



Indian and Northern
Affairs Canada

Affaires indiennes
et du Nord Canada

Indian and Northern Affairs Canada Canadian Polar Commission and Indian Specific Claims Commission



**2005–06 Estimates
Report on Plans and Priorities**

Canada

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Section I Overview

Minister's Message

On behalf of Indian and Northern Affairs Canada (INAC), the Canadian Polar Commission, and the Indian Specific Claims Commission, I am pleased to present the *2005–06 Report on Plans and Priorities*.

As Minister of Indian Affairs and Northern Development, and the Federal Interlocutor for Métis and Non-Status Indians, I am committed to making Canada a better place for First Nations, Inuit, Métis and Northerners. My department has embarked on a path of renewal firmly focused on achievement of measurable results. Guided by a new management framework, work is well under way with First Nations, Inuit, Métis and northern communities on a number of important fronts. This partnered approach to progress will enable INAC to fulfil its main objective of assisting these communities in their journey toward achieving social, economic, environmental, cultural and political progress and sustainability.

Achieving sustainability requires vision, ongoing planning, focused effort and a commitment to partnership to realize the vision. INAC is but one of many essential partners joining efforts to construct a strong and enduring foundation for sustainable development in these communities. The other players include First Nations, Inuit, Métis and Northern individuals, communities and organizations; provincial and territorial governments; federal departments and agencies; and other interested parties.

Here at INAC, our vision is a future in which First Nations, Inuit and Métis communities are healthy, safe and thriving models of sustainability — a future in which northern territories are self-sufficient and prosperous, home to people making their own decisions, managing their own affairs and making strong contributions to the country as a whole. We will continue to put in place the policies, processes, programs and services needed to realize this vision. Together with our partners, we hold this essential goal in our hands, and its attainment is within our grasp.

The Government of Canada has set its course to achieve a new era of relationship-building with its Aboriginal partners, affirming its commitment in the historic Canada–Aboriginal Peoples Roundtable, held in April 2004. At the Roundtable, and in the sectoral sessions that followed, it was clear that the essential priorities, strategic direction and vision for progress cannot be determined or implemented without the full involvement of First Nations, Inuit and Métis, in collaboration with provincial and territorial governments. By strengthening and clarifying processes and protocols for relationships and decision making, it will become possible for these communities to have greater involvement in decisions that affect their daily lives and their future well-being.

As part of the continuing Canada–Aboriginal Peoples Roundtable process, INAC has actively participated in sectoral follow-up sessions on health, lifelong learning, housing, economic opportunities, negotiations (land claims, self-government and treaties) and accounting for results. The results of the sectoral sessions will be pivotal in seeking National Aboriginal Organizations — federal government agreement on joint priorities, actions and responsibilities at the spring Policy Retreat. The results of the Policy Retreat will be critical to discussions on shared priorities to close the socio-economic gap between Aboriginal and non-Aboriginal Canadians at the First Ministers' Meeting on Aboriginal issues in the fall.

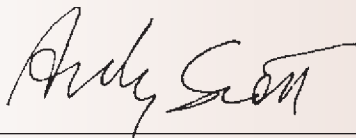
In the North, we have seen new opportunities arise as the process of devolution begins to unfold. In December 2004, a framework for the Northern Strategy was announced jointly by the Prime Minister, Minister of State for Northern Development Ethel Blondin-Andrew, myself and

the three northern territorial leaders. All levels of government are committed to working together, in consultation with Northerners, to articulate a long-term vision for the North and to design a strategy that will make a real and lasting difference in the quality of Northerners' lives.

As Minister, I am committed to the careful stewardship and sustainable development of the North, its land, its resources and its environment. As a government, we are dedicated to supporting strong, healthy communities founded on sound economies and cherished values. The Northern Strategy will enable us to build upon the momentum of Northerners' recent advances in entrepreneurship, higher education, employment and governance.

Change is happening in Canada's North — political, economic, environmental and social change — and this can be very positive. That change also brings with it challenges — challenges that affect the people of the North, but also the broader interests and the national priorities of our country. And that's why we're committed to a clear, forward-looking and effective Northern Strategy. Its objective is to give Canadians a road-map that will keep us on a forward course through this time of change in the North.

This *Report on Plans and Priorities* describes INAC's agenda for action and its long-term policy focus to help realize our shared aspirations. The report confirms my commitment, and that of the department, to continuing to work with our many partners to improve the quality of life for First Nations, Inuit, Métis and Northerners in Canada.



*The Honourable Andy Scott, PC, MP
Minister of Indian Affairs and Northern Development*

Summary Information

Raison d'être

Indian and Northern Affairs Canada

The mission of Indian and Northern Affairs Canada (INAC) is “Working together to make Canada a better place for First Nations, Inuit, Métis and Northerners.”

Canadian Polar Commission

The Canadian Polar Commission is responsible 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.

Indian Specific Claims Commission

The mission of the Indian Specific Claims Commission is to assist First Nations and Canada to settle specific claims. Performing a quasi-judicial role, the Commission provides an independent means: to review specific land claims at the request of a First Nation, when its claim has been rejected by the Minister of Indian Affairs and Northern Development or when a First Nation disagrees with the compensation criteria to be used by the government in negotiating the settlement of its claim; and to provide mediation services for claims during negotiations.

Legislation to set up a new Claims Resolution Centre received Royal Assent in November 2003. The government continues to work with First Nations and their representative organizations to address concerns related to the implementation of this legislation. During 2005–06, INAC will work to clarify the future role and funding of the Indian Specific Claims Commission to ensure an orderly transition.

Financial and Human Resources

	2005–06	2006–07	2007–08
Indian and Northern Affairs Canada			
\$ millions	6,168.0	5,888.1	5,859.6
FTEs	4,195	4,124	4,321
Canadian Polar Commission			
\$ millions	1.0	1.0	1.0
FTEs	5	5	5
Indian Specific Claims Commission			
\$ millions	7.1	—	—
FTEs	50	—	—

Priorities and Planned Spending, 2005–06 to 2007–08

	Type	Planned Spending		
		2005–06	2006–07	2007–08
Indian and Northern Affairs Canada¹				
The Government	Ongoing	772.9	738.9	735.7
Working in partnership with First Nations, Inuit and Northerners in fostering good governance, effective institutions and co-operative relationships				
The People	Ongoing	2,976.8	3,060.5	3,171.6
Improvement in educational outcomes				
Building healthy, safe and sustainable communities				
The Land	Ongoing	324.7	235.2	227.5
Governance and sustainable use of lands, resources and environment by First Nations and Northerners				
The Economy	Ongoing	2,048.8	1,813.3	1,716.0
On-reserve housing				
Establishing strong foundations for economic development				
Building healthy, safe and sustainable communities				
The Office of the Federal Interlocutor	Ongoing	44.8	40.3	8.8 ²
Building capacity to strengthen and build relationships with Métis and non-Status Indian groups and organizations; shaping and promoting the Urban Aboriginal Strategy; and building and maintaining horizontal linkages within government				
Canadian Polar Commission	Ongoing	1.0	1.0	1.0
Increased Canadian polar knowledge				
Communicating polar science to Canadians				
Strengthening Canada's presence in international circumpolar organizations				
Promotion and advocacy with respect to polar knowledge in Canada				
Indian Specific Claims Commission	Ongoing	7.1 ³	—	—
Fair and impartial hearings of specific claims				
Inquire into specific land claims, at the request of First Nations, when its claim has been rejected by the Minister of Indian Affairs and Northern Development or when a First Nation disagrees with the compensation criteria to be used by the government in negotiating the settlement of its claim; and provide mediation services for claims during negotiations.				

¹Departmental priorities will be affected by two new initiatives launched in 2004: the Canada–Aboriginal Peoples Roundtable and the development of the Northern Strategy.

²The decrease reflects sunseting of funding provided for the Urban Aboriginal Strategy and Budget 2005 funding for Métis issues.

³See Section II for further information.

Plans and Priorities

Indian and Northern Affairs Canada

Strategic Context

The long history and rich culture of Canada's indigenous peoples and the unique characteristics of the North not only help define our national identity but also shape our social and economic well-being. As an important part of our national fabric, First Nations, Inuit and Métis peoples seek to share more fully in the social and economic privileges most Canadians enjoy. Similarly, although the North encompasses 40 percent of Canada's land mass, its citizens do not yet enjoy a level of development comparable to other regions of Canada. INAC and the federal government are committed to providing opportunities for First Nations, Inuit, Métis and Northerners to more fully participate in and benefit from Canada's political, social and economic development. Helping to facilitate this commitment and to reconcile the existence of Aboriginal societies within the Canadian federation will be the ongoing work of INAC.

The First Nations, Inuit and Métis populations are the youngest and fastest-growing segments of Canadian society. Therefore, as an aging population prepares to leave the workforce in Canada, First Nations, Inuit and Métis youth will be available to supply needed skills and talent, provided they have the capacity and tools to take advantage of opportunities. This will be particularly true in regions of Canada where Aboriginal people constitute a significant component of the labour force.

Furthermore, First Nations governments and institutions, along with Inuit organizations and communities, will be poised to reap greater economic benefits as settlement of land claims and self-government agreements provides greater certainty over rights to natural resources, contributing to a more positive investment climate and creating greater potential for economic development, jobs and growth.

In June 2004, the Minister of Indian Affairs and Northern Development also became the Federal Interlocutor for Métis and Non-Status Indians. While information on the circumstances of this segment of Canada's Aboriginal population is limited, indications are that their socio-economic conditions are similar to those of First Nations and Inuit.

The Canada-Aboriginal Peoples Roundtable was initiated by the federal government and First Nations, Inuit and Métis organizations to address the unique circumstances of the three groups of Aboriginal people as recognized in the *Constitution Act, 1982*.

In the North, Canada's three territories have been transformed in recent decades, but there is tremendous potential for further development. The increasing capacity of territorial institutions is providing new governance models and enabling effective partnerships between Aboriginal and non-Aboriginal groups. The North possesses world-class diamond, gold and other mineral deposits, along with enormous oil and gas reserves. Major gas pipeline projects are under consideration. Development of these assets will generate significant economic benefits not only for Northerners but for all Canadians; it is important to ensure that such activities are managed effectively and responsibly, and that the northern environment is protected. Internationally, Canada is often viewed as a leader in the circumpolar world. Circumpolar and global cooperation is beginning to address the international dimension of northern issues, in particular the effects of trans-boundary pollutants.

On December 14, 2004, the Prime Minister and the three territorial premiers announced their intention to develop, in cooperation with Aboriginal governments, organizations and northern residents, a comprehensive Northern Strategy premised on the vision of the North and Northerners as strong contributing partners in the Canadian federation.

Operating Environment

INAC is a highly decentralized department with a presence in every province and territory, working with over 600 First Nations communities and their organizations, Inuit national and regional organizations, three territorial governments, and 15 other federal departments and agencies, along with seven circumpolar nations.

INAC's role is largely a support role — but support is crucial to assist its partners to achieve healthy, sustainable communities. In practical terms, this means working to ensure access to services and a quality of life comparable to that enjoyed by other Canadians. INAC funds First Nations governments and institutions and Inuit organizations and communities to promote access to a range of services reasonably comparable to those enjoyed by other Canadians. Over 85 percent of Indian and Inuit programming is directly administered by First Nations. INAC also provides provincial-type services directly.

On an ongoing basis, INAC supports the development of strong governments that operate in a transparent and accountable manner. The department works with partners, including other government departments, to achieve integrated, interdepartmental policy development, program design and service delivery; jointly developed management and accountability frameworks; and jointly agreed-upon performance indicators that support and measure the effectiveness of services and enable First Nations and Inuit control over the policies, programs and services that most directly affect quality of life.

In the North, INAC is responsible for the effective stewardship of lands and resources in the Northwest Territories and Nunavut, and for fostering the development of all three territories. Northerners look to the Minister of Indian Affairs and Northern Development and the department to work in partnership with them to build strong, effective and efficient governance structures to support the growth of stable economies and to develop and manage northern resources and partnerships consistent with the principles of sustainable development. INAC is also one of the main departments responsible for implementing Canada's circumpolar agenda and has the federal lead in developing a Northern Strategy in partnership with northern governments and residents.

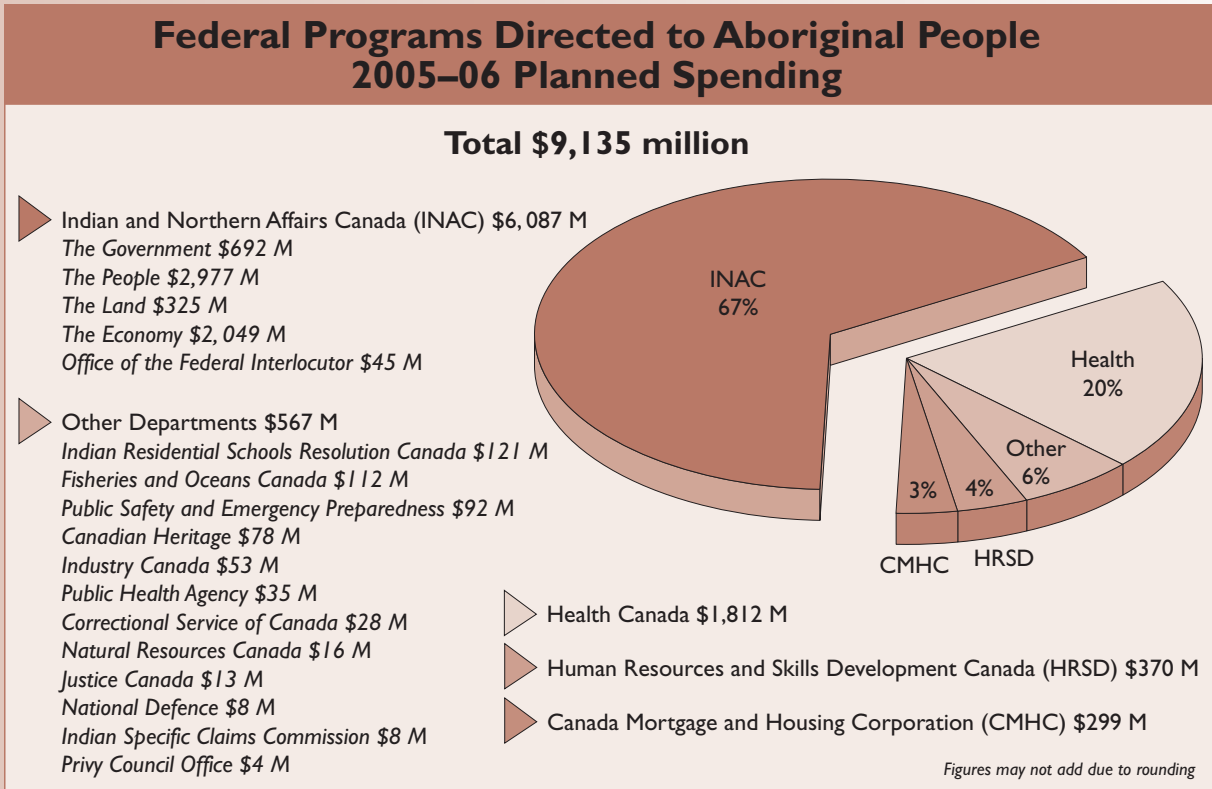
The department is working in partnership with First Nations across a very broad range — or continuum — of capacities (also known as the Governance Continuum). At one end of the continuum are self-governing First Nations that require little or no direct support from INAC. At the other end are communities that require direct assistance in strengthening their governance capacity. The majority of First Nations communities are between the two extremes.

INAC uses a broad range of funding mechanisms — from grants to individuals, to agreements for specific program funding, to multi-year block funding for Alternative Funding Arrangements (AFAs) and self-government agreements — to transfer funding and ensure accountability for the delivery of programs and services. The largest share of program expenditures is for basic services (similar to those provinces deliver) for First Nations on reserve (e.g., education, income assistance, infrastructure and band support), and for claims and self-government agreements.

Federal Partners

Sixteen federal departments and agencies, including INAC, offer programs for Aboriginal people, with total expenditures of approximately \$9.1 billion in 2005–06 (see Figure 1). Basic province-type services account for more than 80 percent of total on-reserve funding. Further information on federal partners is included in Section IV.

Figure 1: Federal Programs for Aboriginal People, 2005–06



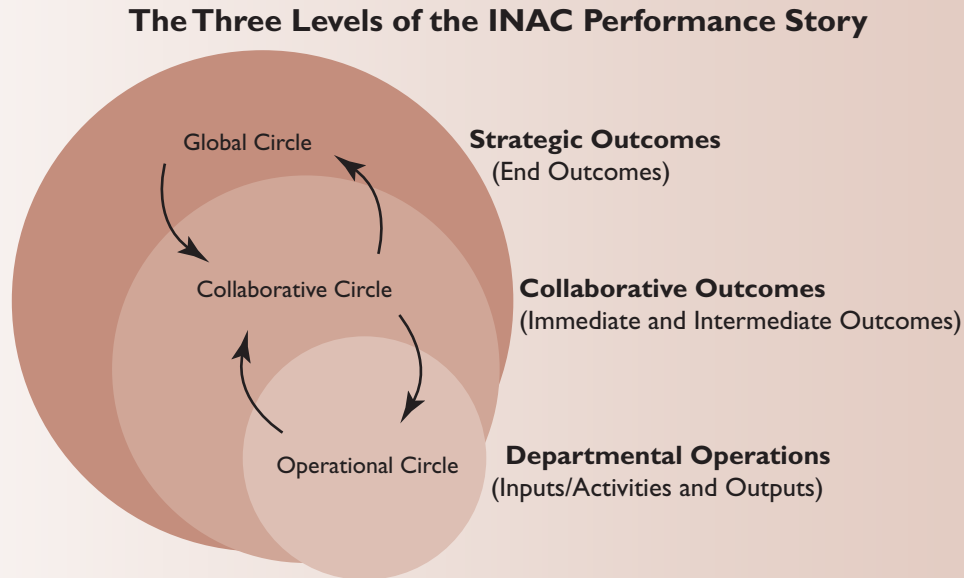
Notes: Expenditures in Figure 1 are budgetary only. To reconcile to the 2005–06 planned expenditure figure for INAC (\$6,168 million), \$81 million must be added to the INAC total of \$6,087 million in Figure 1. The \$81 million reflects the total for non-budgetary expenditures.

Figures for INAC include total planned spending for Northern Affairs which benefits all Northerners.

Results Accountability Framework — Three Circles of Influence

INAC's results accountability framework occurs at three distinct, but interdependent levels. These can be viewed as three concentric circles, representing ever-broadening communities of interest around departmental operations (see Figure 2).

Figure 2: The Three Levels of INAC's Results Accountability Framework



The first is the global circle, representing ultimate or strategic outcomes (end outcomes) that INAC, First Nations, Inuit, Métis and Northerners are striving to achieve. These long-term goals require fundamental changes to existing conditions and behaviours. Many factors and players influence the achievement of these outcomes, including global and national economic trends; changes in social policy at national and provincial levels; court decisions; environmental impacts; federal and First Nations, Inuit and Métis priorities; and federal, provincial and territorial relations, priorities and pressures. No single group has direct control over these variables. The key results and the expected outcomes must take into account jurisdictional considerations, statutory and fiduciary obligations, the special relationship between the federal government and Aboriginal people, and the aspirations and priorities of First Nations, Inuit, Métis and northern residents, among other considerations. Therefore, success in the global circle requires sustained and joint commitment from a broad range of players, which is achieved in the second (collaborative) circle.

The second circle represents collaborative (immediate and intermediate) outcomes with INAC's partners. Changes required are changes in levels of engagement, commitment and improvements in capacity of First Nations, Inuit, Métis and Northerners along the Governance Continuum. These outcomes are achieved over a short- to medium-term horizon and are based on sustained community action, ongoing monitoring and continuous learning. Over the long term, these are expected to lead to fulfilment of the strategic (end) outcomes. In this circle of influence, INAC and its partners are jointly accountable for results according to their respective roles and responsibilities in the partnership.

The third circle involves the department's own operations, management and Results Accountability Framework. This level involves the department's use of inputs (financial and human resources), its key activities and its outputs. The key criteria for assessing performance at this level relate to INAC's Results Accountability Framework. In this circle of influence, INAC has direct control and full accountability for all results.

