of its management practices as part of the comptrollership initiative. A work plan will be developed to address any gaps following the review.

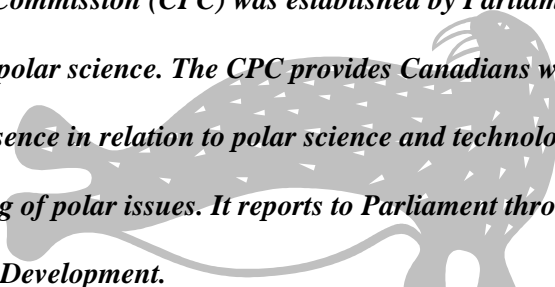
The department is one of the original six pilot departments participating in the modern comptrollership initiative. INAC has also been at the vanguard of developing a sound Risk Management Framework. Ensuring sound management practices consistent with the goals of modern comptrollership maximizes the effective use of resources and achievement of concrete results.

In addition, the implementation of “green” initiatives throughout the department and participation in federal government initiatives to improve the environment will result in long-term savings. Short-term savings have been demonstrated through the downsizing of the departmental fleet and the replacement of vehicles with more fuel-efficient models.

Canadian Polar Commission

Why Are We in the Business?

The Canadian Polar Commission (CPC) was established by Parliament in 1991 as the lead agency in the area of polar science. The CPC provides Canadians with an effective national and international presence in relation to polar science and technology that contributes to a broader understanding of polar issues. It reports to Parliament through the Minister of Indian Affairs and Northern Development.



Strategic Objective

- Developing and disseminating knowledge of polar regions — \$950,000.

Strategic Objective	<hr/> Developing and Disseminating Knowledge of Polar Regions The Canadian Polar Commission has responsibility for monitoring, promoting, and disseminating knowledge of the polar regions; contributing to public awareness of the importance of polar science to Canada; enhancing Canada's international profile as a circumpolar nation; and recommending polar science policy direction to government. <hr/>
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What Factors Influence Performance?

Success will depend on the priority assigned polar research by federal departments and agencies and on support from the polar research community. Availability of funding and resources will determine the extent to which strategic objectives can be completed.

What Are the Expected Results?