Risks and Challenges

Geographic and demographic conditions in Canada's North pose unique challenges to the delivery of programs and services — remoteness of communities, a severe climate and a sensitive environment. Gaps in infrastructure (e.g., connectivity, roads, ports), science and technology, and skills and capacities among governments, communities and individuals, pose challenges for the sustainable economic growth of each territory.

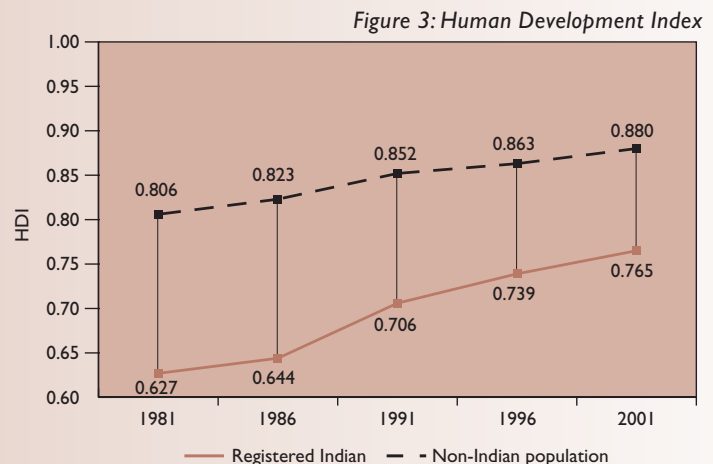
The Government of Canada — together with its partners — must respond to risks and challenges if First Nations, Inuit, Métis and Northerners are to become full partners in Confederation, enjoy the same benefits as other Canadians and contribute to Canada's overall success. Fundamental needs include:

- strengthening partnerships with Aboriginal groups to support program delivery, while recognizing the varying capacities that exist across the spectrum of Aboriginal governments;
- reducing the socio-economic disparities between Aboriginal and non-Aboriginal people to enable Aboriginal people to have the same life chances as other Canadians;
- ensuring Aboriginal people have the necessary education, training and skills to participate in a knowledge-based economy;
- helping Aboriginal governments acquire the necessary tools to improve the quality of life in their communities;
- responding to the increased demand for basic programs and services resulting from population growth;
- addressing the urban Aboriginal situation, which requires different approaches involving a broader set of partners;
- supporting appropriate regulatory, legislative and institutional capacity (including management of information/data), and sound economic and physical infrastructure to maximize opportunities for sustainable development both on reserves and in the North;
- promoting good governance and sustainable development throughout the circumpolar region to manage the impacts of transboundary pollutants and other pan-Arctic issues;
- addressing challenges in the coordination of federal efforts across the broad range of departments and agencies with responsibility for Aboriginal and Northern programming;
- encouraging a range of potential partners, such as the provinces and territories, as well as the private sector, to be part of the solution, considering their various interests and jurisdictions in promoting, supporting and managing development; and
- improving policies and processes for addressing Aboriginal and Treaty rights public understanding and support.

Although considerable progress has been made, much remains to be accomplished to improve the unequal socio-economic conditions that exist in many communities. The following paragraphs indicate the differences in standard of living available to Aboriginal people compared with Canadians overall.

Human Development Index (HDI)

- Applying the United Nations HDI would rank on-reserve Aboriginal communities 68th among 174 nations, while Canada overall was ranked first. The disparity between the registered Indian and the non-Indian population is shown in Figure 3.



Demographic Pressures

- The on-reserve Status Indian population is growing at a rate of 2.3 percent per year, nearly three times the overall Canadian rate.
- The on-reserve Status Indian population is young, with a median age of 22, compared with a median age of 36 for all Canadians. Over 50 percent of the on-reserve population is under 23 years old.
- These demographics create pressure for additional services, schools, housing and public infrastructure, and for increases in social services to support the high rate of new family formations. They also create pressure on the job market. Similar demographics exist among Aboriginal people in the North.

Economic Opportunities

- In 2001, the unemployment rate for Aboriginal people in Canada as a whole was 18.6 percent, about three times the Canadian rate (6.5 percent). The unemployment rate for registered Indians living on reserve was even higher — 27.9 percent.

Health

- In 1999, the suicide rate among First Nations was 2.1 times greater than the overall Canadian rate. Suicide accounted for 38 percent of all deaths of youths (ages 10 to 19) in First Nations.
- Between 1980 and 2001, life expectancy for registered Indians increased by 10 years for men and by 8 years for women, for a life expectancy of 70 and 76 years respectively, compared with the overall Canadian life expectancy of 76 for men and 82 for women.

Education

- In 2001, 35 percent of Indians on reserve had more than a high school education compared with 31 percent in 1996. This lags behind the overall Canadian rate of 55 percent in 2001.

Income Assistance

- In 2003–04, 34.1 percent of those living on reserve depended on income assistance.

Infrastructure Facilities

- The number of housing units deemed to be adequate has increased from 33,665 (46 percent of existing housing stock) in 1993–94 to 50,593 (53 percent) in 2003–04.
- In 1993–94, 92 percent of houses had adequate water supplies and 86 percent had adequate sewage disposal. In 2003–04, this increased to 98 percent and 96 percent respectively.
- Overcrowding and lack of adequate water and sewage facilities have a direct impact on individual and community health.

INAC has set a clear, new course that moves beyond managing activities to managing for real, measurable and sustainable results that better meet the expectations of the people it serves and to close the socio-economic gap. The department balances innovation, initiative, creativity and continuous improvement in services to First Nations, Inuit and Northern Canadians with an ongoing commitment to careful stewardship and clear management controls.

INAC's Sustainable Development Vision

Each First Nation, Inuit, Métis and northern community is unique. Thus, the long-term vision of a sustainable, healthy community and the right path to that vision will be different for each community. INAC has chosen to focus on a few fundamental areas in this strategy, recognizing that the impact will be greater for some communities than for others.

INAC's Sustainable Development Vision

Within two generations, many First Nations, Inuit communities and Northerners will be healthy and safe models of sustainability. They will have housing, infrastructure and support services comparable to those of similar size and function elsewhere in Canada. Within a protected environment, they will have effective transportation and communications links to the rest of the country and ample, affordable, clean sources of energy. A majority of First Nations and Inuit communities will effectively manage their own institutions with strong governance structures. Community members, especially women and youth, will have acceptable opportunities for education, will participate in the economy and will be able to get involved in local governance.

Land claims, including issues such as management of and access to natural resources, and land tenure will have been largely settled through negotiations. Community planning and development will be long-term, locally driven and comprehensive.

The northern territories will be more self-sufficient and prosperous regions where people manage their own affairs and make stronger contributions to the country as a whole. As First Nations, Inuit and Northerners gain greater autonomy and build capacity, the types of services they will require from the federal government will change. As communities become healthier, safer, and economically and environmentally stable, a smaller department will likely emerge.

A major focus of the department will be the implementation of the many First Nations and Inuit self-government agreements. INAC will also be a strong advocate for Aboriginal and northern people and will play a more active role as a facilitator to develop partnerships to work more cooperatively on Aboriginal issues, while respecting traditions, governance structures, language, gender and culture.

Striving toward this vision strengthens the federal government's legal, constitutional, fiduciary and Treaty obligations and will require concerted cooperation.

Profile of Aboriginal People in Canada

The *Constitution Act, 1982* recognizes three groups of Aboriginal people — **Indians, Inuit and Métis**. In addition, the *Indian Act* sets out the legal definitions that apply to Indian bands and **Status Indians**: a Status Indian is an Indian person who is registered under the *Indian Act*⁴. **Métis** are persons of mixed Aboriginal and European ancestry who identify themselves as Métis. **Inuit** are the Aboriginal people of Arctic Canada and live primarily in Nunavut, the Northwest Territories, and the northern parts of Newfoundland and Labrador and Quebec. Reserves have not been set aside for Inuit and Inuit are not covered by the *Indian Act*.

INAC's core responsibilities with respect to Aboriginal people are primarily to Indian bands, Status Indians living on reserve and Inuit. INAC also has responsibilities with respect to Indian bands and self-governing First Nations on reserves and/or settlement lands. The Minister of Indian Affairs and Northern Development is also the Federal Interlocutor, responsible for Métis and non-Status Indians.

In the North, INAC works in cooperation with northern Aboriginal people and territorial governments to develop governance structures, and to finalize and implement land claims and self-government agreements. Given the unique context of Canada's North, and in accordance with the federal policy on Aboriginal self-government,⁵ some agreements also include Métis north of 60° latitude.

⁴A **non-Status Indian** is an Indian person who is not registered as an Indian under the *Indian Act*.

⁵See http://www.ainc-inac.gc.ca/pr/pub/sg/plcy_e.html.

Status Indians living on reserve represent about 62 percent of the Status Indian population. There are 471,900 on-reserve Status Indians and 284,800 who reside off-reserve.⁶ In total, there are 614 First Nations communities, comprising 52 nations or cultural groups and more than 50 languages. About 60 percent of First Nations communities have fewer than 500 residents — only seven percent have more than 2,000. Overall, 35 percent of on-reserve Status Indians live in urban areas, while 45 percent live in rural areas, 17 percent in special-access areas and 4 percent in remote zones.

The on-reserve Status Indian population is expected to increase by 49 percent between 2005 and 2021, compared with 11 percent for the Canadian population as a whole. About 40 percent of the Status Indian population is under the age of 20, compared with 24 percent of the overall Canadian population.^{6,7}

Profile of Canada's North

In Canada's North, which occupies 40 percent of Canada's land mass, the three territories consist of some 96 organized communities, most of them home to small populations, the majority of whom are First Nations, Inuit or Métis. Some 92,300 residents are scattered across this area: Nunavut's population is 26,700, while there are 37,100 people in the Northwest Territories and 28,500 in the Yukon.

The population in the North is young, with 44 percent of the population under the age of 25. Over half of the population of the North is Aboriginal, varying from 85 percent in Nunavut to about 51 percent in the Northwest Territories and about 23 percent in the Yukon. There are few reserves; as a general rule, northern governments are responsible for providing programs and services similar to those for which INAC is responsible on reserves in southern Canada.

In Canada's three northern territories, the majority of land claims agreements have either been signed or are nearing completion and progress is being made in the area of self-government agreements. As governance structures evolve in the North, coordination and cooperation among public government and its institutions and Aboriginal government institutions are taking on increasing importance. In addition, given the way in which developments elsewhere have an impact on the Canadian North, fostering international cooperation on circumpolar issues has become a priority not only for Canadian governments, but also for Northerners themselves.

In the Northwest Territories and Nunavut, INAC continues to have responsibility for the management of land, water and natural resources. International demands for new sources of oil and natural gas have resulted in a major commitment to exploration investment in the North, including a proposal to bring into production major gas fields in the Mackenzie Delta and to build a gas pipeline down the Mackenzie Valley; there are studies with respect to an Alaska Highway pipeline. Investments are also being made in mineral exploration and development, particularly in the Northwest Territories and Nunavut.

A number of environmental issues are of concern to Northerners and the Canadian public at large, including the cumulative effects of development, climate change and its impact on transportation in the Arctic, contaminants in the Arctic food chain, and the need for remediation of a large number of contaminated sites in the North. Northerners, both Aboriginal and non-Aboriginal, are willing to partner and invest in development on the condition that broader issues related to environmental and socio-economic impacts of development are addressed and that they share in the benefits. Northern communities are building capacity in order to participate in decision making, to conserve social structures and to foster sustainable development.

⁶2000-based projections using the Indian Registry System for the year 2005.

⁷Population Projections for Canada, Provinces and Territories, 2000–2026, *Statistics Canada, 2001*.

Overview of Plans and Priorities

The department has developed plans and identified, in consultation with partners, a range of ongoing priorities, as summarized below:

The Government: Working in partnership with First Nations, Inuit and Northerners in fostering good governance, effective institutions and co-operative relationships

The People: Improvement in educational outcomes; Building healthy, safe and sustainable communities

The Land: Governance over lands, resources and environment by First Nations and Northerners

The Economy: On-reserve housing; Establishing strong foundations for economic development; Building healthy, safe and sustainable communities

The Office of the Federal Interlocutor: Building capacity to strengthen and build relationships with Métis and non-Status Indian groups and organizations; shaping and promoting the Urban Aboriginal Strategy; and building and maintaining horizontal linkages within government

The above priorities will be affected by two new initiatives launched in 2004: the Canada–Aboriginal Peoples Roundtable and development of the Northern Strategy. Given the early stage of these initiatives, future Reports on Plans and Priorities will incorporate and expand upon these initiatives:

Partnerships with First Nations, Inuit and Métis People

The Prime Minister indicated, at the April 19, 2004, Canada–Aboriginal Peoples Roundtable, “we are taking today a significant step towards creating a robust and productive partnership between the Government of Canada and the Aboriginal people, a first step towards a new plan to achieve tangible results.” INAC is actively involved, along with other federal departments, working with First Nations, Inuit and Métis organizations and in collaboration with provincial and territorial governments, in activities resulting from the Roundtable. These activities included participating in a series of two-day expert sectoral sessions dealing with six sectors: health; lifelong learning (Early Childhood Development, K–12, Post-Secondary Education and Skills); housing; economic opportunities; negotiations; and accounting for results. These sessions, held between October 2004 and January 2005, provided an opportunity for participants to jointly develop and discuss options and innovative ideas to close the gap between Aboriginal and non-Aboriginal Canadians. A spring 2005 Policy Retreat will conclude the Roundtable discussions, by seeking agreement on shared priorities, actions and responsibilities that herald a new relationship and improved partnerships among the Federal Government and First Nations, Inuit and Metis Canadians. Equally important will be the fall 2005 First Ministers Meeting on Aboriginal Issues that, building on the outcomes of the Policy Retreat, will invite provinces and territories to engage with the federal government and First Nations, Inuit and Métis leaders in effectively addressing shared priorities aimed at closing the socio-economic gap experienced by Aboriginal Canadians. The outcomes of the Policy Retreat and First Ministers Meeting are expected to influence INAC's priorities and accordingly, some of its activities across the strategic outcome areas in 2005-06 and beyond.

Development of the Northern Strategy

In the North, Canada's commitment to jointly develop a Northern Strategy with northern governments, in consultation with Northerners, during the winter and spring of 2005 will provide a shared vision, principles, goals and objectives to help guide development of the three northern territories over the next several years — a period expected to be full of both immense change and immense opportunity. The Northern Strategy is a large, horizontal and intergovernmental undertaking that involves several federal departments with INAC as the federal lead. Launching the Strategy and overseeing its implementation is an overarching priority for the Minister of Indian Affairs and Northern Development. The Strategy will include pan-northern and territory-specific sections that will identify and prioritize jointly developed actions for the short, medium and long term consistent with individual governments' strategic plans.

Summary of Plans by Strategic Outcome

Under INAC's new Management, Resources and Results Structure (see Figure 4), departmental resources have been aligned by strategic outcome, ongoing priority and program activity. The structure provides internal cohesiveness, aligns resources to outcomes and results, and improves corporate discipline by focusing the department and its partners on delivering results.

Figure 4: Management, Resources and Results Structure, Strategic Outcomes, Program Activities and Planned Spending, 2005–06

INAC Management, Resources and Results Structure 2005–06 Planned Spending (\$ millions) Improving the quality of life and fostering self-reliance for First Nations, Inuit and Northerners			
Strategic Outcome	Program Activities/Sub-activities		Strategic Outcome
The Government	Governance	59.5	The People
	■ Governance		
	Institutions	477.0	
	■ Indian Government Support		
	■ Self-Government – Implementation		
<i>Good governance and effective institutions for First Nations, Inuit and Northerners, built on co-operative relationships</i>	■ Other		<i>Strengthened individual and family well-being for First Nations, Inuit and Northerners</i>
	Co-operative Relationships	222.7	
	■ Comprehensive Claims – Research, Assessment, Negotiations		
	■ Specific and Special Claims – Research, Negotiations		
	■ Self-Government – Negotiations		
Northern Governance	■ Other		Managing Individual Affairs
	■ Northern Governance	13.8	
Total		772.9	Total
			2,976.8
The Land	Certainty of Title and Access to Land and Resources	106.1	The Economy
	■ Special Claims – Treaty Land Entitlement – Settlements and Implementation		
	■ Comprehensive Claims – Treaty Related Measures and Surplus Federal Real Property Program		
	■ Other		
	Responsible Federal Stewardship	21.3	
<i>Transferred land title, and sustainable use of lands and management of resources by First Nations, Inuit and Northerners</i>	■ Responsible Federal Stewardship (Contaminated Sites, Climate Change, Other)		<i>Increased participation by Aboriginal people and Northerners in the economy</i>
	First Nations Governance over Land, Resources and the Environment	67.2	
	■ First Nations Governance over Land, Resources and the Environment		
	Northern Land and Resources	130.2	
	■ Contaminated Sites		
■ Other (Oil and Gas, Minerals, Other)			Economic and Employment Opportunities for Aboriginal People
Total		324.7	■ Economic and Employment Opportunities
			Access to Capital and Economic Development
			■ Specific Claims – Settlements
			■ Special Claims – Settlements
			■ Comprehensive Claims – Implementation – Capital Transfers
			■ Comprehensive Claims – Implementation – Other Payments
			■ Economic Development
			Community Infrastructure
			■ Infrastructure Facilities (Water and Sewer, Other)
			■ Education Facilities
			■ Housing
			■ Claims Implementation – James Bay – Capital and O&M
			■ Other
			Northern Economy
			■ Northern Economy
Total		324.7	Total
			2,048.8
Strategic Outcome		Program Activity	
The Office of the Federal Interlocutor		Office of the Federal Interlocutor	44.8
<i>Strengthened relationships with Métis, non-Status Indians and urban Aboriginal Canadians to raise awareness of their needs, improve access to federal services and improve horizontal linkages among federal organizations and other partners</i>			
Total			44.8

Strategic Outcome: The Government — Good governance and effective institutions for First Nations, Inuit and Northerners, built on co-operative relationships.

Ongoing Priority: *Working in partnership with First Nations, Inuit and Northerners in fostering good governance, effective institutions and co-operative relationships.*

Sound governance and institutional capacity will allow First Nations, Inuit and Northerners to contribute to, and participate in, the decisions that affect their lives, to carry out effective relationships with other governments.

Plans and Expected Results

Key expected results in the area of **governance**: Increased accountability, responsiveness and transparency of First Nations governments and Inuit communities, along with the appropriate jurisdictions, authorities and access to resources, will lead to social and economic benefits and increased community well-being.

Key expected results in the area of **institutions**: Strong local, regional and national institutions will increase the effectiveness of First Nations governments and Inuit communities to meet service delivery and other needs. Strong institutions require an independent and professional public service with the ability to carry out mandated responsibilities and functions.

Key expected results in the area of **co-operative relationships**: Historic treaties, land claims and self-government agreements to establish the foundation for co-operative relationships that respect Aboriginal and Treaty rights and outstanding historical lawful obligations, provide certainty over rights to land and resources, and clarify the exercise of self-government powers. These co-operative relationships are achieved in part through negotiated arrangements.

Key expected results in the area of **northern governance**: Development and implementation of a comprehensive Northern Strategy for Canada's three territories by mid-2005; progress on devolution of province-like responsibilities to northern governments, with plans for a final devolution agreement in the Northwest Territories by the end of 2006 and for the Minister to have obtained a mandate to initiate devolution negotiations with Nunavut by 2006; and an enhanced capacity to capitalize on emerging socio-economic opportunities among circumpolar countries through Canadian support of the Arctic Council, as well as through establishment of the Circumpolar Association of Municipalities and the Circumpolar Chamber of Commerce.

Strategic Outcome: The People — Strengthened individual and family well-being for First Nations, Inuit and Northerners.

Ongoing Priorities: *Building healthy, safe and sustainable communities; improvement in educational outcomes.*

Meeting the basic needs of individuals and families and enabling First Nations, Inuit and Northerners to respond in a timely manner to the unique needs and priorities within their communities will strengthen individual and family well-being, and contribute to healthy, safe and stable communities. High-quality education is also critical to improving social well-being and to economic self-sufficiency.