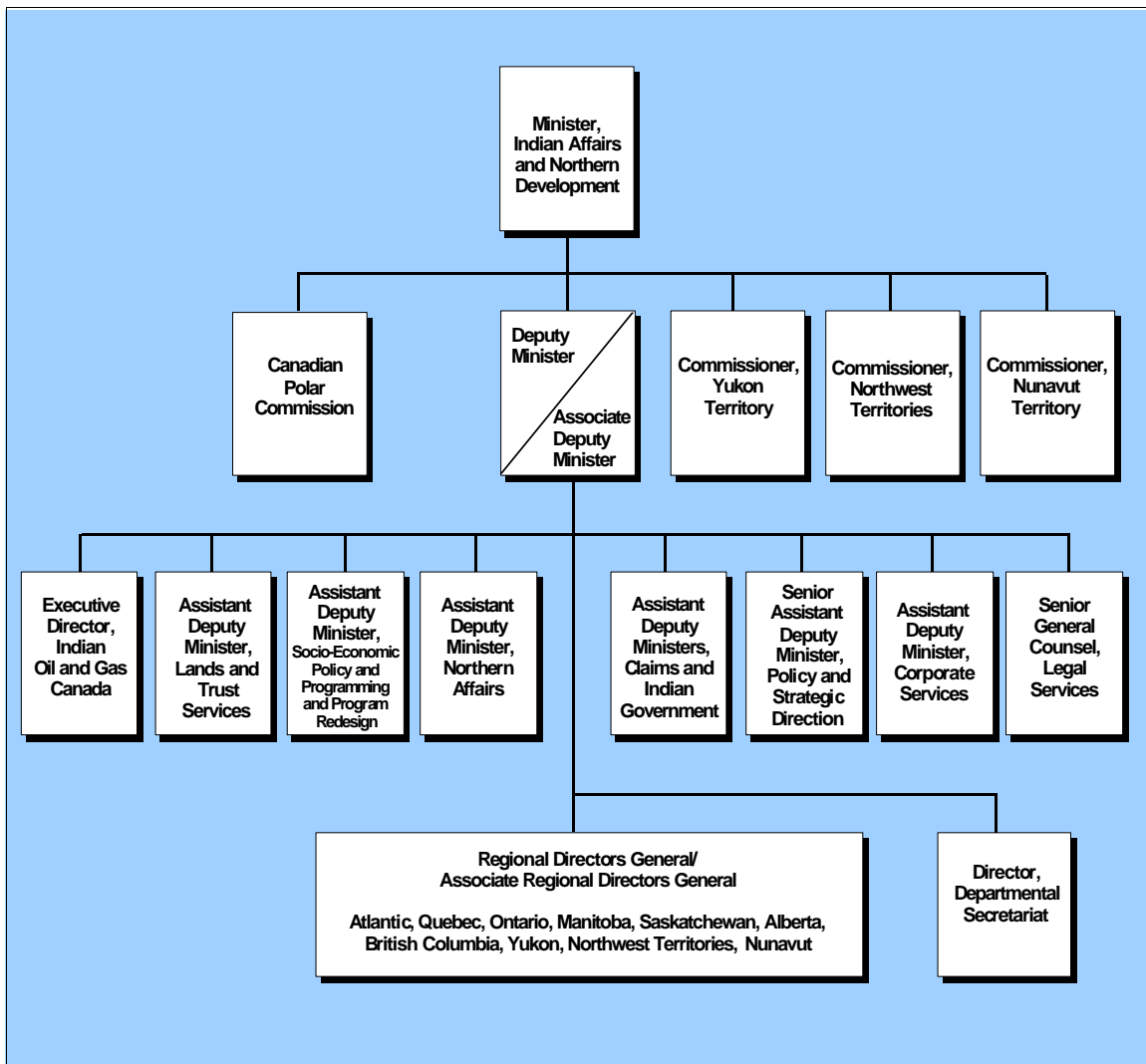
Outcome: A Broader Understanding of Polar Issues and an Effective National and International Presence in Polar Regions and in the Field of Polar Science and Technology	
To be Demonstrated by	Key Deliverables 2000–2003 (activities / outputs)
<ul style="list-style-type: none"> • Enhanced polar knowledge 	<ul style="list-style-type: none"> • Establishment of a Canadian Polar Information Network (CPIN) • Work will continue on compiling more detailed information on specific sectors within the field of polar science, a task which is essential to understanding many factors influencing this country's polar research capability and assessing our requirements for the future
<ul style="list-style-type: none"> • Public awareness of polar science 	<ul style="list-style-type: none"> • Increasing access to polar information • Publication of papers, newsletters and conference proceedings • Creation of a higher profile for polar science among the public
<ul style="list-style-type: none"> • International profile as a circumpolar nation 	<ul style="list-style-type: none"> • Increase Canada's representation in international Arctic and Antarctic organizations • Increased support for Commission initiatives from key stakeholders
<ul style="list-style-type: none"> • Science and technology in polar regions 	<ul style="list-style-type: none"> • Improved coordination of public and private sector science and technology initiatives • Reporting on the state of polar knowledge • Establishment of partnerships with northern and Aboriginal organizations for conferences and workshops • Developing and tracking appropriate polar science and technology indicators

How Does This Achieve Value for Money?

The Commission (<http://www.polarcom.gc.ca>) has provided valuable input into the state of Canadian polar knowledge and has helped focus national attention on the need for world-class research and information infrastructure. The Commission serves as an important source of information on polar research and as a link between the research sector, Aboriginal communities, industry, academia, governments and Canadians. It serves as Canada's primary point of contact with the circumpolar scientific community. Such activities not only complement the Commission's work with respect to domestic research activities but also provide a means of input into multilateral scientific projects of relevance to Canadian interests.