Plans and Expected Results

Key expected results in the area of **managing individual affairs**: Ensuring the application of proper criteria in the determination of entitlement to legal status under the *Indian Act* and the issuance of certificates of Indian Status cards as confirmation of registration under the Act; assistance in administration of the estates of First Nations individuals in accordance with the *Indian Act* and Indian Estates Regulations; providing information to First Nations individuals on estate administration and the importance of estate planning; the proper administration

(collecting, maintaining, expenditure) of Indian Trust moneys held in the Consolidated Revenue Fund for minors and mentally incompetent persons pursuant to the *Indian Act*; and the fulfilment of Canada's Treaty annuity payment obligations, which includes annual payments of Treaty annuities, triennial clothing allowances, and hunting/fishing allowances and supplies; and continued implementation of the Band creation/division/amalgamation policy.

Key expected results in the area of **education**: Continued management of existing programming in the areas of elementary/secondary education, special education, post-secondary education, cultural education centres, and the First Nations and Youth Employment Strategy. Developing a comprehensive First Nations Education Policy Framework includes review of policies (elementary/secondary, post-secondary, cultural education centres); clarification of roles and responsibilities and defining accountabilities; a fully developed, high-cost special education program; support to First Nations in the development of regional education authorities and culturally relevant educational material and curricula; and approaches to address other determinants of success. Nationally and in each region, strengthening existing partnerships and establishing new venues of collaboration will improve the support of education.

Key expected results in the area of **social development**: Continued provision of existing programming in the areas of Income Assistance, First Nations Child and Family Services, the First Nations National Child Benefit Reinvestment Initiative, Family Violence Prevention and Assisted Living. Social services and benefits are designed to be community-based and -controlled. Their purpose is to provide on-reserve residents with individual and family services that have been designed, developed and implemented in collaboration with key partners.

Key expected results in the area of building **healthy northern communities**: Assisting Northerners to become more knowledgeable and able to make healthy choices concerning their use of both traditional and market foods, through the conduct of research and publication and communication of findings under both the Food Mail Program and the Northern Contaminants Program over the course of 2005 and 2006. INAC will also increase northern and First Nations communities' involvement in climate change mitigation and adaptation initiatives under the Aboriginal Community Action Plan and Climate Change Program by completing the development of annual regional plans by March 2006 and by establishing Energy Pathfinders to work with communities to implement projects over the planning period.

Strategic Outcome: The Land — Transferred land title, and sustainable use of lands and management of resources by First Nations, Inuit and Northerners.

Ongoing Priority: *Governance and sustainable use of lands, resources and environment by First Nations and Northerners.*

Working with interested First Nations to develop the necessary legislative tools and inter-governmental agreements will enable First Nations to assume governing authority and responsibility over their lands, resources and environment. Fostering the professional and institutional development necessary to support First Nations governments, including a First Nations professional public service and institutions that support it, is also crucial for the exercise of increased responsibility. At the same time, the department must support sound horizontal federal stewardship in those areas of responsibility that remain with the federal government. During the transition to First Nations governance, the first step will always be to invest in building First Nations institutions, capabilities and authorities; however, ongoing risk assessment will determine where exceptional investments will be required in strengthening federal institutions, capabilities and authorities.

The remediation of northern contaminated sites and enhancing INAC's ability to minimize the environmental impacts of resource development through environmental management/

conservation programs is a key strategy in protecting the Arctic environment. Strengthening institutions, fostering partnerships and other initiatives lead to timely, open and predictable regulatory approval processes and improve prospects for resource development that is environmentally responsible and sustainable.

Plans and Expected Results

Key expected results in the area of **certainty of title and access to land and resources**: Development of a differentiated model for Additions to Reserve (ATR); support for First Nations in accessing increased land base (ATR); clarification of land transfer (comprehensive claims) through surveys; clarity of title for future land transactions through negotiated agreements; identification and clarification of definitions and jurisdictional issues related to reserve lands and other dedicated Aboriginal lands; and negotiation to clarify title in reserve and surrendered land transactions, through such means as negotiated settlements to settle or prevent litigation with respect to rail tax/titles and mineral titles.

Key expected results in the area of **responsible federal stewardship**: Administration of the *Indian Oil and Gas Act* and associated regulations; administration of land, natural resource and environmental responsibilities under the *Indian Act* and associated regulations; administration of land, natural resource and environmental responsibilities under other federal legislation and regulations; development of an inventory for assessment of and management of contaminated sites; collection and management of Indian moneys, specifically proceeds from land, natural resources and environmental activities; consultation and collaboration on a partnership approach to departmental administration activities and modernization of stewardship practices; and modernization of policies and procedures.

Key expected results in the area of **First Nations governance over land, resources and the environment**: Facilitation of the implementation of sectoral self-government legislation; assistance in professional and institutional development in First Nations; development and modernization of legislation, regulations, policy, programs and associated systems; development of a new Reserve Land and Environment Management Program (RLEMP); work to extend legislative options, such as the *First Nations Land Management Act* and the RLEMP, to First Nations in Quebec.

In the area of **northern land and resources**, supporting sustainable development while protecting northern ecosystems involves a wide range of activities and will produce a number of key results. To reduce environmental liabilities and mitigate the environmental and human health risks associated with northern contaminated sites, investment will continue to focus on a number of very large mine sites. Remediation projects for Giant and Colomac mines in the Northwest Territories will move through regulatory approvals into the implementation stage over the planning period. Remediation of Resolution Island in Nunavut will be completed in 2006. Increasing environmental and resource-based information, knowledge and tools will be realized through investment in updated scientific information to assist in the assessment and regulatory review of northern energy development projects, including the Mackenzie Valley gas pipeline project, and expanded geoscience data in digitized form for use by the mining sector. INAC will actively contribute to federal government participation in the International Polar Year (2007–08), including the joint development of a participation strategy and initiating a number of research projects in celebration of International Polar Year. More effective resource management will be realized through sustained regulatory support for the exploration and development of oil and gas resources in the Beaufort Delta, Mackenzie Valley and Arctic Islands of Nunavut and of new mines, including Nunavut's Jericho diamond mine and the Bathurst Road and Port development.

Strategic Outcome: The Economy — Increased participation by Aboriginal people and Northerners in the economy.

Ongoing Priorities: *Establishing strong foundations for economic development; building healthy, safe and sustainable communities; and on-reserve housing.*

Developing community capacity is the starting point for the pursuit of economic development initiatives. It will allow communities to ready themselves to act on specific initiatives that will stimulate business development, which in turn will generate overall wealth and employment for community members. Economic development is the basis for greater levels of participation in the Canadian economy. Community infrastructure creates conditions necessary to be able to pursue economic development opportunities. First Nations communities will be able to acquire and maintain community facilities and services that are consistent with standards and services provided to comparable neighbouring communities by provincial and local governments. Assisting First Nations to obtain acceptable on-reserve housing contributes to an improved quality of life and thus creates a healthier community environment as well as economic opportunities. Acceptable housing is a critical element of a community in which community members are able to pursue economic development initiatives and take full advantage of employment opportunities. Investments in building the knowledge base, capacity development and economic diversification will increase Northerners' industries and ability to participate in economic activities and will build stronger foundations for economic development in the North.

Plans and Expected Results

Key expected results in the area of **economic and employment opportunities for Aboriginal people:** Continued support for advocacy activities to educate and inform employers about the advantages of hiring Aboriginal people; support for partnerships with various stakeholders to increase the capacity of employers to recruit, promote and retain Aboriginal employees; and coordination of federal initiatives to encourage federal procurement of goods and services from Aboriginal businesses.

Key expected results in the area of **access to capital and economic development:** Providing core financial support to First Nations and Inuit communities, or organizations they mandate, for undertaking one-time and ongoing public sector economic development activities and projects; financial support to organizations that support services to First Nations and Inuit communities for their economic development activities and projects; non-core, opportunity-based financial support to community organizations, or organizations they mandate, for undertaking one-time public sector economic development projects; and financial support for the management and administration of INAC's community economic development program.

Key expected results in the area of **community infrastructure:** Continued implementation of the Long-term Capital Plan and the enhanced capital management regime; undertaking of the Capital Facilities and Maintenance Program Review and identification of options for future program design; continued implementation of the First Nations Water Management Strategy; and innovative alternatives to finance and manage community physical infrastructure in First Nations communities.

Key expected results in the area of **on-reserve housing:** Implementation of joint INAC–Canada Mortgage and Housing Corporation housing action plans.

Supporting sustainable growth of the **northern economy** of the three northern territories will include making investments that address federal and territorial priorities in areas such as economic infrastructure, capacity building and diversification, by developing and implementing new economic development programming by mid-2005, which will run through to 2008–09.

Strategic Outcome:The Office of the Federal Interlocutor — Strengthened relationships with Métis, non-Status Indians and urban Aboriginal people to raise awareness of their needs, improve access to federal services, and improve horizontal linkages among federal organizations and other partners.

Ongoing Priority: *Building capacity to strengthen and build relationships with Métis and non-Status Indian groups and organizations; shaping and promoting the Urban Aboriginal Strategy; and building and maintaining horizontal linkages within government.*

Building capacity in Métis and non-Status Indian (MNSI) groups and organizations will improve their ability to advocate on behalf of MNSI individuals and help them access federal services to which they are entitled. Maintaining horizontal linkages within government is essential to raising awareness of MNSI needs and aspirations.

Plans and Expected Results

Key expected results in the area of the **Office of the Federal Interlocutor:** Build on current relationships already established with MNSI groups and organizations; nurture the Urban Aboriginal Strategy and develop new pilot projects; and expand on current and seek new relationships with other government departments.



Independent Commissions

Canadian Polar Commission

Strategic Context

The Canadian Polar Commission (CPC) is responsible 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.

Operating Environment

The current environment includes a diverse and dispersed research community, with small research institutes supporting a broad range of research activities. Members of the research community support and participate in initiatives to various degrees, and governments assign differing priorities to polar research. The CPC needs to coordinate federal and private sector research activities and to generate greater exchange of information.

Risks and Challenges

At present, other polar nations are actively funding and undertaking projects to address crucial gaps in the knowledge of Canada's Arctic regions. If Canadian polar research capacity does not increase, Canada will become dependent on foreign interests to undertake the polar research needed to solve global problems. Consequently, at a time when polar research is steadily increasing in importance around the world, Canada would be perceived as a weak link among polar nations.

Plans and Priorities

The following summarizes the Commission's plans and priorities by strategic outcome.

Strategic Outcome: Increased Canadian polar knowledge.

Ongoing Priority: *Communicating polar science to Canadians.*

Publication of reports on the state of polar knowledge and on related events and issues; publication of *Meridian*, the newsletter of the Canadian Antarctic Research Network, and special reports; maintaining current Web site and the interactive Canadian Polar Information Network, to provide current information on Canadian polar research to national and international researchers.

Plans and Expected Results

Key expected results: improvements in the coordination and critical mass of polar research; expansion of the knowledge base; increased access to information to identify significant trends, strengths and gaps in Canadian polar research; increased access to information to allow policy makers to make informed decisions; and broader understanding of the impact of climate change in polar regions.

Ongoing Priority: *Strengthening Canada's presence in international circumpolar organizations.*

As Canada's primary point of contact with the polar scientific community, the CPC is Canada's adhering body to the International Arctic Science Committee (IASC) and the Scientific Committee for Antarctic Research (SCAR). It maintains liaison with research organizations and institutes throughout the circumpolar world. Its work with the international polar science community provides a means of input into multilateral scientific projects relevant to Canadian interests.

Plans and Expected Results

Key expected results: Promoting International Polar Year 2007–08 and continuing outreach activities to encourage the next generation of polar scientists.

Ongoing Priority: *Promotion and advocacy with respect to polar knowledge in Canada.*

Coordinating efforts and facilitating opportunities to raise the profile of Canadian polar science; recommending polar science policy direction to government.

Plans and Expected Results

Key expected results: Promoting creation of a Canadian Antarctic Research Program and a National Polar Research Strategy with other government departments and agencies; and facilitating and encouraging Canadian scientists to develop research projects that will address issues of concern to Canadians and that will benefit Northerners.

Indian Specific Claims Commission

Context

In 1991, following the 1990 Oka crisis, the federal government created the Indian Specific Claims Commission (ISCC) under the authority of the *Inquiries Act*, which allows the Governor in Council to establish independent commissions to conduct inquiries on matters associated with good government. The Commission was mandated to investigate or conduct further study on subjects related to specific claims to ensure they are handled independently from the government. The Commission conducts these impartial inquiries when a First Nation disputes rejection of its specific claim by the Minister of Indian Affairs and Northern Development, or when a First Nation disagrees with the compensation criteria to be used by the government in negotiating the settlement of its claim. As well as conducting formal inquiries, the Commission, at the request of the government and a First Nation, provides or arranges such mediation and facilitation services as may in their opinion assist them to reach an agreement with respect to any matter relating to Indian specific claims. In July 2004, a change was made as to the appropriate Minister with respect to the Indian Specific Claims Commission designating the Minister of Indian Affairs and Northern Development as the appropriate Minister.

Operating Environment

As part of its mandate to find more effective ways to resolve specific claims, the Commission has established a process to inquire into and review government decisions regarding the merits of a claim and the applicable compensation principles when negotiations have reached an impasse. Because the Commission is not a court, it is not bound by strict rules of evidence, limitation periods and other technical defences that might present obstacles in litigation of grievances against the Crown. This flexibility removes those barriers and gives the Commission the freedom to conduct fair and objective inquiries in as expeditious a way as possible. In turn, these inquiries offer the parties innovative solutions in their efforts to resolve a host of complex and contentious issues of policy and law. Moreover, the process emphasizes principles of fairness, equity and justice, which promotes reconciliation and healing between Aboriginal and non-Aboriginal Canadians.

A claim starts with a First Nation that has researched the claim and submitted it, and supporting documents, to INAC. INAC's Specific Claims Branch does its own research and, with the federal Department of Justice, assesses the claim to determine if it establishes an "outstanding lawful obligation" on the part of the government. If the federal government does not believe it has an outstanding obligation, the claim is rejected and the department informs the First Nation that it will not negotiate a settlement. The First Nation can then take their claim to court at any time or to the Commission for an inquiry. In turn, the Commission assesses the claim to determine whether it will agree to conduct an inquiry.

There are five stages to the Commission's inquiry process:

- The **Initial Request for Inquiry**, whereby the Commission considers a request and upon acceptance strikes a panel of Commissioners to hear the inquiry and notify the parties. All relevant documents are provided at this time.

- In the **Preparation for Inquiry**, briefing material is prepared and sent to all of the parties in advance to facilitate discussion. Counsel for both parties are asked to state the issues to be addressed by the inquiry, from which the Commission will generate a single list of issues. A planning conference is organized among the parties and their counsel and, in many cases, further research may be undertaken.
- A **Community Session** is held, whereby the Commissioners and staff attend a session in the First Nation community to hear directly from elders and other members of the First Nation. In some cases, expert witnesses may present evidence at the session or in a separate session and are subject to cross examination.
- **Written and Oral Submissions** are then provided by the two parties.
- The **Commissioners' Final Report** is then released.

The Commission typically completes its work on a claim, including issuing its final report, one to two years from receipt of the initial request for an inquiry.

When requested, with the consent of all parties, the Commission will also provide **mediation and facilitation services** to the parties in support of the process. With the assistance of skilled and experienced mediators and facilitators, issues can be discussed openly, impasses broken and claims settled.

Community sessions held in the First Nation community are an important aspect of the Commission's work. Currently, the ISCC is conducting 43 ongoing inquiries and in 2004–05 it issued four inquiry reports.

The activities of the Commission have significantly increased over the last few years, with increasing demand for its mediation services and public education activities, in addition to ongoing inquiries. Currently, the ISCC is conducting 21 ongoing negotiations. The Commission has no fixed timeframe for the discharge of its full mandate.

Challenges

Key challenges include maintaining the excellence of its operations while the government works with First Nations on the issues related to the implementation of the *Specific Claims Resolution Act*; and documenting the expertise used in conducting inquiries and mediations to ensure the knowledge gained from the work of the ISCC is available as a foundation for eventual implementation of the Act.

Plans and Priorities

The following summarizes the Commission's plans and priorities by strategic outcome.

Strategic Outcome: Fair and impartial hearings of specific claims.

Ongoing Priority: *Inquire into specific land claims, at the request of a First Nation, when a claim has been rejected by the Minister of Indian Affairs and Northern Development or when a First Nation disagrees with the compensation criteria to be used by the government in negotiating the settlement of its claim; and provide mediation services for claims in negotiations.*

The Commission conducts inquiry hearings, makes recommendations and issues reports related to the resolution of specific claims between First Nations and the Government of Canada, and provides mediation and facilitation services and public education activities related to settling specific claims.

Plans and Expected Results

Key expected results: Continued conduct of hearings related to ongoing inquiries and any new inquiries requested, and to make recommendations upon conclusion of the inquiry. Continued provision of mediation services upon request.

Section II Analysis of Program Activities by Strategic Outcome

Indian and Northern Affairs Canada

Strategic Outcome: **THE GOVERNMENT**

Good governance and effective institutions for First Nations, Inuit and Northerners, built on co-operative relationships

Planned Spending: \$772.9 million in 2005–06; \$738.9 million in 2006–07; \$735.7 million in 2007–08

What Is This Strategic Outcome About?

Indian and Inuit Affairs

This strategic outcome helps First Nations governments and Inuit communities to develop effective governance and institutions that will enable them to achieve an improved quality of life. First Nations governments and Inuit communities are increasingly responsible for their own affairs: devolution has transferred administrative authority for the delivery of most programs and services; self-government agreements are expanding law-making and political powers, as well as establishing new fiscal and political relationships; and intergovernmental and Treaty relationships are providing a basis for resolving long-standing claims and disputes and for improved cooperation with other governments and communities in Canada.

Helping to establish an environment that empowers First Nations and northern governments and Inuit communities, strengthens institutions, and supports cooperative inter-governmental and Treaty relationships.

These developments support First Nations governments' and Inuit communities' efforts to develop clear accountabilities to citizens, and to improve social and economic conditions. INAC's continued support of good governance and effective institutions results in First Nations and Inuit communities better positioned to benefit from economic activities; furthermore, all Canadians benefit from healthier, more self-reliant First Nations and Inuit communities.

Effective governance is key to socio-economic development. It allows First Nations governments and institutions and Inuit organizations and communities to empower citizens to exploit economic development opportunities, improve programs and services, and enhance social and economic well-being. The department strengthens First Nations and Inuit governance and financial management through legislative initiatives, administrative mechanisms and capacity development, as well as through its programs and policies.

Institutions support First Nations governments and institutions and Inuit organizations and communities in managing resources; in providing programs and services; and in formulating, implementing and enforcing sound policies and regulations. Some institutions work with governments and other partners in areas such as research, governance, education and the environment. The department supports institutions through funding, research and participation.

Federal, provincial and territorial governments are building foundations for co-operative relationships with First Nations governments and institutions and Inuit organizations and communities by negotiating and implementing land claims and self-government agreements, by mutually exploring Treaties and by putting in place the means to work together to identify priorities for action. Negotiations fulfil constitutional obligations, address historical lawful obligations, promote mutual respect, build partnerships, help define common agendas, and reduce conflict and litigation. Agreements give First Nations and Inuit the tools they need to support their cultures and improve their economies: certainty over rights to lands and resources, compensation for past wrongs and clarity for the exercise of self-government powers.

Northern Affairs

Progress on the Aboriginal agenda and on northern institution-building has contributed to the beginning of a social and cultural revitalization in northern Aboriginal communities and to strengthened partnerships essential to current and future development. Further attention to these priorities and to supporting the capacity of Northerners to manage governance is essential. Northern governance also has an important international dimension in addressing transboundary issues.

Logic Model

To provide a context for performance, focus on outcomes and link resources to outcomes, a results-logic “map” has been outlined for each strategic outcome.

These results-logic maps build on the circles of influence described previously and allow the reader to visibly link together INAC’s use of resources to perform activities and produce outputs at the operational level, and to influence outcomes at the collaborative level with partners and client communities, such as First Nations, Inuit and Northerners. These collaborative outcomes can then be associated with the strategic outcomes and priorities that make up the *raison d’être* of the department.