Section IV - Supplementary Information

Organizational Chart



Capital Spending/Projects

(millions of dollars)	Current Estimated Total Cost	Forecast Spending to March 31, 2000	Planned Spending 2000-01	Planned Spending 2001-02	Planned Spending 2002-03	Future Year Spending Requirement
Projects valued at \$15 million and over						
Infrastructure						
<i>Atlantic</i>						
Davis Inlet Relocation	112.5	46.3	42.6	21.9	1.7	0.0
<i>Manitoba</i>						
Garden Hill – Water and Sewer	31.9	0.0	0.0	0.0	0.4	31.5
Sandy Bay – Water and Sewer	17.1	7.1	0.0	0.0	0.0	10.0
Red Sucker Lake – Water and Sewer	20.1	0.0	0.3	3.4	0.0	16.4
God's Lake – Water and Sewer	26.3	7.6	2.5	0.0	0.0	16.2
Oxford House – Water and Sewer	16.8	0.0	0.0	0.0	0.4	16.4
Wasagamack – Water and Sewer Treatment Plant	19.9	4.6	0.0	0.0	0.0	15.3
Sub-Total (Infrastructure)	244.6	65.6	45.4	25.3	2.5	105.8
Education Facilities						
<i>Manitoba</i>						
Chemawawin School	22.9	0.6	6.8	4.0	0.0	11.5
Garden Hill School Phase II	31.5	1.5	8.0	12.7	9.3	0.0
Norway House Middle Years School	32.3	0.0	0.0	2.4	11.0	18.9
Peguis School Phase II	23.2	2.1	9.9	7.0	4.2	0.0
Sub-Total (Education Facilities)	109.9	4.2	24.7	26.1	24.5	30.4
Land Acquisition						
<i>Quebec</i>						
Kanesatake Land Unification	37.4	12.0	16.9	8.5	0.0	0.0
Sub-Total (Projects valued at \$15 million and over)	391.9	81.8	87.0	59.9	27.0	136.2
Other Capital Spending			512.3	509.5	557.0	
Total			599.3	569.4	584.0	

Note: Due to rounding, rows and columns may not add to totals shown.



Horizontal Initiatives

Aboriginal Canada Site

The Aboriginal Canada Site is an inter-departmental effort to integrate all federal, provincial and local government Aboriginal information and services within a single Aboriginal Internet Window. Recent focus groups of Aboriginal entrepreneurs as conducted by the Council for the Advancement of Native Development Officers (CANDO) and federal and provincial consultation indicates that a single-window approach to information on the Internet is very much in demand. Over the upcoming year INAC will work with other departments and First Nations and Inuit groups and peoples in the preparation of the background research and development of the "Aboriginal Canada Site".

This project is also in keeping with the Government of Canada's commitment to provide all information and services on-line for all Canadians. Beyond the digitization of paper based content and services, the Government On-line plan is to ensure that all information is client driven, integrated and interactive. The single window Aboriginal Canada site will serve as the medium in which to integrate all Aboriginal government information. While the first iteration of the site will be largely composed of information, successive versions will begin to incorporate on-line services targeted at Aboriginal communities and peoples. Users can expect to find information ranging from economic development programs and services to education opportunities.

Sustainable Development Initiatives

In the last year, INAC's Audit and Evaluation Branch conducted both a review and an audit of the implementation of the Sustainable Development Strategy (SDS) to date. The review focused on the Northern Affairs Program and Indian and Inuit Affairs Program while the audit dealt exclusively with the Administrative Services greening of internal operations. In both cases the methodology that was developed embraced the principles of ISO 14000 as well as sound environmental management practices. Findings and recommendations have been presented to senior management and completed action plans will be followed-up in one year's time. By conducting the review and audit after two years, it provides an ideal opportunity to learn from the experiences of the first SDS and apply those lessons to the development of the department's next SDS to be tabled in Parliament in December 2000. The following examples are key SDS initiatives within INAC to be included in the next Strategy.