Long-term Outcomes	Indian and Inuit Affairs Accountable, transparent, legitimate, representative and citizen-empowered First Nations governments and Inuit communities, with well-developed fiscal and intergovernmental relationships Stable and effective institutions that are controlled by First Nations and Inuit, that are responsive to community needs and are culturally appropriate, and that support the increased self-reliance of communities and governments Cooperative intergovernmental and Treaty relationships with First Nations and cooperative intergovernmental relationships with Inuit in pursuit of shared objectives Northern Affairs Good northern governance, effective institutions and co-operative relationships
Intermediate Outcomes	Indian and Inuit Affairs First Nations government and Inuit community processes and mechanisms that engage citizens and enable them to hold their governments accountable First Nations governments and Inuit communities that make their own decisions, are responsible for their own program design and delivery, and provide access for their citizens Increasingly self-reliant First Nations governments and Inuit communities with stable and predictable fiscal relationships that are responsive to communities’ plans Rationalized array of First Nations- and Inuit-led institutions that are responsive to community needs and that have clear mandates and collaborative structures and mechanisms Shared understanding with First Nations governments of historic Treaty relationships Addressing unique grievances (beyond those captured by existing policies) by specific claims Northern Affairs Strengthened northern governments and more effective intergovernmental mechanisms in the North Strengthened intergovernmental cooperation internationally on circumpolar issues

Immediate Outcomes	<p>Indian and Inuit Affairs Effective governance frameworks including codes, constitutions, community plans and redress mechanisms developed by First Nations governments and Inuit communities</p> <p>Increased capacity of First Nations governments and Inuit communities in policy and program design and implementation</p> <p>Increased collaboration among governments and institutions</p> <p>Financial transfer arrangements matched to First Nations and Inuit capacity, including more effective use of existing revenue-generation tools</p> <p>Support for and creation of institutions that are responsive to community needs and that have the essential elements of modern management and comptrollership</p> <p>Professionalism of key public service functions in First Nations and Inuit institutions through common standards and training programs</p> <p>Shared understanding of historic Treaty relationships, including increased public understanding and respect</p> <p>Claims Resolution Centre decision regarding implementation</p> <p>Self-government and comprehensive land claims agreements negotiated and implemented by meeting key milestones</p> <p>Northern Affairs Governments and Northerners working collaboratively to design and implement a comprehensive Northern Strategy</p> <p>Increased engagement, participation and collaboration of all key agencies in northern governance and circumpolar issues</p>
Accountability	<p>Indian and Inuit Affairs Assistant Deputy Minister, Claims and Indian Government</p> <p>Northern Affairs Assistant Deputy Minister, Northern Affairs</p>
Program Activities	<p>Indian and Inuit Affairs Governance</p> <p>Institutions</p> <p>Co-operative Relationships</p> <p>Northern Affairs Northern Governance</p>

Analysis by Program Activity

GOVERNANCE

Financial and Human Resources

2005–06		2006–07		2007–08	
\$ Millions	FTEs	\$ Millions	FTEs	\$ Millions	FTEs
59.5	47	58.6	48	58.8	50

Note: Figures include proration of Departmental Management and Administration (dollars and FTEs) based on total planned spending.

Description

Fostering stronger governance through supporting legislative initiatives, programs and policies, and administrative mechanisms that foster stable, legitimate and effective First Nations governments and Inuit communities that are culturally relevant and accountable to their citizens.

Deliverables and Time Lines — Expected Results and Outputs

PRIORITY *Working in partnership with First Nations, Inuit and Northerners in fostering good governance, effective institutions and co-operative relationships*

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 1		
Accountable Governments		
<ul style="list-style-type: none"> • More accountable First Nations governments and Inuit communities develop and/or make better use of governance tools. 	<ul style="list-style-type: none"> • Development of community redress mechanisms. • Number of First Nations and Inuit communities funding requests for governance-related projects. • Number of self-government and community constitutions ratified. • Implementation of First Nations and Inuit policies and local laws. • Number of First Nations and Inuit governments/communities operating under self-government agreements. 	<ul style="list-style-type: none"> • Increased requests for governance-related training. • Increased number of self-government and community constitutions ratified. • Increased transparency with respect to adoption and implementation of First Nations and Inuit policies and local laws. • Increased number of First Nations and Inuit operating under self-government agreements.
Output(s)		
<ul style="list-style-type: none"> • Support First Nations and Inuit in the implementation and maintenance of accountability mechanisms and the development of governance models. 	<ul style="list-style-type: none"> • Number of governance projects and activities supported. 	<ul style="list-style-type: none"> • Increasing number of governance projects supported.
<ul style="list-style-type: none"> • INAC staff working collaboratively to assist First Nations and Inuit in the implementation and maintenance of accountability mechanisms and the development of governance models. 	<ul style="list-style-type: none"> • Level of collaborative interaction on governance projects and activities. 	<ul style="list-style-type: none"> • Increasing number of First Nations and Inuit requests for assistance.
How does this expected result support the priority?		
Transparent and accountable governments better serve citizens and provide more stability.		
Expected Result 2		
Cooperation, Collaboration, Aggregation and Awareness		
<ul style="list-style-type: none"> • Effective, efficient and responsive First Nations governments and Inuit communities with strong capacities and critical mass. 	<ul style="list-style-type: none"> • Demonstrations of cooperation, collaboration, aggregation and awareness through partnerships, information-sharing and aggregations. 	<ul style="list-style-type: none"> • Creation of new national and regional institutions. • Increased level of information-sharing. • Increased number of aggregations.
Output(s)		
<ul style="list-style-type: none"> • Support and maintain networking among First Nations or Inuit, and develop governance models. 	<ul style="list-style-type: none"> • Instances of networking among First Nations or Inuit, or of collaboration with other governments; implementation of governance models at an aggregate level. 	<ul style="list-style-type: none"> • Increase in networking among First Nations or Inuit, and exploration of aggregation/collaboration opportunities.
<ul style="list-style-type: none"> • Establishment of aggregated groups or organizations representing First Nations and/or Inuit communities. 	<ul style="list-style-type: none"> • Approval of agreements that support the aggregation of individual communities or service populations. 	<ul style="list-style-type: none"> • INAC consideration and negotiation of funding agreements based on aggregations where requested.
How does this expected result support the priority?		
In providing the option of establishing aggregations, First Nations and Inuit will be able to develop improved programs and services that support increased self-reliance mechanisms.		

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 3		
Funding Agreements and Fiscal Relations		
<ul style="list-style-type: none"> Funding agreements that are matched to First Nations and Inuit governance capacity and that are responsive to community priorities and show increased transparency, predictability and accountability. 	<ul style="list-style-type: none"> Funding agreements are appropriate to recipients' needs. 	<ul style="list-style-type: none"> Ongoing review of appropriateness of funding agreements.
Output(s)		
<ul style="list-style-type: none"> Development of a more coherent and transparent Intervention Policy with participation from First Nations Representatives. 	<ul style="list-style-type: none"> Approved policy. 	<ul style="list-style-type: none"> Approval by June 2005.
<ul style="list-style-type: none"> Assessment of need for additional types of funding authorities. 	<ul style="list-style-type: none"> Approval of Departmental Audit and Evaluation Branch (DAEB) AFA/FTP evaluation results. Recommendations and action plan to be developed in response to AFA/FTP evaluation. 	<ul style="list-style-type: none"> Approval by June 2006. To be completed by March 2007.

How does this expected result support the priority?

An enhanced suite of funding authorities that complement existing funding agreements will provide additional options for matching recipients' capacities and will support movement along the Governance Continuum.

INSTITUTIONS

Financial and Human Resources

2005–06		2006–07		2007–08	
\$ Millions	FTEs	\$ Millions	FTEs	\$ Millions	FTEs
477.0	297	476.5	310	479.8	329

Note: Figures include proration of Departmental Management and Administration (dollars and FTEs) based on total planned spending.

Description

Assists First Nations to meet the costs of local and self-government and the administration of departmentally funded services. This support is intended to provide a stable funding base for institutions that are well populated by First Nations and Inuit, to facilitate effective community governance and the efficient delivery of services.

Deliverables and Time Lines — Expected Results and Outputs

PRIORITY Working in partnership with First Nations, Inuit and Northerners in fostering good governance, effective institutions and co-operative relationships

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 1		
Cooperation, Collaboration, Aggregation and Awareness		
<ul style="list-style-type: none"> Increased effectiveness of institutions through cooperation, collaboration and aggregation with or among First Nations or Inuit, and with other governments. 	<ul style="list-style-type: none"> Demonstration of cooperation, collaboration, aggregation and awareness through partnerships, information-sharing and aggregations. 	<ul style="list-style-type: none"> Creation of new national and regional institutions. Increased level of information-sharing. Increased number of aggregations.
<ul style="list-style-type: none"> First Nations, Inuit and public awareness of institutions and their roles through use and education materials. 	<ul style="list-style-type: none"> Demonstration of awareness of institutions and their roles. 	<ul style="list-style-type: none"> Increased levels of awareness of institutions and their roles.

Expected Results and Outputs	Indicators	Targets/Timing
<p>Output(s)</p> <ul style="list-style-type: none"> Identifying successful institutional models and sharing information on best practices with respective First Nations and Inuit communities. 	<ul style="list-style-type: none"> Level (quantity and quality) of departmental documents on institutional models and best practices that are distributed. Level of distribution and accessibility of departmental documents on institutions and their functions. 	<ul style="list-style-type: none"> Number of regional and national Initiatives to support institutional development by March 2006. Ongoing documentation of institutional models and best practices. Mechanisms to ensure broad distribution and accessibility of information by March 2006.
<ul style="list-style-type: none"> Continue to develop an inventory of First Nations and Inuit institutions to determine the support networks that exist and to identify gaps. 	<ul style="list-style-type: none"> An inventory of local, regional and national institutions. 	<ul style="list-style-type: none"> Completion of the inventory by March 2006.

How does this expected result support the priority?

Strong governments depend on strong institutions that are well accepted in the communities.

Expected Result 2

Creation and Support of Institutions

<ul style="list-style-type: none"> With First Nations and Inuit, creation and support of local, regional and national institutions that address issues of public administration. 	<ul style="list-style-type: none"> Level (percent, number and quality) of development and implementation of new institutions. 	<ul style="list-style-type: none"> Increasing levels of development and implementation of new institutions.
<p>Output(s)</p> <ul style="list-style-type: none"> Drafting of legislation for consideration by Parliament. Within INAC, implementation activities to establish new institutions. 	<ul style="list-style-type: none"> Establishment of new institutions related to fiscal and statistical matters, governance and implementation of land claims agreements. 	<ul style="list-style-type: none"> Establishment of the fiscal and statistical institution in fiscal year 2005–06. Establishment of an independent First Nations Governance Centre in 2005–06. Establishment of new institutions related to the Tlicho and Labrador Inuit Association Agreements in 2005–06. Establishment of a functional Inuit Relations Secretariat in INAC.
<ul style="list-style-type: none"> Increased communication and understanding within First Nations and Inuit communities, INAC, other government departments, provincial and territorial governments, and others with respect to changes being brought about by the development of institutions and strengthened First Nations and Inuit public administration. 	<ul style="list-style-type: none"> Interpretation of available data to assess level of communication and understanding. Number of fora for sharing information and best practices. 	<ul style="list-style-type: none"> Analysis of the interpretation of available data by 2006. Identify what fora exist and what gaps exist.

How does this expected result support the priority?

Governments rely on effective institutions. Such institutions need to be supported and new institutions established where there are gaps.

Expected Result 3

Institutions of a Professional Capacity

<ul style="list-style-type: none"> Institutions' professional public servants who provide sound advice and who implement decisions. 	<ul style="list-style-type: none"> In fields of mutual interest, the percentage of First Nations and Inuit public servants who meet agreed-upon standards. 	<ul style="list-style-type: none"> In fields of mutual interest, increasing the percentage of First Nations and Inuit public servants who meet agreed-upon standards.
<p>Output</p> <ul style="list-style-type: none"> Financial support to institutions for training and professional development. 	<ul style="list-style-type: none"> Level (percent, number and quality) of strengthened First Nations and Inuit professional associations. Number of participants in professional training. 	<ul style="list-style-type: none"> Development of mechanisms to measure the indicator by March 2006. Search existing databases to determine progress in professional development by March 2006.

How does this expected result support the priority?

Effective institutions rely on a highly skilled and professional workforce.

CO-OPERATIVE RELATIONSHIPS

Financial and Human Resources

2005–06		2006–07		2007–08	
\$ Millions	FTEs	\$ Millions	FTEs	\$ Millions	FTEs
222.7	528	189.9	466	183.3	469

Note: Figures include proration of Departmental Management and Administration (dollars and FTEs) based on total planned spending.

Description

Building co-operative and productive intergovernmental and Treaty relationships with First Nations and Inuit to optimize the pursuit and attainment of shared objectives; the reconciliation of Aboriginal and other interests through researching, assessing, negotiating and implementing claims and self government agreements; the furthering of common understanding regarding the historic treaty relationship; and developing legislative and administrative arrangements that reflect evolving governance capacities and relations.

Definition of Terms

- *Specific claims are historical claims made by a First Nation against Canada relating to the administration of land and other Indian assets or the non-fulfilment of historic Treaties.*
- *Special claims are claims by Aboriginal groups that do not meet the tests of existing claims policies, but for which there may be compelling legal and policy reasons to negotiate a resolution, and for which a Cabinet mandate must often be obtained.*
- *Comprehensive claims are modern treaties involving unsettled issues of Aboriginal rights and title, with particular emphasis on the ownership, use and management of lands and resources.*
- *Aboriginal self-government arrangements are negotiated under Canada's Inherent Right Policy (either as a stand-alone self-government negotiation or as part of a comprehensive claim).*
- *Implementation measures are measures with respect to arrangements that may arise on occasion from any of the types of negotiations noted above.*
- *Resolution of issues refers to issues arising from litigation or arbitration initiated by Aboriginal groups.*
- *Historic Treaties are agreements made between the Crown and First Nations between 1701 and 1923, which focused initially on military alliances and later on orderly settlement of the land.*

Deliverables and Time Lines — Expected Results and Outputs

PRIORITY Working in partnership with First Nations, Inuit and Northerners in fostering good governance, effective institutions and co-operative relationships

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 1		
Historic Treaties		
<ul style="list-style-type: none"> Strengthen Treaty relationships at Exploratory Treaty Tables (ETT) and Treaty Commissions with First Nations. 	<ul style="list-style-type: none"> Jointly produced ETTs and Commission reports, studies and recommendations on common understandings of Treaties. Joint research in support of discussions at ETTs as established in annual ETT work plans. 	<ul style="list-style-type: none"> Establishment of and support for the work of ETTs and Treaty Commissions (ongoing) where such work is jointly mandated. Mandates of the Office of the Treaty Commissioner and ETT in Saskatchewan will be discussed with First Nations leading to a new mandate in 2007. Joint research projects carried out.
<ul style="list-style-type: none"> Canadian public understands the significance of historic Treaties. 	<ul style="list-style-type: none"> Level of participation by professionals, the public and members of First Nations in Treaty education programs. Level of participation in Treaty anniversary commemorations, Treaty days and other public celebrations of Treaty renewal. 	<ul style="list-style-type: none"> Canadian public that broadly understands historic Treaties and supports them. A high level of participation among First Nations and the Canadian public in Treaty anniversary commemorations, Treaty days and similar celebrations.
<ul style="list-style-type: none"> Engagement in the collaborative development of new Treaty Commissions. 	<ul style="list-style-type: none"> Establishment of an Alberta Treaty Commission with First Nations. 	<ul style="list-style-type: none"> Discussions with Alberta First Nations and the Province of Alberta to seek consensus support to establish a Treaty Commission in Alberta.
Output(s)		
<ul style="list-style-type: none"> Initiate Manitoba Treaty Commission. 	<ul style="list-style-type: none"> Commissioner appointed and Commission commences activity. 	<ul style="list-style-type: none"> Commission recommences activity prior to March 31, 2006.
<ul style="list-style-type: none"> Commemoration of centennial of Treaties 9 and 10. 	<ul style="list-style-type: none"> Commemoration ceremonies take place. 	<ul style="list-style-type: none"> Ceremonies scheduled for summers of 2005 and 2006.
<ul style="list-style-type: none"> Public education. 	<ul style="list-style-type: none"> Course material developed and workshops delivered. 	<ul style="list-style-type: none"> Course materials and workshops delivered by March 2006.

How does this expected result support the priority?

Historic Treaties provide the basis for a strengthened and forward-looking partnership with First Nations.

Expected Result 2

Specific and Special Claims

<ul style="list-style-type: none"> Outstanding historical lawful obligations addressed through specific claims negotiations among First Nations, federal and provincial governments. 	<ul style="list-style-type: none"> Conclusion of negotiations result in settlements. Reduced number of outstanding specific claims. 	<ul style="list-style-type: none"> Process completed within the timeframes established in individual protocol agreements. Reaching settlement, resulting in a reduced number of outstanding specific claims.
<ul style="list-style-type: none"> Special claims addressed through negotiations among First Nations, federal and provincial governments. 	<ul style="list-style-type: none"> Reduced number of outstanding special claims. 	<ul style="list-style-type: none"> Reaching settlement, resulting in a reduced number of outstanding special claims.
<ul style="list-style-type: none"> Specific Claims Resolution Centre (SCRC) established, understood and used by First Nations. 	<ul style="list-style-type: none"> First Nations use of SCRC. Survey of First Nations as to their understanding of role of SCRC process. 	<ul style="list-style-type: none"> SCRC decision about implementation of <i>Specific Claims Resolution Act</i> (SCRA) by March 2006.

Output(s)

<ul style="list-style-type: none"> Federal participation in negotiations. 	<ul style="list-style-type: none"> Federal negotiation teams engaged in accepted claims. 	<ul style="list-style-type: none"> Ongoing.
<ul style="list-style-type: none"> Development of policy and mandates. 	<ul style="list-style-type: none"> Annual review of negotiation tables and federal negotiator contracts. Measurement of progress on specific negotiations against work plans. 	<ul style="list-style-type: none"> Effective federal participation at productive negotiation tables.
<ul style="list-style-type: none"> Implementation of the SCRC. 	<ul style="list-style-type: none"> SCRC established and operational. 	<ul style="list-style-type: none"> SCRC decision about implementation of SCRA by March 2006.

How does this expected result support the priority?

Resolution of special and specific claims helps to establish a foundation for co-operative relationships with respect to Treaty rights and other historical lawful obligations.

Expected Results and Outputs	Indicators	Targets/Timing
<p>Expected Result 3 Comprehensive Claims and Self-Government Agreements</p> <ul style="list-style-type: none"> • Reconciliation, through negotiation with the provinces, First Nations and Inuit, of the pre-existence of Aboriginal societies with the sovereignty of the Crown. • Certainty over ownership and use of land and resources; and predictability and clarity for the implementation of self-government by First Nations. • Successful conclusion of comprehensive land claims agreements and self-government agreements with First Nations and Inuit communities. <p>Output(s)</p> <ul style="list-style-type: none"> • Participation at productive negotiations. • Development of policy and mandates. 	<ul style="list-style-type: none"> • Achievement of key milestones toward the conclusion of comprehensive land claims and self-government agreements, e.g., final agreements, agreements-in-principle (AIPs), incremental Treaty agreements, interim measures agreements, framework agreements. <ul style="list-style-type: none"> • Access to negotiation resources and development of negotiation mandates. • Annual review of negotiation tables and federal negotiator contracts. • Measurement of progress at specific negotiation processes against bilateral/tripartite work plans. • Availability of more efficient policy options for addressing Aboriginal and Treaty rights as a result of federal dialogue with Aboriginal organizations and provincial/territorial governments. 	<ul style="list-style-type: none"> • Full engagement by First Nations, provincial and federal governments in Atlantic (Marshall) claims-like process negotiations by 2008–09. • Conclusion of Yukon Umbrella Final Agreement process in 2005–06. • Conclusion and ratification of final agreements at lead negotiation tables. • Governance AIP — signing of Anishinabek Nation Governance AIP, spring/summer 2005. • Completion of the Deliné self-government jurisdictional negotiation by June 2005. Completion of draft final self-government agreement by December 2005. • Tlicho and Labrador Inuit Associations land claims and self-government agreements effective by summer 2005 and winter 2006 respectively. • Completion of negotiations for the Maa-nulth, Lheidli T'enneh, Sliammon and Tsawwassen final agreements in British Columbia by March 2006. <ul style="list-style-type: none"> • Effective federal participation at productive negotiation tables.

How does this expected result support the priority?
Concluding comprehensive land claims and self-government negotiations gives Aboriginal groups and both federal and provincial/territorial governments the opportunity to define their relationships instead of leaving it to the courts. It reflects the reality that co-operative relationships with Aboriginal peoples must be underpinned by addressing Aboriginal and Treaty rights. It is linked to the larger issue of how Canada as a nation-state should address Aboriginal and Treaty rights in a manner that is consistent with the recognition and affirmation of those rights in section 35 of the *Constitution Act, 1982*.

<p>Expected Result 4 Implementation of Comprehensive Claims and Self-Government Agreements</p> <ul style="list-style-type: none"> • Implementation plans and fiscal agreements negotiated to accompany final agreements with First Nations, Inuit and provincial governments. • Implement land claims and self-government agreements. 	<ul style="list-style-type: none"> • Signed implementation plans and fiscal agreements. • Tabling in Parliament of annual reports detailing implementation activities. • Periodic comprehensive reviews of the implementation. 	<ul style="list-style-type: none"> • Process completed within the timelines established in individual work plans. • Re-start Nunavut Land Claims Agreement Implementation Contract Negotiations before March 2006. • Implementation activities carried out in accordance with the implementation plans and agreements. • Complete reviews within the timelines established for renewal in the plans and agreements.
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Expected Results and Outputs	Indicators	Targets/Timing
Output(s) • Development of negotiation positions and participation in negotiations.	• Conclusion of implementation plans and renewal of implementation plans.	• Completed agreements in relation to the United Anishnaabeg Councils (UAC) and Deliné self-government agreements and four agreements in British Columbia.
• Implementing agreements and providing funding.	• Implementation of land claims and self-government agreements. • Transfer of funding in accordance with financing agreements.	• Implementation of all land claims and self-government agreements (ongoing). • Funding in accordance with obligations (ongoing).
• Participating in multi-party monitoring processes and tracking the fulfilment of implementation obligations.	• Reporting to other parties on federal implementation activities through joint implementation bodies. • Systematic tracking of federal implementation activities.	• At least once a year, and as otherwise agreed to (ongoing). • Discussion with partners on the development of a results-based reporting approach as recommended by the Auditor General (ongoing). • Maintenance of a database (ongoing).

How does this expected result support the priority?

The successful implementation of agreements supports co-operative relationships that are built through the negotiation of land claims and self-government.

NORTHERN GOVERNANCE

Financial and Human Resources

2005–06		2006–07		2007–08	
\$ Millions	FTEs	\$ Millions	FTEs	\$ Millions	FTEs
13.8	58	13.8	58	13.8	59

Note: Figures include proration of Departmental Management and Administration (dollars and FTEs) based on total planned spending.

Description

Supports strengthening northern governments through devolution of province-like responsibilities, effective intergovernmental mechanisms and management of strategic issues, as well as strengthened intergovernmental cooperation internationally on circumpolar issues.

Deliverables and Time Lines — Expected Results and Outputs

PRIORITY Working in partnership with First Nations, Inuit and Northerners in fostering good governance, effective institutions and co-operative relationships

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 1 • A comprehensive Northern Strategy for Canada's three territories.	• Achieved key consensual milestones on strategy.	• Ongoing 2005–06.
Output • Development and implementation of final strategy framework and associated actions.	• Completion of a successful consultation process. • Development and implementation of Strategy.	• Consultations completed and information fed into framework development process by spring 2005. • Launch Northern Strategy by mid-2005.

How does this expected result support the priority?

Successful consultation processes form the backbone of any good strategy or program. Feedback from the public allows government to effectively refine and target strategies and programs to suit specific needs within a province, territory or region, while still allowing overarching government mandates to be met.

The development and, ultimately, the implementation of the strategy is heavily reliant upon regional delivery and monitoring, which plays a critical role in ensuring the success of any initiative.

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 2 • Devolution of provincial-like responsibilities to northern governments.	• Achieved key milestones in the devolution of provincial-like responsibilities to northern governments.	• Ongoing 2005–08.
Output(s) • Negotiation of an agreement-in-principle (AIP) and final devolution agreement in the Northwest Territories.	• Approved AIP and approved mandate to negotiate the final devolution agreement.	• Completion of the AIP targeted for spring 2005. • Approved mandate to negotiate a final devolution agreement, summer 2005. • Final devolution agreement, end of 2006.
• Negotiation of Nunavut devolution.	• Approved mandate to negotiate a devolution agreement. • Appointment of a Chief Federal Negotiator.	• Approved mandate to negotiate an agreement, December 2005. • Chief Federal Negotiator, winter 2006.

How does this expected result support the priority?

Seeking approval is a necessary first step in the process of negotiating the devolution of authorities to the territorial governments. This process allows government to assess the resources needed and potential costs associated with the commitment, and is required for the responsible department to begin assembling the team needed to commence the process of negotiation.

Expected Result 3 • Enhanced capacity to manage circumpolar and global issues that affect the Canadian North, and enhanced capacity to capitalize on emerging socio-economic opportunities in the circumpolar region.	• Increased abilities, knowledge and capabilities with respect to capitalizing on emerging socio-economic opportunities.	• Ongoing 2005–08.
Output(s) • Enhanced network of effective international institutions and bilateral and multilateral relationships to facilitate circumpolar cooperation.	• Canadian participation in upcoming meetings of the Arctic Council Senior Arctic Officials (SAO) under the Russian chair; ongoing support for northern and Aboriginal peoples to participate in the work of the Arctic Council and to engage in Arctic cooperation with Russia.	• Planning and development of content for Senior Arctic Officials; two meetings planned annually for the period 2005–08.
• Key Canadian priorities advanced under the Russian Chairmanship of the Arctic Council.	• Engage in proposed Arctic Council activities during the period of the Russian chair; integrate the findings of the Arctic Human Development Report (AHDR) and the Arctic Climate Impact Assessment (ACIA) into the work of the Arctic Council; participate in the follow-up to the AHDR and ACIA and in implementation of the Arctic Marine Strategic Plan (AMSP).	• Facilitate the interdepartmental consultative process to secure Canada's engagement in key Arctic Council initiatives during the two years of the Russian chair, beginning with the first SAO meeting in spring 2005.
• Strengthened linkages between northerners of Canada and Russia.	• Support of the establishment of the Circumpolar Association of Municipalities (CAM) and the Circumpolar Chamber of Commerce (CCC); targeted seminars and transfer of know-how to Russian partners in socio-economic monitoring, corporate governance in the oil and gas sector, and intergovernmental relations.	• Founding meeting of CAM, February 2005; coordination of the next workshop on federalism, law and Aboriginal peoples in Irkutsk, eastern Siberia, September 2005; develop, by December 2006, a viable monitoring system to assist Russian regional governments to monitor socio-economic, environmental and other factors affecting Aboriginal peoples in the Russian North; establish a Canada–Russia Business Services and Information Centre in March 2005; support the process of establishing the CCC, to be initiated in 2005, as well as the development of a CCC Action Plan.

How does this expected result support the priority?

Fostering international cooperation on circumpolar issues has resulted in the development and implementation of meaningful actions on issues that affect Canada's Arctic and the individuals that live there, including the transport of contaminants into the Arctic food chain. It has also provided a forum for Northerners, including Aboriginal organizations, to work in partnerships internationally with other Arctic communities to influence decisions that affect them and to develop networks that support exchanges across a broad spectrum of interests (e.g., political, cultural and economic).

Areas for Improvement and Lessons Learned

Governance

First Nations and Inuit communities will require adequate, dependable and timely financial support to develop the tools needed to build and maintain strong, accountable governments and to facilitate networking and other fora through which they can exchange best practices and build professional capacity within individual communities. Coordination among interested First Nations and Inuit communities and agencies, the department, other federal departments, central agencies and other governments is required to achieve these objectives.

Institutions

There must be more awareness of what First Nations, Inuit, provincial, territorial, federal and private institutions exist at present and better understanding of what functions they perform so that there can be greater cooperation between institutions and with governments. This knowledge will also help to assess requirements for establishing new institutions. Improved coordination within the department, and among other federal government departments and other governments, is required to achieve this end.

Co-operative relationships

The department needs to communicate with First Nations and Inuit communities on our respective priorities and to work together more closely to pursue common purposes. Many years of implementing land claims and self-government agreements has proven that fulfilling our obligations requires renewed relationships with First Nations and Inuit communities. Based on some of the challenges that have arisen, there is a need for increased clarification of the scope and nature of implementation plans, reviews and renewals.

Exploratory discussions with historic Treaty First Nations are helping to establish common understandings and renewed relationships with these groups.

Given the vastly different circumstances of Aboriginal peoples throughout Canada, a one-size-fits-all approach is not practical for addressing Aboriginal and Treaty rights of different groups in different parts of the country. Each Aboriginal group has its own culture, customs and traditions. In addition, provinces and territories have their own views and positions on resolving claims and accommodating self-government. Furthermore, developments in constitutional law since 1982 have expanded our understanding of the nature and scope of Aboriginal and Treaty rights. Legal developments and experience at the negotiation tables are challenging governments and Aboriginal groups to consider new approaches, such as the recognition of Aboriginal rights in advance of final agreements; mechanisms for consulting with Aboriginal groups and accommodating their rights while negotiations are proceeding; and ways to reduce the length of time it takes to negotiate agreements.

Historic treaties, land claims and self-government agreements establish a foundation for co-operative relationships that respect Aboriginal and Treaty rights and outstanding historical lawful obligations; provide certainty over rights to land and resources; and clarify the exercise of self-government powers. These co-operative relationships are achieved in part through negotiated arrangements. Comprehensive and specific land claims and self-government negotiations are complex in nature and require a long-term commitment by all parties. They are frequently highly sensitive negotiations, in which the nature and scope of initiatives may take many years to conclude. The bilateral, or tripartite, nature of relationship-building limits the federal team's ability to single-handedly determine the outcome of any negotiation. In other words, lack of progress in a negotiation process may be due to factors outside the control of the performance of any one party.

Strategic Outcome: **THE PEOPLE**

Strengthened individual and family well-being for First Nations, Inuit and Northerners

Planned Spending: \$2,976.8 million in 2005-06; \$3,060.5 million in 2006-07; \$3,171.6 million in 2007-08

What is this Strategic Outcome About?

Indian and Inuit Affairs

First Nations and Inuit people are among the most disadvantaged groups in Canada. Research indicates that higher levels of education and economic development are most likely to produce lasting improvements in quality of life. However, education cannot achieve maximum results without social and health services that help support families and children who are ready to learn. Similarly, safe, stable and healthy individuals, families and communities are needed to take full advantage of economic development and employment opportunities.

Integrated interdepartmental policy development, program design and service delivery undertaken in partnership with First Nations, Inuit and other partners. Jointly developed management and accountability frameworks that include jointly agreed-upon performance indicators to support and measure effectiveness and outcomes.

This strategic outcome supports the national objective of ensuring First Nations and Inuit have access to a range and level of services that are reasonably comparable to those enjoyed by other Canadians in like circumstances. At the same time, it enables First Nations and Inuit control over the policies, programs and services that most directly affect their quality of life.

As illustrated in Figure 5, activities within this strategic outcome create a continuum of essential services throughout an individual's life. Services intended to support the well-being of the individual — and the family and the community through the individual — are represented in three separate, yet interconnected circles. The management of individual affairs, from the registration of

births to estate planning, and the fulfilment of statutory and Treaty obligations form the outer circle and are foundational services. The middle circle comprises social services that ensure individuals have the necessities of life. Education services that promote the empowerment of the individual form the inner circle.

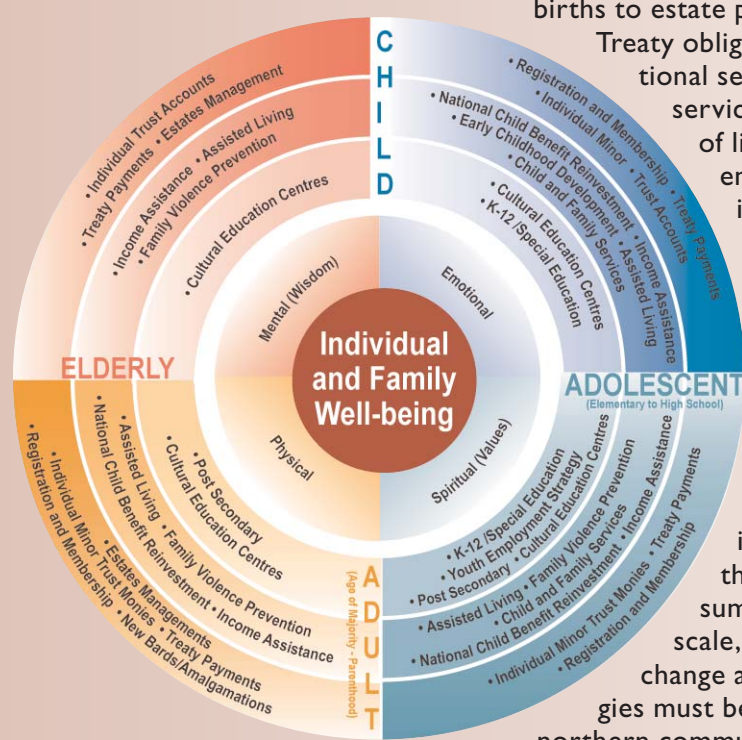


Figure 5: The Peoples' Continuum

Northern Affairs

One of the challenges facing federal, provincial and territorial governments is to find the most effective means of ensuring that people living in isolated communities in northern Canada have the physical and economic means to obtain sufficient safe and nutritious food at all times. Food security is influenced by a number of factors, including the price of imported foods and the safe consumption of traditional foods. On a broader scale, scientists are learning more about climate change and its impact on the Arctic. Adaptive strategies must be developed, evaluated and then adopted in northern communities.

Logic Model

To provide a context for performance, focus on outcomes and link resources to outcomes, a results-logic “map” has been outlined for each strategic outcome.

These results-logic maps build on the circles of influence described previously and allow the reader to visibly link together INAC’s use of resources to perform activities and produce outputs at the operational level, and to influence outcomes at the collaborative level with partners and client communities, such as First Nations, Inuit and Northerners. These collaborative outcomes can then be associated with the strategic outcomes and priorities that make up the raison d’être of the department.

Long-term Outcomes	Indian and Inuit Affairs Strengthening individual and family well-being Full First Nations government control over membership/citizenship Full transfer of the management and administration of Indian moneys to First Nations governments Full transfer of the administration and control of estates to First Nations governments through legislative change Continue to fulfil Treaty annuities allowances obligations in accordance with Treaty provisions Quality education supported by education systems and partnerships to facilitate increased levels of attainment Enabling First Nations and Inuit control over the policies, programs and services that most directly affect their quality of life Northern Affairs Healthy northern communities
Intermediate Outcomes	Indian and Inuit Affairs Support and assist the full transfer of membership and registration to First Nations seeking to exercise self-government Support and assist the full transfer of Indian moneys to First Nations seeking to exercise self-government Support and assist the full transfer of estate administration and planning to First Nations In partnership with First Nations, support and assist First Nations seeking self-governing models, including self-determination Continue to fulfil Treaty annuities allowances obligations in accordance with Treaty provisions Programs that are more responsive to the contemporary needs of elementary, secondary and post-secondary students Foster greater self-sufficiency for First Nations individuals and communities Improve the quality of life for First Nations communities, families and individuals by alleviating hardship Create safe and secure living environments for communities, families and individuals by eliminating or reducing incidents of family violence and adult and child abuse and neglect Encourage greater participation in the workforce by reducing dependency on transfer payments Northern Affairs Improved food security, nutrition and health for Northerners, including residents of some remote provincial communities Increased capacity of Northerners to respond to broad issues such as climate change

Immediate Outcomes	<p>Indian and Inuit Affairs In partnership with First Nations, develop a strategy to increase First Nations capacity to control membership/citizenship</p> <p>In partnership with First Nations, explore possible external vehicles to manage and administer individual moneys</p> <p>In partnership with First Nations organizations, explore a national strategy and develop a practical toolkit to transfer estate administration and planning to First Nations</p> <p>In partnership with First Nations, review and amend policy and legislative authorities</p> <p>Expedite current band creation, division and amalgamation requests</p> <p>Continue to fulfil Treaty annuities allowances obligations in accordance with Treaty provisions</p> <p>Renewed First Nations Education Policy Framework supported by a strong management and accountability regime with particular attention to:</p> <ul style="list-style-type: none"> — roles and responsibilities — adequate funding formula — clearly defined expected results — performance information and analysis <p>Enhanced Indian control over Indian education through the establishment of regional education authorities</p> <p>Special needs programs and services comparable to those in the province where the First Nation is located</p> <p>Strengthened interface between federal, provincial, territorial and First Nations partners by increasing the number of regional tripartite Tables on First Nations Child and Family Services working in partnership with Health Canada and Human Resources and Skills Development Canada to develop single-window service delivery options with respect to early childhood development</p> <p>Established interconnections between First Nations, provincial and territorial governments, other federal government departments and stakeholders in support of First Nations education</p> <p>Improved social development program and service delivery mechanisms by First Nations for all First Nations</p> <p>Clarified roles and responsibilities (i.e., of service providers and INAC) understood by all stakeholders</p> <p>Incorporate management control frameworks in funding agreements</p> <p>Complete five national/regional/provincial manuals for Income Assistance, First Nations Child and Family Services, Family Violence Prevention, Assisted Living and National Child Benefit</p> <p>Refocus funding support for First Nations Child and Family Services on prevention of abuse and neglect</p> <p>Develop an options paper on the linkages between the Income Assistance Program and the Aboriginal Human Resources Development Strategy</p> <p>In collaboration with First Nations and other partners, complete a policy options paper on long-term care</p> <p>Northern Affairs Increased understanding by all stakeholders, including Northerners, of the sources and effects of contaminants in the northern food chain</p> <p>Reduced prices, better supply and increased consumption of nutritious perishable food in isolated northern communities</p> <p>Increased understanding by Northerners and Aboriginal communities of the impacts of climate change and options for reducing greenhouse gas emissions, and development of partnerships and joint incentives to implement options in both the North and Aboriginal communities</p>
Accountability	<p>Indian and Inuit Affairs Assistant Deputy Minister, Socio-Economic Policy and Programs</p> <p>Northern Affairs Assistant Deputy Minister, Northern Affairs</p>
Program Activities	<p>Indian and Inuit Affairs Managing Individual Affairs</p> <p>Education</p> <p>Social Development</p> <p>Northern Affairs Healthy Northern Communities</p>

Analysis by Program Activity

MANAGING INDIVIDUAL AFFAIRS

Financial and Human Resources

2005–06		2006–07		2007–08	
\$ Millions	FTEs	\$ Millions	FTEs	\$ Millions	FTEs
16.4	93	16.4	93	16.5	94

Note: Figures include proration of Departmental Management and Administration (dollars and FTEs) based on total planned spending.

Description

Professionally managing individual First Nations affairs to ensure that the Minister's responsibilities under the *Indian Act* for Trust Funds, Membership and Estates are properly exercised.

Deliverables and Time Lines — Expected Results and Outputs

PRIORITY *Building healthy, safe and sustainable communities*

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 1 • Effective processing of registration applications while maintaining the integrity of the Indian Register.	• Applications processed/completed on time. • Monitoring of reporting on the number of applications processed/completed.	• Ongoing. • 5,200 applications processed/completed. • Random monitoring of three regions per year.
Output(s) • Issuance of secure Certificates of Indian Status cards. • Up-to-date Indian Register and Band Lists.	• Number of certificates of Indian Status cards issued. • Number of registrations.	• Ongoing. • Ongoing.

How does this expected result support the priority?

The fulfilment of obligations with respect to registration is a statutory requirement. Accurate processing and completion of registrations ensures complete baseline information on communities necessary for planning and making decisions about programs and services. The issuance of secure certificates of Indian Status cards ensures that only persons legitimately entitled to services and benefits receive them, thus preserving the integrity of the special relationship between the Crown and First Nations peoples.

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 2 • Transfer additional increased delegation of Registrar's authority to Regions and Indian Registration Administrators.	• Existing and increased number of First Nations with additional delegation of Registrar's authority.	• Increase Indian Registry administrators by one to five over 2004–05 levels.
Output(s) • Increase the number of Indian Registry administrators and operational resources.	• Number of Indian Registry administrators. • Number of training courses and participants.	• Increase Indian Registry administrators by one to five over 2004–05 levels.