Indian and Inuit Affairs Program (IIAP)

SDS/Gathering Strength Integration: The department continues to work on closely integrating its Sustainable Development Strategy into all of its activities through the development of common objectives, targets, indicators and actions as well as the development of common reporting and monitoring mechanisms. As part of the strategy renewal process, the department will consider ways in which an on-going dialogue related to SD can be established with Aboriginal communities.

A key goal of the SDS relates to internal integrated decision-making; i.e. the incorporation of sustainable development principles into the way the department makes decisions on a day-to-day basis. Within this goal, the IIAP has committed to raising the profile of the SDS within the department via the development and implementation of an SDS communication strategy and the development and implementation of SDS training and awareness sessions available to all employees, with an initial emphasis on senior management. A broad communication strategy to raise the profile of the strategy internally will be launched in the Winter/Spring of 2000 as will the piloting of a senior management SD awareness module. Subsequently, an SD training module for all employees and interested First Nations and Inuit will be developed and piloted in fiscal year 2000–2001.

Another action within this goal to which the IIAP is committed, is the integration of SD terms conditions, strategic objectives and targets in management contracts. This has been implemented in one INAC region on a draft basis to date. This commitment will be pursued in all other regions and headquarters in 2000–2001.

Northern Affairs Program

Northern Strategy: During the development of the first sustainable development strategies in 1996–1997, several federal departments jointly consulted with northerners. During those consultations, northerners expressed a strong desire for a single federal sustainable development strategy for the North, rather than several individual departmental strategies. A single Federal Sustainable Development Strategy for the North is being developed in response to that request as well as to the observation of the Commissioner of the Environment and Sustainable Development that better coordination among departments is needed during this second round of SDSs.

Administrative Services

Indicators and Targets: Administrative Services Directorate (ASD) will build on work that has already been completed by the interdepartmental committee entitled Performance Measurement Systems for Government Operations (PMSGO). PMSGO has identified 13 key internal operations which include such issues as Contaminated Sites, Hazardous Wastes, Water Efficiency, Solid Waste Management, Fleet, and Procurement and developed several measures for each. These areas were identified as key due to their higher probability of having profound effects on the environment if they are not actively managed by departments. However, before ASD is able to select a suite of indicators further work remains to be done with Public Works and Government Services Canada to develop an Memorandum of Understanding (MOU) to clarify issues of accountability between the two departments in areas such as water use, green procurement and energy efficiency. Once the MOU is signed, a suite of indicators will be selected for all 13 issues. At that point, regional and headquarters staff will be given the opportunity to provide comments on the suite of indicators before they are included in the department's next Part 3 section of the SDS, pertaining to Greening Government Operations.

Contacts for Further Information

References

Indian and Northern Affairs Canada

Terrasses de la Chaudière
10 Wellington St., North Tower
Hull, Quebec
Postal Address:
Ottawa, Ontario K1A 0H4

Internet
<http://www.inac.gc.ca>

Departmental Library, Publications and Public Enquiries

- Publications and Public Enquiries (819) 997-0380
E-mail: InfoPubs@inac.gc.ca
- Departmental Library (819) 997-0811
E-mail: Reference@inac.gc.ca
- Departmental Librarian and Manager, Publications and Public Enquiries (819) 997-8205
- Reference Librarian (819) 953-8604
- Inter-Library Loans (819) 994-1347

Internet

- Internet Webmaster (819) 997-0381

Media Relations — Communications

- Contact: (819) 997-8404

Statistical Enquiries (socio-demographic)

- Contact: (819) 953-9999
E-mail: Instat@inac.gc.ca

Canadian Polar Commission

Suite 1710
Constitution Square
360 Albert Street
Ottawa, Ontario
K1R 7X7
(613) 943-8605 or 1-888-POLAR01
E-mail: mail@polarcom.gc.ca

Internet
<http://www.polarcom.gc.ca>

Media Relations — Communications

- Contact: (613) 943-0716

Co-delivery Partner Contacts/Federal Department or Agency

Health Canada – Call (613) 954-8815 or see Web site at <http://www.hc-sc.gc.ca>.