How does this expected result support the priority?

The increase in the number of Indian Registry Administrators will facilitate the transfer of Registrar's duties to First Nations and enable direct service to clients at the community level.

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 3		
<ul style="list-style-type: none"> Transfer control of membership to First Nations. 	<ul style="list-style-type: none"> Existing and increased number of First Nations with control over membership. 	<ul style="list-style-type: none"> 10–15 additional First Nations will control membership by March 31, 2006.
Output		
<ul style="list-style-type: none"> Resourcing and support to First Nations for development of membership code(s). 	<ul style="list-style-type: none"> Membership code(s) developed. 	<ul style="list-style-type: none"> 10–15 additional membership codes to be developed by March 31, 2006.
How does this expected result support the priority?		
The fulfilment of obligations with respect to membership is a statutory requirement. First Nations control over membership increases local autonomy and capacity to respond to unique local pressures and concerns.		
Expected Result 4		
<ul style="list-style-type: none"> Effective administration of individual (minor/incompetent adult) moneys held in the Consolidated Revenue Fund. 	<ul style="list-style-type: none"> Consistent application of the policy. 	<ul style="list-style-type: none"> Ongoing. Annual review.
Output(s)		
<ul style="list-style-type: none"> Collecting, administering and disbursing individual trust moneys. 	<ul style="list-style-type: none"> Number of accounts. Total amount of money disbursed. 	<ul style="list-style-type: none"> Ongoing.
<ul style="list-style-type: none"> Update directives. 	<ul style="list-style-type: none"> Development of a plan. 	<ul style="list-style-type: none"> March 31, 2007.
<ul style="list-style-type: none"> Policy development. 	<ul style="list-style-type: none"> Implementation of the plan. 	<ul style="list-style-type: none"> March 31, 2007.
How does this expected result support the priority?		
The fulfilment of obligations with respect to the administration of individual moneys is a statutory requirement. Effective administration of moneys for minors and incompetent adults provides security to those individuals and their families.		
Expected Result 5		
<ul style="list-style-type: none"> Facilitate the settlement of final affairs of the deceased. 	<ul style="list-style-type: none"> Resolution of estates in a timely fashion. All obligations are met in the processing of the estate as outlined in directives. 	<ul style="list-style-type: none"> Ongoing.
Output(s)		
<ul style="list-style-type: none"> Appointment of departmental and non-departmental administrators. 	<ul style="list-style-type: none"> Number of departmental and non-departmental administrators. 	<ul style="list-style-type: none"> Ongoing.
<ul style="list-style-type: none"> Information sessions on estate planning and administration. 	<ul style="list-style-type: none"> Number of participants at estate planning/administration information sessions. 	<ul style="list-style-type: none"> Ongoing. Sessions are provided based on need identified by communities. The number of non-departmental administrators will increase.
<ul style="list-style-type: none"> Update procedures manual and policy. 	<ul style="list-style-type: none"> Consistent application of the policy. 	<ul style="list-style-type: none"> March 31, 2007.
How does this expected result support the priority?		
The fulfilment of obligations with respect to the administration of estates is a statutory requirement. Effective administration of estates provides security to individuals and their families. Increased capacity within communities to settle the final affairs of the deceased enhances local autonomy and decision-making capacity.		
Expected Result 6		
<ul style="list-style-type: none"> Fulfil Canada's Treaty annuities obligations. 	<ul style="list-style-type: none"> Fulfil Treaty annuities in an established manner, in accordance with Treaty provisions. 	<ul style="list-style-type: none"> Ongoing.
Output		
<ul style="list-style-type: none"> Update procedures manual and policy. 	<ul style="list-style-type: none"> Consistent application of the policy. 	<ul style="list-style-type: none"> March 31, 2007.
How does this expected result support the priority?		
The fulfilment of obligations pursuant to Treaty provisions is a legal obligation. Honouring Treaty commitments contributes to the special relationship between First Nations and the Crown and has significant legal and symbolic importance to individuals, families and communities.		
Expected Result 7		
<ul style="list-style-type: none"> In partnership with First Nations, create, divide and amalgamate bands. 	<ul style="list-style-type: none"> Number of bands created, divided or amalgamated. 	<ul style="list-style-type: none"> Ongoing. 1–2 per year.
Output		
<ul style="list-style-type: none"> Creation, division or amalgamation of bands. 	<ul style="list-style-type: none"> Number of bands created, divided and amalgamated. 	<ul style="list-style-type: none"> Ongoing. 1–2 per year.
How does this expected result support the priority?		
The creation, division or amalgamation of bands creates or enhances community cohesion and stability.		

EDUCATION

Financial and Human Resources

2005–06		2006–07		2007–08	
\$ Millions	FTEs	\$ Millions	FTEs	\$ Millions	FTEs
1,573.5	896	1,614.2	954	1,669.3	1,037

Note: Figures include proration of Departmental Management and Administration (dollars and FTEs) based on total planned spending.

Description

Supports the provision of: *Elementary/Secondary Education* services consistent with provincial programs and standards, contributing to increased levels of educational attainment and improved employability for First Nations and Inuit students; *Special Education* directed to improve the quality of education and level of support services for eligible students with special needs that are reasonably comparable with provincial levels of support services; and, financial support for status Indians to participate in *Post-Secondary Education* studies to increase levels of participation, achievements and employability.

Deliverables and Time Lines — Expected Results and Outputs

PRIORITY *Improvement in educational outcomes*

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 1		
<ul style="list-style-type: none"> A renewed, comprehensive First Nations Education Policy Framework that supports improved delivery of education services to First Nations students. 	<ul style="list-style-type: none"> Education Policy Framework jointly completed with First Nations. 	<ul style="list-style-type: none"> June 2006.
Output		
<ul style="list-style-type: none"> Comprehensive First Nations Education Policy Framework. 	<ul style="list-style-type: none"> Jointly completed education policy framework. 	<ul style="list-style-type: none"> June 2006.
How does this expected result support the priority?		
A renewed framework will improve the delivery of education.		
Expected Result 2		
<ul style="list-style-type: none"> Strengthened partnerships with First Nations and connections with various partners and stakeholders (provinces, educational institutions, etc.). 	<ul style="list-style-type: none"> Number of established venues for collaboration with education stakeholders. 	<ul style="list-style-type: none"> June 2006.
Output		
<ul style="list-style-type: none"> Established venues of collaboration with education stakeholders nationally and in each region. 	<ul style="list-style-type: none"> Collaborative efforts undertaken in each region and with national stakeholders. 	<ul style="list-style-type: none"> June 2006.
How does this expected result support the priority?		
This expected result will reinforce connections between stakeholders.		

SOCIAL DEVELOPMENT

Financial and Human Resources

2005–06		2006–07		2007–08	
\$ Millions	FTEs	\$ Millions	FTEs	\$ Millions	FTEs
1,302.1	626	1,342.9	681	1,402.9	762

Note: Figures include proration of Departmental Management and Administration (dollars and FTEs) based on total planned spending.

Description

Supports the provision of: *Income Assistance* to meet basic needs for food, clothing and shelter to ensure the safety and well-being of individuals and families consistent with provincial programs and standards; *First Nations Child and Family Services* to improve their well-being and security; *Assisted Living* for social support services of a non-medical nature such as in-home care, short term respite care, foster care and institutional care to improve their well-being and security; *Family Violence Program* to improve safety and security, particularly of women and children at-risk; *National Child Benefit Re-investment* to support low-income families with children to help prevent or reduce the depth of child poverty; and, *Other Social Services* to build capacity for First Nations to assume responsibility for and jurisdiction over social development through policy development, program design and service delivery, to build self-reliant, sustainable, healthy and stable First Nation communities.

Deliverables and Time Lines — Expected Results and Outputs

PRIORITY *Building healthy, safe and sustainable communities*

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 1		
<ul style="list-style-type: none"> Engagement and participation of all partners in clarifying roles and responsibilities for social development. 	<ul style="list-style-type: none"> Active engagement of partners in fora. Access to social services. 	<ul style="list-style-type: none"> Ongoing.
Output		
<ul style="list-style-type: none"> Accepted approaches and process for clarifying partners' roles and responsibilities for social development. 	<ul style="list-style-type: none"> Protocol agreement outlining roles and responsibilities of partners. 	<ul style="list-style-type: none"> March 31, 2006.
How does this expected result support the priority?		
The engagement of partners will ensure a comprehensive and responsive approach to policy development, program design and service delivery.		
Expected Result 2		
<ul style="list-style-type: none"> Engagement and participation by all partners in the development of a joint Social Development Policy Framework and the delivery of services. 	<ul style="list-style-type: none"> Delivery of services in accordance with business standards. 	<ul style="list-style-type: none"> March 31, 2006.
Output		
<ul style="list-style-type: none"> An agreed-upon approach to develop a Social Development Policy Framework. 	<ul style="list-style-type: none"> Joint Social Development Policy Framework. 	<ul style="list-style-type: none"> March 31, 2006.
How does this expected result support the priority?		
A jointly developed Social Development Policy Framework will guide a long-term, sustainable approach to improving social development programs and services on reserve.		

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 3		
• Social development policy and program authorities renewed and resources secured.	• Approval of resources and responsive authorities.	• March 31, 2006.
Output		
• New social development program authorities and resources.	• New authorities and resources.	• March 31, 2006.
How does this expected result support the priority?		
This expected result responds to ongoing social development needs and moves toward the development of local capacities to enhance social development programming and priority setting.		
Expected Result 4		
• Horizontal integration with other enabling activities (e.g., life-long learning, economic opportunities).	• Integrated activities between sectors.	• March 31, 2006.
Output		
• Interdepartmental, intergovernmental and First Nations partners communication and program linkages.	• Communication protocols established.	• March 31, 2006.
How does this expected result support the priority?		
Better coordination will improve service delivery, improve results and help to eliminate service gaps.		

HEALTHY NORTHERN COMMUNITIES

Financial and Human Resources

2005–06		2006–07		2007–08	
\$ Millions	FTEs	\$ Millions	FTEs	\$ Millions	FTEs
84.7	55	87.0	58	83.0	53

Note: Figures include proration of Departmental Management and Administration (dollars and FTEs) based on total planned spending.

Description

Supports improvements in the health and well-being of Northerners through grants for hospital and physician services for Indian and Inuit residents in the Northwest Territories and Nunavut, the transportation of nutritious perishable foods and other essential items to isolated northern communities at reduced rates, the conduct of research into the sources and effects of contaminants on the Arctic food chain and initiatives to assist Northerners deal with broad issues such as the impacts of climate change.

Deliverables and Time Lines — Expected Results and Outputs

PRIORITY *Building healthy, safe and sustainable communities*

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 1		
• Northerners are more knowledgeable and able to make healthy choices concerning their use of both traditional and market foods.	• Consumption levels of traditional and nutritious market foods.	• Ongoing measurement throughout 2005–08, with results made public through the publication of research findings related to the Food Mail Program and Northern Contaminants Program (NCP) in fall 2005 and spring 2006.

Expected Results and Outputs	Indicators	Targets/Timing
Output(s)		
<ul style="list-style-type: none"> • Effective, appropriately focused Food Mail Program that increases the consumption of nutritious perishable food in isolated northern communities. 	<ul style="list-style-type: none"> • Sustainable, long-term decision on Food Mail Program funding based on evidence from the Food Mail pilot projects under way in three isolated communities. • Publication of an overview report on the impact of the Food Mail pilot projects on food prices, consumption, quality and availability. 	<ul style="list-style-type: none"> • Decision by December 2005. • Implementation of possible program changes in 2006. • Publication by February 2006.
<ul style="list-style-type: none"> • Public consultation on the future of Churchill as the entry point for Food Mail service to the Kivalliq region as part of the review of Food Mail entry points recommended by the Auditor General in December 2002. 	<ul style="list-style-type: none"> • Food prices and quality in the Kivalliq region. 	<ul style="list-style-type: none"> • Complete consultations by October 2005. • Decision by December 2005. • Implementation by May 2006.
<ul style="list-style-type: none"> • Adoption of a revised Northern Food Basket to monitor food prices and affordability in northern communities. 	<ul style="list-style-type: none"> • Cost of a healthy diet compared with the after-shelter income of families in isolated northern communities. 	<ul style="list-style-type: none"> • Content and cost of a revised Northern Food Basket published on the department's Web site by October 2005.
<ul style="list-style-type: none"> • Research on human health and environmental trends conducted and monitoring done in communities of highest risk to contaminant exposure, to enable the provision of sound dietary advice. 	<ul style="list-style-type: none"> • Publication of summary booklet and synopsis of research report. • Action Plan and financial agreements for research and monitoring under the NCP approved by Management Committee and implemented. 	<ul style="list-style-type: none"> • November 2005. • Ongoing 2005–06.
<ul style="list-style-type: none"> • Education efforts and communication with Northerners on contaminants in the Arctic food chain, with an emphasis on high-priority areas. 	<ul style="list-style-type: none"> • Priority Action Plan approved by Management Committee and implemented. 	<ul style="list-style-type: none"> • Ongoing 2005–06.
<ul style="list-style-type: none"> • Meet Canada's obligations to international agreements, i.e., the Persistent Organic Pollutants (POPs) Protocol under United Nations (UN) Long-Range Transboundary Air Pollution (LRTAP) Convention, and the Stockholm Convention under the UN Environment Programme (UNEP), and to organizations, i.e., the Arctic Monitoring and Assessment Program (AMAP) under the Arctic Council. 	<ul style="list-style-type: none"> • National Implementation Plan developed by the NCP accepted as Canadian contribution to AMAP. • State of the environment type report on LRTAP Convention drafted. • Participation in development of the plan for global monitoring (Article 16) under the Stockholm Convention. 	<ul style="list-style-type: none"> • June 2005. • June 2005. • March 2006.

How does this expected result support the priority?

Reducing the rate charged for shipping nutritious perishable food to isolated communities improves health by promoting the consumption of these foods. An alternative Food Mail entry point for the Kivalliq region may be required to bring food prices and quality in the Kivalliq region into line with those in communities served from most other entry points. A revised Northern Food Basket will enable the department to monitor the impact of the Food Mail Program on food prices in a way that is a more meaningful, since results will be useful to all levels of government in assessing food affordability, particularly among the most vulnerable groups.

Funding and managing research into the sources of contaminants in the northern food chain is improving understanding of the impact on traditional foods. Health research and effective community dialogue helps Northerners to make informed choices about consumption of traditional food, while support for international agreements to control contaminants reduces the impact on human health throughout the circumpolar world.

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 2		
<ul style="list-style-type: none"> Northerners and communities actively involved in climate change mitigation and adaptation initiatives under Aboriginal and Northern Community Action Plan on Climate Change (ANCAP) (2004–07). <i>Note: Funding for the Aboriginal community portion in the provinces is captured under The Land strategic outcome.</i> 	<ul style="list-style-type: none"> Number of Aboriginal and northern communities engaged in climate change activities. 	<ul style="list-style-type: none"> Ongoing measurement with annual recording of number of communities engaged, between 2005–08.
Output(s)		
<ul style="list-style-type: none"> Regional plans for reducing greenhouse gas emissions for each territory and region by 2008–10. 	<ul style="list-style-type: none"> Annual plans for each territory and region completed. Initiatives under way as per plans. 	<ul style="list-style-type: none"> March 2006.
<ul style="list-style-type: none"> Development of an Aboriginal and northern adaptation strategy in partnership with First Nations and northern communities by 2005. 	<ul style="list-style-type: none"> Strategy document completed. 	<ul style="list-style-type: none"> December 2005.
<ul style="list-style-type: none"> Increased capacity in each region to implement projects under ANCAP. 	<ul style="list-style-type: none"> Energy Pathfinders established and working with communities in each region. 	<ul style="list-style-type: none"> Ongoing 2005–08 with expected number of Pathfinders to reach 10 by 2008.
How does this expected result support the priority?		
<p>INAC is working in partnership with territorial governments, other federal government departments and Aboriginal organizations to mitigate climate change by increasing energy efficiency, using renewable sources of energy, decreasing reliance on diesel fuels and reducing greenhouse gas emissions. Emphasis will also be placed on defining the impacts of climate change and the options for adaptation in northern communities.</p>		

Areas for Improvement and Lessons Learned

Managing Individual Affairs

Under the *Indian Act* and pursuant to Treaties, the department is required to manage the affairs of First Nations individuals at a professional service standard reflective of its fiduciary and legal responsibilities. The commitment to an effective professional service standard includes the modernization of policies and systems and continuous improvement of practices to ensure timely and appropriate application of the entitlement criteria for registration, proper management of estates, protection and timely disbursement of individual moneys, and fulfilment of Treaty annuities and allowances obligations.

Education

The Auditor General's November 2004 report on the department's education programs underlined the complex environment in which the department delivers its mandate. Because of the special relationship between the federal government and First Nations, the department cannot act alone in designing, delivering and evaluating education programs. First Nations need to be involved every step of the way.

The delivery of education programs is almost completely devolved to First Nations, and they in turn may delegate the delivery to other First Nations organizations, provincial government departments, provincial or municipal school authorities, or private organizations. While the department sets the framework and national standards for program delivery, First Nations and other delivery agents have considerable latitude in the day-to-day management of the programs. The department, First Nations and other partners need to clarify their respective roles and responsibilities within the context of shared accountability for program management and results.

The follow-up work to the Canada–Aboriginal Peoples Roundtable has also reinforced the importance of collaborative work with other federal government departments, other levels government, First Nations and other partners. Currently, over 70 programs spread across 16 federal

government departments are tied to the Aboriginal life-long learning continuum, from early childhood education to post-secondary education and skills training. When INAC's First Nations education programs are examined in this broad context, it is clear that greater coordination and integration at the federal level must be a priority.

Social Development

Renewed authorities for social development programs and services are needed to build and support healthy, safe and sustainable communities. A coordinated, comprehensive Social Development Policy Framework is needed to respond to the needs of communities. Data collection practices and processes, including the definition of performance indicators and measurements needed to design the policy framework and to support decision making and monitoring of programs and services, must be jointly developed with all partners. Data collection activities must be cost-effective and not create undue reporting burdens.



Strategic Outcome: THE LAND

Transferred land title, and sustainable use of lands and management of resources by First Nations, Inuit and Northerners

Planned Spending: \$324.7 million in 2005-06; \$235.2 million in 2006-07; \$227.5 million in 2007-08

What is this Strategic Outcome About?

Indian and Inuit Affairs

First Nations and Inuit are closely linked to the land. Yet with the exception of modern claims and self-government agreements and the *First Nations Land Management Act* (FNLMA), under current federal legislation, the federal government has virtually complete authority over First Nations reserve lands, resources, environment and moneys derived therefrom (Indian moneys). The vision for the land is to recognize and implement full First Nations jurisdiction, authority and control over their lands, resources and environment.

To achieve this vision, our focus is threefold. First, the department will work with interested First Nations to develop the necessary legislative tools and intergovernmental agreements to enable First Nations to assume governing authority and responsibility over their lands and resources and the environment.

Second, the department will foster the professional and institutional development necessary to support First Nations governments, including a First Nations professional public service and institutions that support it, as they assume responsibility over their own lands, resources and environment.

Third, INAC will support sound horizontal federal stewardship in those areas of responsibility that remain with the federal government. During the transition to First Nations governance, the first priority will always be to invest in building First Nations institutions, capabilities and authorities; however, ongoing risk assessment will determine where exceptional investments will be required in strengthening federal institutions, capabilities and authorities.

INAC acknowledges that an antiquated legislative and regulatory regime is a barrier to realizing economic development opportunities that depend on access to land. The department is establishing legislative and institutional frameworks to support the transfer of responsibility and control over lands, resources and the environment through sectoral and/or comprehensive self-government agreements.

Northern Affairs

One of INAC's key challenges in the North is to support economic development of the vast natural resources of the territories while protecting the sensitive northern environment. Environmental stewardship is all the more important in the context of projected levels of exploration and development activity, and the large number of contaminated sites in the North.

Logic Model

To provide a context for performance, focus on outcomes and link resources to outcomes, a results-logic “map” has been outlined for each strategic outcome.

These results-logic maps build on the circles of influence described previously and allow the reader to visibly link together INAC’s use of resources to perform activities and produce outputs at the operational level, and to influence outcomes at the collaborative level with partners and client communities, such as First Nations, Inuit and Northerners. These collaborative outcomes can then be associated with the strategic outcomes and priorities that make up the *raison d’être* of the department.

Long-term Outcomes	<p>Indian and Inuit Affairs Economic development and revenue generated from timely First Nations and Inuit access to lands and resources Improvements in socio-economic and environmental conditions of First Nations communities First Nations governance over land, resources and the environment</p> <p>Northern Affairs Sustainable development of northern natural resources</p>
Intermediate Outcomes	<p>Indian and Inuit Affairs Common understanding among all stakeholders of benefits of First Nations and Inuit access to lands and resources, strategies to facilitate such access and the sound stewardship of lands and resources Clear land title for Aboriginal parties to comprehensive claim settlements Existence of optimal conditions to attract investments and support for private sector financial and service institutions and other related organizations First Nations authority and control over lands, resources and the environment, through such means as sector-specific arrangements Responsible management and use of reserve lands Increased opportunities for First Nations to opt out of the lands and resources provisions of the <i>Indian Act</i> and the <i>Indian Oil and Gas Act</i></p> <p>Northern Affairs More effective northern regulatory and operating environment Expanded knowledge base for sound decision-making Reduction in ecological and human health risks Improved environmental management and stewardship</p>
Immediate Outcomes	<p>Indian and Inuit Affairs Improved partnerships with First Nations and other stakeholders Better integration of efforts by federal, provincial and regional governments, along with not-for-profit and private sectors Reconciliation of outstanding land transactions Increased land base for First Nations and Inuit Strengthened land management competencies and professional skills base in First Nations communities and governments Modernized legislation, regulations and institutional frameworks</p> <p>Northern Affairs Government, Northerners and other key stakeholders more knowledgeable and better equipped to effectively participate in sustainable development of the North’s resources Reduction in ecological and human health risks at the local level</p>
Accountability	<p>Indian and Inuit Affairs Assistant Deputy Minister, Lands and Trusts Services</p> <p>Northern Affairs Assistant Deputy Minister, Northern Affairs</p>
Program Activities	<p>Indian and Inuit Affairs Certainty of Title and Access to Land and Resources Responsible Federal Stewardship First Nations Governance over Land, Resources and the Environment</p> <p>Northern Affairs Northern Land and Resources</p>

Analysis by Program Activity

CERTAINTY OF TITLE AND ACCESS TO LAND AND RESOURCES

Financial and Human Resources

2005–06		2006–07		2007–08	
\$ Millions	FTEs	\$ Millions	FTEs	\$ Millions	FTEs
106.1	77	18.4	35	18.5	35

Note: Figures include proration of Departmental Management and Administration (dollars and FTEs) based on total planned spending.

Description

This activity includes: Additions to Reserve; ensuring clarity of title to facilitate future land transactions through surveys and negotiated agreements; and implementing land transfers under Specific and Comprehensive Claims.

Deliverables and Time Lines — Expected Results and Outputs

PRIORITY *Governance and sustainable use of lands, resources and environment by First Nations by implementing an effective Additions to Reserve (ATR) process with reasonable standards for all parties, while continuing to support the development of land and resources through the rapid handling of land transfer components of comprehensive, specific and other agreements*

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 1 • Clear land title for First Nations and Inuit, provincial/territorial and federal governments party to comprehensive claims settlements.	• Extent to which clarity of title is achieved demonstrated by reduced number of challenges or disputes.	• Reduced number of title challenges or disputes by March 31, 2006.
Output • Transfer of title to First Nations and Inuit pursuant to comprehensive claims settlements.	• Area of First Nations and Inuit land base for which comprehensive claims settlements have been completed.	• Transfer of land pursuant to agreements with Tlicho, Kwanlin Dun and Labrador Inuit Association by March 2006.
How does this expected result support the priority? Effectively managing lands and resources depends predominantly on completing land title transfer, registration and survey requirements pursuant to land claims agreements.		
Expected Result 2 • An effective ATR process that addresses community growth and development needs and legal obligations in a timely fashion.	• Average time to finalize an ATR.	• Decrease in average time to finalize an ATR.
Output(s) • Manual on ATR for First Nations.	• Indicators will be developed based on the timeframe for each category of ATR.	• Manual by March 31, 2006.
• ATR tracking system.		• System by March 31, 2006.
• Differential benchmarks for each type of ATR.		• Benchmarks by March 31, 2006.
How does this expected result support the priority? Implementing an effective ATR process will establish reasonable standards that all parties can rely on.		

RESPONSIBLE FEDERAL STEWARDSHIP

Financial and Human Resources

2005–06		2006–07		2007–08	
\$ Millions	FTEs	\$ Millions	FTEs	\$ Millions	FTEs
21.3	38	20.7	32	14.9	27

Note: Figures include proration of Departmental Management and Administration (dollars and FTEs) based on total planned spending.

Description

This activity includes: discharging federal responsibilities to First Nations, such as under the *Indian Act* and the *Indian Oil and Gas Act* and associated regulations; discharging responsibilities and coordinating with other government departments with similar responsibilities, such as Environment Canada; remediating contaminated sites under federal jurisdiction; and collecting and managing Indian Monies from land and resources activities.

Deliverables and Time Lines — Expected Results and Outputs

PRIORITY *Governance and sustainable use of lands, resources and environment by First Nations by improving the legislative and regulatory framework, while effectively managing reserve lands, resources and revenues held in trust*

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 1 • Environmentally sound reserve lands.	• Level of remediation activity and number of processes.	• Increased level of remediation activities on contaminated sites over 2004–05 levels.
Output • Remediation of contaminated sites.	• Reduction in Class 1 and Class 2 contaminated sites. <i>Note: A permanent classification is assigned to each site at the time it is assessed for contaminants, with Class 1 representing those sites for which action is required and Class 2 representing those sites for which action is likely required.</i>	• 10 percent decrease in Class 1 and Class 2 contaminated sites by March 31, 2006.

How does this expected result support the priority?

A reduced number of contaminated sites helps to ensure First Nations' health and safety and addresses potential Crown liability.

Expected Result 2

• First Nations' self-sufficiency over their own capital Indian moneys.	• Extent of use of Specific Purpose Expenditure Trust (SPET).	• Take-up of new provisions by March 31, 2006.
Output(s) • The SPET Policy will provide First Nations with greater access to and administration of their capital Indian moneys. • Streamline the administrative process for First Nations to expend their capital Indian moneys.	• Implementation of the new SPET Policy.	• SPET Policy finalized by April 30, 2005.

How does this expected result support the priority?

Provides means for First Nations to obtain improved access to their capital Indian moneys and thus streamlines the administrative process for First Nations access to these moneys.

FIRST NATIONS GOVERNANCE OVER LAND, RESOURCES AND THE ENVIRONMENT

Financial and Human Resources

2005–06		2006–07		2007–08	
\$ Millions	FTEs	\$ Millions	FTEs	\$ Millions	FTEs
67.2	157	69.2	160	69.1	162

Note: Figures include proration of Departmental Management and Administration (dollars and FTEs) based on total planned spending.

Description

This activity includes: supporting First Nations in the development of professional and institutional capacity, including working with emerging First Nations institutions and professional associations; supporting the development of sectoral self-government options and agreements; and working with First Nations to implement such agreements, for instance working jointly with the Lands Advisory Board to implement the *First Nations Land Management Act*.

Deliverables and Time Lines — Expected Results and Outputs

PRIORITY *Governance and sustainable use of lands, resources and environment by First Nations by fostering strengthened land management competencies and professional skills in First Nations, supporting the development of sectoral institutions and professional associations, and working jointly to create and implement modern enabling legislation to allow First Nations to assume control over lands and resources under sector-specific arrangements*

Expected Results and Outputs	Indicators	Targets/Timing
<p>Expected Result 1</p> <ul style="list-style-type: none"> First Nations opt in to sectoral self-government legislation, such as FNLMA and <i>First Nations Oil and Gas and Moneys Management Act</i> (FNOGMMA). 	<ul style="list-style-type: none"> Number of First Nations interested in sectoral self-government. 	<ul style="list-style-type: none"> More First Nations interested in sectoral self-government.
<p>Output</p> <ul style="list-style-type: none"> Activities in support of transferring departmental authorities and responsibilities to First Nations under FNLMA and FNOGMMA. 	<ul style="list-style-type: none"> Number of First Nations with trained personnel ready to manage a variety of land and environment authorities. Number of First Nations developing their own land codes under FNLMA. 	<ul style="list-style-type: none"> Up to 15 new First Nations by March 31, 2006. Up to 15 new First Nations by March 31, 2006.
<p>How does this expected result support the priority? Enabling First Nations to operate under sectoral self-government legislation such as FNLMA and FNOGMMA directly supports First Nations access to and control over their lands and resources.</p>		
<p>Expected Result 2</p> <ul style="list-style-type: none"> Strengthened competencies and professional skills base in First Nations communities and governments. 	<ul style="list-style-type: none"> Number of First Nations that have successfully completed professional competency programs, such as Reserve Land and Environment Management Program (RLEMP). 	<ul style="list-style-type: none"> 50 First Nations operational and/or trained by March 2007.
<p>Output(s)</p> <ul style="list-style-type: none"> Successful piloting of RLEMP. 	<ul style="list-style-type: none"> First Nations participation in land and environment management programs and initiatives. 	<ul style="list-style-type: none"> Complete design of training and development stage by March 31, 2005. Program roll-out by April 1, 2006.
<ul style="list-style-type: none"> Establishment of a Professional and Institutional Development Program. 	<ul style="list-style-type: none"> Number of First Nations-led initiatives under way. 	<ul style="list-style-type: none"> Treasury Board Submission for authority by September 2005.
<p>How does this expected result support the priority? Strong professional skills and institutional capacity is fundamental to First Nations successfully managing and governing their own lands.</p>		

NORTHERN LAND AND RESOURCES

Financial and Human Resources

2005–06		2006–07		2007–08	
\$ Millions	FTEs	\$ Millions	FTEs	\$ Millions	FTEs
130.2	341	126.8	334	124.9	300

Note: Figures include proration of Departmental Management and Administration (dollars and FTEs) based on total planned spending.

Description

Supports the sustainable development of the North's natural resources emphasizing improved environmental management and stewardship, including the clean-up of contaminated sites, expanding the knowledge base for sound decision-making and improving the effectiveness of the northern regulatory environment.

Deliverables and Time Lines — Expected Results and Outputs

PRIORITY *Governance and sustainable use of lands, resources and environment by Northerners*

Expected Results and Outputs	Indicators	Targets/Timing
<p>Expected Result 1</p> <ul style="list-style-type: none"> Reduced environmental liabilities and mitigation of environmental and human health risks. 	<ul style="list-style-type: none"> Downward trend in Crown contingent and long-term liabilities. 	<ul style="list-style-type: none"> Ongoing in 2005–08 with one major site fully remediated by 2008.
<p>Output(s)</p> <ul style="list-style-type: none"> Implementation of remediation plan at Giant and Colomac Mine sites (NWT) and Resolution Island site (Nunavut). 	<ul style="list-style-type: none"> Finalized project description for Giant Mine pending environmental assessment and licensing approvals. Finalized water licence and land use permit for Colomac Mine. Site clean-up completed, confirmatory sampling completed, and long-term monitoring initiated at Resolution Island. 	<ul style="list-style-type: none"> 2005–06. March 2005. Site remediation completed 2005; demobilization of heavy equipment 2006; long-term monitoring (25 years) commences 2007–08.
<ul style="list-style-type: none"> Completion of an aggressive, new, long-range strategy for clean-up of contaminated sites in Nunavut, which ensures the comprehensive clean-up of significant contaminated sites, along with capacity-building initiatives so that Nunavummiut can obtain the maximum benefit from the economic benefits created. 	<ul style="list-style-type: none"> Completion of public consultations on the strategy. Implementation of the strategy on a site-by-site basis. 	<ul style="list-style-type: none"> Public consultations completed in 2004. Implementation of strategy to commence with the start of the 2005 clean-up season.

How does this expected result support the priority?

The remediation of northern contaminated sites and enhancing INAC's ability to minimize the impacts of resource development through environmental management and conservation programs is a key strategy in protecting the Arctic environment.

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 2		
<ul style="list-style-type: none"> Increased environmental and resource-based information, knowledge and tools. 	<ul style="list-style-type: none"> Demonstrated use of information, knowledge and tools by targeted community. 	<ul style="list-style-type: none"> No environmental assessment reports or water licences modified or rejected.
Output(s)		
<ul style="list-style-type: none"> New and updated scientific information in support of federal decision making on behalf of the Canadian public regarding northern energy development. 	<ul style="list-style-type: none"> Scientific information used in the assessment and regulatory review of northern energy development projects. 	<ul style="list-style-type: none"> Annual reports for research projects completed at the end of fiscal years 2004–05, 2005–06 and 2006–07.
<ul style="list-style-type: none"> Industry-Government Overview Committee (IGOC) meeting regularly to identify and discuss issues affecting the northern mineral industry and working collaboratively to find solutions to those issues. 	<ul style="list-style-type: none"> Regular meetings are held, which INAC will continually attend. 	<ul style="list-style-type: none"> Ongoing 2005–08.
<ul style="list-style-type: none"> Improved quality and quantity of geoscience mapping of the North. 	<ul style="list-style-type: none"> Expanded geoscience coverage. Existing data compiled and digitized. 	<ul style="list-style-type: none"> Ongoing 2005–08. \$2-million dollar aeromagnetic survey project in partnership with Natural Resources Canada, the Qikiqtaani Inuit Association and the Canada-Nunavut Geoscience Office, completed by spring 2005. Development of geoscience databases related to Geographic Information Systems, mineral assessment digitization and Landsat 7 data collection. Work will commence in 2005–06.
	<ul style="list-style-type: none"> Existing collaborative projects with partners enhanced. 	<ul style="list-style-type: none"> Development of geoscience databases related to Geographic Information Systems, mineral assessment digitization and Landsat 7 data collection. Work will commence in 2005–06.
<ul style="list-style-type: none"> Implement tools for monitoring and managing cumulative effects of development. 	<ul style="list-style-type: none"> Information on cumulative effects are being generated in a systematic manner. 	<ul style="list-style-type: none"> Implementation of the Slave Geological Province Plan of Action for Cumulative Effects completed by 2007–08; development of the Nunavut General Monitoring Program under way.
<ul style="list-style-type: none"> Modernized hydrometric monitoring agreement. 	<ul style="list-style-type: none"> Updated national hydrometric agreement between Environment Canada and the Territories finalized. 	<ul style="list-style-type: none"> March 2006.
<ul style="list-style-type: none"> Actively contribute to Canada's participation in the International Polar Year (2007–08) commencing with development of a strategy with other federal departments for effective Canadian participation. 	<ul style="list-style-type: none"> Federal departments delivering initiatives in celebrating International Polar Year. 	<ul style="list-style-type: none"> Strategy developed by spring 2006; initiatives commencing by early 2007.
How does this expected result support the priority?		
<p>Increasing geoscientific and other science-based knowledge, enhancing Canada's contribution to polar knowledge and supporting the formation of the next generation of northern science experts will contribute to the capacity for sound decision making throughout the North in both the public and private sectors.</p>		

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 3		
<ul style="list-style-type: none"> • More effective resource management, including a clear, efficient, consistent and responsive regulatory regime. 	<ul style="list-style-type: none"> • All stakeholders understand the regulatory process and requirements; 75 percent are satisfied that the regulatory regime is fair and timely. 	<ul style="list-style-type: none"> • Stakeholder survey into understanding of and satisfaction with the regulatory regime by 2007.
Output(s)		
<ul style="list-style-type: none"> • Sustained northern support for oil and gas exploration and development of new lands. 	<ul style="list-style-type: none"> • Calls for nomination are conducted in the Beaufort Delta, Central MacKenzie Valley and Arctic Islands of Nunavut. 	<ul style="list-style-type: none"> • Ongoing 2005–08.
<ul style="list-style-type: none"> • Coordinated response by INAC to the northern pipeline project that avoids duplication and overlap with other federal departments and agencies, as well as northern boards. 	<ul style="list-style-type: none"> • Reviews of applications addressing regulatory and environmental requirements. • Northerners (percent) participating in environmental assessment and regulatory processes. 	<ul style="list-style-type: none"> • Throughout the 2005–06 period. • Increased participation in selected processes over prior years.
<ul style="list-style-type: none"> • In Nunavut, the Jericho diamond mine projects advanced to the operations phase and Bathurst Road and Port project advanced to the environmental assessment phase. 	<ul style="list-style-type: none"> • Submission of a water licence recommendation to the Minister of Indian Affairs and Northern Development by the Nunavut Water Board (NWB) and land leases to the Tahera Corporation by INAC (Jericho mine). • Successful completion of scoping exercise and commencement of environmental assessment phase with the receipt of the Draft Environmental Impact Statement, to be submitted by the proponent (Bathurst Road and Port). 	<ul style="list-style-type: none"> • Water licence recommendation to be submitted to the Minister by NWB in early 2005. Land leases to be issued to Tahera in early 2005. • Commencement of mining operations in 2006–07.
<ul style="list-style-type: none"> • Nunavut water regulations. 	<ul style="list-style-type: none"> • New regulations approved. 	<ul style="list-style-type: none"> • Ongoing 2005–08.
<ul style="list-style-type: none"> • Government, industry and boards working cooperatively to improve the northern operating environment for mineral development. 	<ul style="list-style-type: none"> • Annual meeting of northern mines Ministers. • Regular meeting of the IGOC. 	<ul style="list-style-type: none"> • Ongoing 2005–08. • Ongoing 2005–08.

How does this expected result support the priority?

By building partnerships with other federal departments, northern governments and other partners, INAC is investing in increased northern research and attempting to close legislative, policy and regulatory gaps to put in place more efficient and stable regulatory regimes, which, along with its mandate to protect the northern environment, will ensure the sustainable development of the North's lands and resources.

Areas for Improvement and Lessons Learned

Certainty of Title and Access to Land and Resources

The federal government's vision for the land is currently more limited than the First Nations definition of land management. Specifically, when First Nations speak of "access to land and resources," they point to recognition of their traditional territories and the Treaties, not just to their reserves and settlement lands.

A key lesson learned under this program activity is the importance of determining what is reasonable and possible before setting targets and benchmarks with respect to the Additions to Reserve (ATR) process. Improvement in this area will involve two steps. First, it must be acknowledged that the ATR target to reduce the time it takes to add land to reserves (currently five to seven years) to two years by March 2007, is unachievable in that timeframe. Second, the whole ATR process must be examined to determine what timeframe is realistic. On the strength of that knowledge, the department can demonstrate tangible results and timely services, and can deliver the tools that all parties need to fulfil expectations related to ATR. While the department must look to means of streamlining its own part in the ATR process, it is recognized that the process also depends on the timeliness of First Nation and third party action. Variation in the complexities inherent in existing uses of, and encumbrances upon, different parcels of land will continue to be a significant factor in the pace of ATR.

Responsible Federal Stewardship

The focus of investment over the past years has been toward First Nations governance over lands and resources; consequently, there has been little investment in stewardship of land and resources. The legislative and regulatory regime is antiquated and levels of regulatory service are unsatisfactory given their importance in ensuring a sustainable legacy for First Nations. At the present time, First Nations are pursuing increasingly sophisticated development opportunities. These are supported by Canada's Smart Regulations initiative, which has also identified the need to update legislative and regulatory arrangements to reduce regulatory complexity and burden. In short, a more effective and efficient stewardship system must be put in place.

Beyond the need for the government to improve its management of lands and resources through modernizing regimes and streamlining processes, a key lesson learned is that the department functions in a very sensitive area, in which most of the Crown's fiduciary obligations are also concentrated. Although the incidence and scope of fiduciary obligations will change as First Nations exercise increasing self-government authority, the Crown's fiduciary relationship with First Nations will continue.

First Nations Governance over Land, Resources and the Environment

Achieving real and lasting results will require partnerships and a shared vision between First Nations, INAC and other key federal government departments that function in this area. The commitment and cooperation of provincial governments is also necessary when there is a relationship between First Nations, federal and provincial laws and First Nations want provincial involvement.

Because activities must reflect the priorities of First Nations, results depend on establishing more effective partnerships with First Nations. New legislative options are also needed to create an environment in which interested First Nations are able to take control of land, resources and the environment.

Finally, the federal government must identify, understand and address the risks in moving forward with these initiatives given the bottlenecks in federal stewardship activities, including those caused by the federal government.