- Non-Insured Health Benefits. Community Health Services, Environmental Health and Surveillance, and Hospital Services. National Native Alcohol and Drug Abuse Program. Brighter Futures Program – Community Mental Health and Child Development and Aboriginal Head Start. National Children’s Agenda. Aboriginal Diabetes Strategy. Aboriginal Health Institute. First Nations Home and Community Program.

Human Resources – Call (819) 953-1812 or see Web site at <http://www.hrdc-drhc.gc.ca>.

- Aboriginal Human Resources Development Strategy. Youth Employment Strategy.

Canada Mortgage and Housing Corporation – Call (613) 748-2586 or see Web site at <http://www.cmhc-schl.gc.ca>.

- On Reserve – Non-Profit Housing and Residential Rehabilitation Assistance Programs. Off Reserve – Rural and Native Housing, Urban Native Non-Profit Housing, Residential Rehabilitation Assistance and Emergency Repair Programs.

Solicitor General of Canada – Call (613) 991-0241 or see Web site at <http://www.sgc.gc.ca>.

- First Nations Policing Policy – On-Reserve First Nations Policing. Solicitor General Canada and Correctional Service Canada – develop innovative ways to deal with Aboriginal offenders within communities and develop appropriate programs within institutions.

Canadian Heritage – Contact Citizens Participation Directorate at (819) 994-3835.

- Aboriginal Friendship Centres, Northern Native Broadcast Access, Aboriginal Representative Organizations, Aboriginal Women’s Program, Aboriginal Languages Initiative, Territorial Aboriginal Language Accords and Urban Multi-purpose Aboriginal Youth Centres.

Industry Canada – Call (613) 992-6033 or see Web site at <http://www.abc.gc.ca>.

- Aboriginal Business Canada – to promote the development, competitiveness and success of Aboriginal business in Canadian and world markets.

Fisheries and Oceans – Contact Aboriginal Affairs Directorate at (613) 993-9161.

- Aboriginal Fisheries Strategy – to increase Aboriginal involvement in all aspects of coastal fisheries, fish habitat management and commercial fishing opportunities.

Natural Resources – Contact the Financial Management Branch at (613) 996-6865.

- Canada Lands Surveys, First Nations Forestry Program and capacity building initiatives in resource management.

Justice Canada – Contact the Programs Branch/Aboriginal Justice at (613) 957-3180.

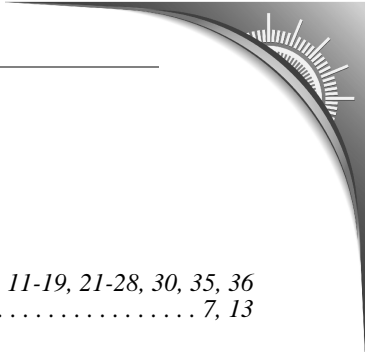
- Native Courtworker Program, Legal Studies for Aboriginal People Program and Aboriginal Justice Strategy Fund.

Privy Council Office – Contact the Federal Interlocutor for Métis and Non-Status Indians at (613) 947-1848 (Privy Council Office); or contact the Indian Specific Claims Commission at (613) 957-5180 or see Web site at <http://www.indianclaims.ca>.

- Aboriginal Self-Government Negotiations and Aboriginal communities and associations representing off-reserve Aboriginal peoples.

National Defence – Contact Corporate Services at (613) 992-6033.

- Canadian Rangers, Bold Eagle, Northern Native Entry Program, Headstart (student employment) – these programs hire and train qualified personnel for full and part-time employment in the Canadian Forces.



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