Strategic Outcome: THE ECONOMY

Increased participation by Aboriginal people and Northerners in the economy

Planned Spending: \$2,048.8 million in 2005–06; \$1,813.3 million in 2006–07; \$1,716.0 million in 2007–08

What is this Strategic Outcome About?

Indian and Inuit Affairs

This strategic outcome concentrates on establishing a supportive investment/business climate to enable First Nations and Inuit individuals, communities and businesses to seize economic opportunities.

Financial transfers, as part of specific and comprehensive claims settlements and economic development assists First Nation/ Inuit/Innu communities to identify and act on opportunities for economic growth. The department is investing in public sector economic development activities that will facilitate greater participation in the economy by First Nations, Inuit and Innu, increase business opportunities, and support economic development, capacity development and economic infrastructure. As a result of the government-wide expenditure reduction exercise announced in Budget 2005, the department is planning to eliminate current funding programs providing equity support for businesses and related access-to-capital initiatives starting in 2005–06.

Building the economic and community foundations necessary to close the socio-economic gap between Aboriginal and non-Aboriginal people will foster safe, stable and healthy First Nations and Inuit communities with a greater participation in the Canadian and global economies.

Northern Affairs

Federal government support to increase community economic capacity in the North is needed for Northerners to truly participate in and benefit from resource development. Territorial governments are responsible for province-type roles in economic development, but have limited sources of revenue and budgetary flexibility. INAC, with its mandate for regional development across the territories and for resource development in the Northwest Territories and Nunavut, is positioned to work with northern governments, industry and other key players to improve the climate for community economic development.

Logic Model

To provide a context for performance, focus on outcomes and link resources to outcomes, a results-logic “map” has been outlined for each strategic outcome.

These results-logic maps build on the circles of influence described previously and allow the reader to visibly link together INAC’s use of resources to perform activities and produce outputs at the operational level, and to influence outcomes at the collaborative level with partners and client communities, such as First Nations, Inuit and Northerners. These collaborative outcomes can then be associated with the strategic outcomes and priorities that make up the raison d’être of the department.

Long-term Outcomes	<p>Indian and Inuit Affairs Increased participation by Aboriginal people and Northerners in the economy</p> <p>Northern Affairs Strengthened territorial economies with increased participation by Northerners</p>
Intermediate Outcomes	<p>Indian and Inuit Affairs Increased economic development by First Nations and Inuit communities Increased economic and employment opportunities for Aboriginal people Community physical infrastructure that is well-planned, protected and managed by First Nations in a sustainable, cost-effective and efficient manner First Nations communities that have safe, potable water and environmentally sound wastewater management facilities Housing that meets standards applicable to comparable neighbouring communities</p> <p>Northern Affairs Improved foundations for northern economic development Improved employment opportunities and higher incomes in northern communities Increased management and governance capability of northern governments, organizations and groups</p>
Immediate Outcomes	<p>Indian and Inuit Affairs First Nations engaged in planning and setting priorities related to the acquisition and maintenance of community infrastructure Increased number of water/wastewater facilities that meet applicable standards, as well as enhanced operational and maintenance practices Improved on-reserve housing Use of innovative alternatives to finance and manage infrastructure Increased community employment Greater utilization and value of community lands and resources Increased community government revenues from economic development Community economic and other infrastructure Access arrangements for lands and resources beyond community control Increased investment in communities A better climate for community economic development Increased community economic capacity to address economic opportunities that arise in the future Increased Aboriginal employment Increased sales by Aboriginal business to the federal government</p> <p>Northern Affairs Improved ability of groups and organizations to identify, analyse, develop policy positions for and act upon northern development, domestically and internationally Increased knowledge and skills of Northerners Improved economic infrastructure</p>
Accountability	<p>Indian and Inuit Affairs Assistant Deputy Minister, Socio-Economic Policy and Programs</p> <p>Northern Affairs Assistant Deputy Minister, Northern Affairs</p>
Program Activities	<p>Indian and Inuit Affairs Economic and Employment Opportunities for Aboriginal People Access to Capital and Economic Development Community Infrastructure</p> <p>Northern Affairs Northern Economy</p>

Analysis by Program Activity

ECONOMIC AND EMPLOYMENT OPPORTUNITIES FOR ABORIGINAL PEOPLE

Financial and Human Resources

2005–06		2006–07		2007–08	
\$ Millions	FTEs	\$ Millions	FTEs	\$ Millions	FTEs
79.2	54	79.2	56	79.5	59

Note: Figures include proration of Departmental Management and Administration (dollars and FTEs) based on total planned spending.

Description

Supports the expansion of existing businesses and employment opportunities and the creation of new economic development activities leading to greater employment opportunities.

Deliverables and Time Lines — Expected Results and Outputs

PRIORITY *Establishing strong foundations for economic development*

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 1 • Increase participation of Aboriginal people in the economy.	• Jobs. • Individual earnings. • Community revenues.	• Ongoing.
Output(s) • Advocacy initiatives.	• Agreements are developed between Aboriginal communities, main stream business and stakeholders. • Awareness level of stakeholders in the benefits in joint First Nations and Inuit economic development initiatives.	• Ongoing. • Ongoing.
• Development of partnership agreements.	• Development of formal and informal partnerships. • Jobs. • Opportunities for employment within targeted corporations.	• Three formal partnerships/year. • Ongoing. • Increase over existing baseline data.

How does this expected result support the priority?

The willingness and ability of organizations to implement Aboriginal employment-strategies is necessary to increase Aboriginal employment in the economy. Therefore, the department will focus on: increasing the awareness of Aboriginal issues among stakeholders; increasing the capacity of corporate Canada to recruit, retain and promote Aboriginal people; and, improving on networking among all stakeholders in further Aboriginal economic development.

Expected Result 2

• Increased Aboriginal contracting opportunities through the Federal Procurement Initiative and partnering agreements with corporate stakeholders.

• Aboriginal business sales to the federal government.
 • Aboriginal employment.
 • Representation in contract awards.

• Ongoing.

Output

• Provide resources to support contracting opportunities for Aboriginal businesses through the Procurement Strategy for Aboriginal Business.

• Contracts and sales for community businesses.
 • Community business growth.
 • Increased sales by Aboriginal business to the federal government.

• Increase in the number and value of federal contracts awarded to Aboriginal businesses.
 • Increase in the range of Aboriginal businesses that access federal government contracts.

How does this expected result support the priority?

As the department continues to promote the Aboriginal procurement strategy Aboriginal businesses will continue to pursue and win more Federal Contracts, thus increasing their presence on the federal scene. This will ultimately result in more employment opportunities for Aboriginal people and an increase in wealth and quality of life.

ACCESS TO CAPITAL AND ECONOMIC DEVELOPMENT

Financial and Human Resources

2005–06		2006–07		2007–08	
\$ Millions	FTEs	\$ Millions	FTEs	\$ Millions	FTEs
712.6	321	439.1	206	415.7	212

Note: Figures include proration of Departmental Management and Administration (dollars and FTEs) based on total planned spending.

Description

Supports the provision of funding for: *Comprehensive, Specific and Special Claims Settlements* or resolution of claims, including statutory payments arising from legislated settlements against the Crown respecting lands and resources; and, *Economic Development* programs to facilitate access to resources, capital and expertise, and development and implementation of economic development strategies.

Deliverables and Time Lines — Expected Results and Outputs

PRIORITY *Establishing strong foundations for economic development*

Expected Results and Outputs	Indicators	Targets/Timing
<p>Expected Result 1</p> <ul style="list-style-type: none"> Community economic benefits, such as increased community employment, utilization and value of community lands and resources, contracts and sales for community businesses, community government revenues from economic development, community economic and other infrastructure, access arrangements for lands and resources beyond community control, increased business development and community economic capacity, and a more supportive climate for economic development. Economic development foundations/enablers designed to accelerate a sustainable investment climate in communities. 	<ul style="list-style-type: none"> Community socio-economic return on INAC investment in community economic development measured by community revenues; community business starts, expansions and sales; employment; training; resource access arrangements; and investments in communities. 	<ul style="list-style-type: none"> Community socio-economic rate of return of 5 to 1 on INAC contributions for economic development over the period 2005–06 to 2007–08.
<p>Output</p> <ul style="list-style-type: none"> Provide resources for First Nations and Inuit economic development initiatives and organizations. 	<ul style="list-style-type: none"> Number of projects funded under the economic development program envelope. Number of communities receiving core funding support under the Community Economic Development Program. 	<ul style="list-style-type: none"> Approximately 300 projects approved in 2005–06. At least 400 First Nations and Inuit communities or organizations they mandate or designate to be receiving funding in 2005–06.

How does this expected result support the priority?

Support for projects that generate community economic benefits will enable First Nations and Inuit communities to pursue economic visions appropriate to their circumstances.

COMMUNITY INFRASTRUCTURE

Financial and Human Resources

2005–06		2006–07		2007–08	
\$ Millions	FTEs	\$ Millions	FTEs	\$ Millions	FTEs
1,227.6	564	1,266.9	598	1,192.4	641

Note: Figures include proration of Departmental Management and Administration (dollars and FTEs) based on total planned spending.

Description

Supports the provision of funding for the acquisition, construction and operation and maintenance of: *Community Facilities* such as roads, bridges, water and sewer, and administration offices; *Education Facilities* such as schools and teacherages; remediation of contaminated sites on reserve; and, *on-reserve housing*.

Deliverables and Time Lines — Expected Results and Outputs

PRIORITY *Building healthy, safe and sustainable communities*

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 1		
<ul style="list-style-type: none"> Improved management of Capital Facilities and Maintenance Program delivery by First Nations and INAC. 	<ul style="list-style-type: none"> As set out in the Performance Measurement Framework for the Capital and Facilities Maintenance Program. 	<ul style="list-style-type: none"> Performance trends will be monitored and specific targets will be established for subsequent years.
Output(s)		
<ul style="list-style-type: none"> Implementation of the capital management regime, including priority-ranking criteria and an enhanced asset inspection regime. 	<ul style="list-style-type: none"> Milestone achievements and process compliance against plans and expectations. 	<ul style="list-style-type: none"> Priority ranking criteria used to rank all major capital projects and an enhanced asset inspection regime fully deployed by March 2006.
<ul style="list-style-type: none"> Capital Facilities and Maintenance Program Review. 	<ul style="list-style-type: none"> Completion of Capital and Facilities Maintenance Program Review. 	<ul style="list-style-type: none"> December 2005.
How does this expected result support the priority?		
Well-managed community infrastructure is critical to the building of healthy, safe and sustainable communities.		
Expected Result 2		
<ul style="list-style-type: none"> First Nations communities will have water and wastewater facilities that meet federal guidelines. 	<ul style="list-style-type: none"> Achievements and milestones as per the First Nations Water Management Strategy (i.e., reduction of high-risk sites, number of certified operators). 	<ul style="list-style-type: none"> Reduction/elimination of high-risk sites by 2007–08.
Output(s)		
<ul style="list-style-type: none"> Assessment of risk levels of community water and wastewater facilities in First Nations communities. 	<ul style="list-style-type: none"> Number of high-risk facilities remediated. 	<ul style="list-style-type: none"> Number of high-risk facilities less than or equal to that in the previous year.
<ul style="list-style-type: none"> Training and certification of First Nations water and wastewater operators. 	<ul style="list-style-type: none"> Number of operators trained and certified. 	<ul style="list-style-type: none"> Number of trained or certified operators greater than or equal to that in the previous year.
How does this expected result support the priority?		
Healthy communities require basic essential services such as the provision of potable water and the safe disposal of sewage.		

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 3 • Public-Private Partnerships (P3s) are considered as options for addressing on-reserve infrastructure needs.	• Demonstrated use of or interest in P3 concepts drawn from information sessions.	• No targets established. Annual number of infrastructure projects where P3s are considered or implemented will be monitored.
Output • Information sessions on development of P3 agreements.	• Number of information sessions given and the level of First Nations participation.	• Maintain the number of information sessions given in the previous year but increase the level of First Nations participation.

How does this expected result support the priority?
 These partnerships will stimulate investment in infrastructure that will improve living conditions. The development of sound infrastructure also contributes to economic development opportunities and sustainable communities.

Expected Result 4 • Education facilities meet School Space Accommodation Standards (SSAS).	• Number of schools that meet SSAS.	• Number of schools that meet SSAS equal to or greater than that in the preceding year.
Output • Capital plans identifying renovation and new construction of education facilities.	• Milestone achievements against capital plans.	• Education facilities project milestones are completed in accordance with annual capital plans.

How does this expected result support the priority?
 Education is one of the critical elements in improving the socio-economic conditions in First Nations communities.

Deliverables and Time Lines — Expected Results and Outputs

PRIORITY *On-reserve housing*

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 1 • Adequate on-reserve housing for First Nations communities.	• Number of new houses constructed and/or renovated to applicable standards.	• Number of new houses constructed and/or renovated equal to or greater than that in the previous year.
Output • Funding assistance for on-reserve housing construction and renovation.	• Amount of funding assistance provided.	• Funding assistance provided equal to or greater than that provided in the previous year.

How does this expected result support the priority?
 Provision of financial assistance to support First Nations on-reserve housing development, with the flexibility and control to tailor housing plans to respond to the needs and opportunities within communities, will help address the housing challenge.

Expected Result 2 • Adoption of maintenance and management plans that ensure average design life of housing is met.	• Increase in the total housing stock and percentage that is considered adequate.	• Total housing stock and percentage that is considered adequate are greater than or equal to levels in the preceding year.
Output • Provision of resources to assist First Nations communities to adopt on-reserve housing maintenance and management plans.	• Number of First Nations communities adopting housing management and maintenance plans.	• Baseline data to be gathered in 2005–06 for comparison of annual increase in future years.

How does this expected result support the priority?
 Housing management and maintenance regimes will minimize premature recapitalization, improve housing quality and contribute to the long-term sustainability of on-reserve housing and economic opportunities.

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 3 • Implementation of joint INAC-CMHC housing action plans in response to the Standing Committee on Public Accounts.	• Milestone achievements and process compliance against plans and expectations.	• Ongoing monitoring of progress with periodic updates.
Output • Progress reports on implementation of joint action plan.	• Timely completion of progress reports.	• N/A
How does this expected result support the priority? Implementation of the action plans will help to improve management of on-reserve housing.		

NORTHERN ECONOMY

Financial and Human Resources

2005–06		2006–07		2007–08	
\$ Millions	FTEs	\$ Millions	FTEs	\$ Millions	FTEs
29.4	5	28.1	4	28.4	5

Note: Figures include proration of Departmental Management and Administration (dollars and FTEs) based on total planned spending.

Description

Supports sustainable economic growth of the territorial economies through investments in innovation and knowledge and regional development programming, advocacy and activities which lead to Northerners participating and benefiting from resource development.

Deliverables and Time Lines — Expected Results and Outputs

PRIORITY *Establishing strong foundations for economic development*

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 1 • Economic development investments addressing federal and territorial priorities.	• Investments are being made in priority areas, such as building the knowledge base and increasing northern capacity to participate in economic activities.	• Investments are being made, with periodic reviews of progress in each territory.
Output(s) • Delivery of last year of Infrastructure Canada Program. • Delivery of new strategic investments in Northern Economic Development programming. • Continue Innovation and Knowledge funding.	• All planned projects completed. • Strategic investment plans for each territory to guide investment decisions. • Programming in place. • Territorial partners drawing available funds. • Successful delivery of funding envelope that addresses agreed-upon priorities by the end of each fiscal year.	• March 31, 2006. • Plans in place by December 2005, ongoing 2006–08. • Program funding to flow to territorial partners under new program in late 2005 or early 2006. • Completion of agreements and project work before the fiscal year end, March/April 2005–07.

How does this expected result support the priority?

INAC, with its partners, is making investments required to strengthen the North's economic foundations, from both a physical (e.g., roads, municipal infrastructure, connectivity hardware) and a knowledge perspective (e.g., increased capacity among Northerners to create their own economic opportunities through development of adaptive technologies, improved scientific knowledge and participation in project review processes).

Areas for Improvement and Lessons Learned

Economic Development and Employment Opportunities for Aboriginal People and Access to Capital and Economic Development

Challenges include the need to develop skills and training that respond to gaps in capacity and to acquire knowledge of, and access to, labour market opportunities; ongoing barriers to engaging private sector capital and having the ability to respond to major economic development projects; lack of integration of economic development initiatives among federal government departments; and the need for succession planning for small and medium-sized businesses. More coordination/integration of federal resources could maximize investments with respect to development of skills and training.

Failure to invest in economic development will result in reduced employment opportunities, higher dependency rates and continuing disenfranchisement of Aboriginal youth.

On the positive side, provincial governments increasingly view Aboriginal economic development as a priority, particularly in the western provinces, where there is a great potential for partnerships with the co-op movement; other investors and public-private partnerships also show potential to build on success models and develop First Nations financial institutions.

More effective performance information would support more efficient and effective decision making.

Community Infrastructure

The current housing policy is founded on four key pillars: First Nations control of their housing; First Nations expertise and capacity development; housing is a shared responsibility; and encouragement of greater access to private capital. INAC provides general financial assistance for a wide range of housing-related activities, including not only capital for new construction and rehabilitation, but also the provision of maintenance and insurance, administration and management of the housing portfolio, training and debt servicing. INAC funding was never intended to cover the full cost of housing and First Nations are required to identify and obtain the funds necessary to complete projects, including through the use of debt financing. The flexibility of the current approach has empowered First Nations and has led some to undertake broader community planning. At present, more than 500 First Nations are participating in the voluntary housing program developed pursuant to the policy.

To facilitate access to housing loans, INAC provides Ministerial Loan Guarantees. These guarantees are needed because reserve lands are owned by the Crown and, as a result, loans for on-reserve housing made by private financial institutions cannot be secured by conventional mortgages. The current Ministerial Loan Guarantee exposure (total loans minus repayments to date) is \$1.25 billion. Defaults under loan guarantees have been very low, amounting to approximately \$10 million since 1978, most of which have been recovered or are being recovered through repayment agreements with First Nations.

Strategic Outcome: THE OFFICE OF THE FEDERAL INTERLOCUTOR

Strengthened relationships with Métis, non-Status Indians and urban Aboriginal Canadians to raise awareness of their needs, improve access to federal services and improve horizontal linkages among federal organizations and other partners

Planned Spending: \$44.8 million in 2005-06; \$40.3 million in 2006-07; \$8.8 million in 2007-08

What is this Strategic Outcome About?

This outcome is designed to develop, maintain and nurture good relationships with key Métis and non-Status Indian (MNSI) groups and their affiliate organizations, with urban Aboriginal Canadians and with provincial governments, especially in western Canada. The focus remains on measures that build capacity and enable MNSI organizations to become more self-sufficient, more accountable to their members, better able to represent their members when engaging with federal and provincial governments, and more accountable to federal and provincial governments for public funding. As the lead federal department responsible for the Urban Aboriginal Strategy (UAS), the Office of the Federal Interlocutor (OFI) seeks to address, in partnership with other stakeholders, the serious socio-economic needs of urban Aboriginal people.

Logic Model

To provide a context for performance, focus on outcomes and link resources to outcomes, a results-logic “map” has been outlined for each strategic outcome.

These results-logic maps build on the circles of influence described previously and allow the reader to visibly link together INAC’s use of resources to perform activities and produce outputs at the operational level, and to influence outcomes at the collaborative level with partners and client communities, such as Métis, non-Status Indians and urban Aboriginal Canadians. These collaborative outcomes can then be associated with the strategic outcomes and priorities that make up the raison d’être of the department.

Long-term Outcomes	Improve the socio-economic outcomes of Métis, non-Status Indians and urban Aboriginal people
Intermediate Outcomes	Enhanced coordination of federal program delivery Increased responsiveness to MNSI needs by relevant policy changes Increased input and influence of MNSI organizations on matters important to them
Immediate Outcomes	Enhanced federal understanding of MNSI issues and needs Identification of program overlaps Improved ability to advocate for MNSI clients Attention to MNSI needs by other government departments and levels of government Improved ability of MNSI to access programs and service delivery
Accountability	Assistant Deputy Minister, Office of the Federal Interlocutor for Métis and non-Status Indians
Program Activities	Office of the Federal Interlocutor

Analysis by Program Activity

OFFICE OF THE FEDERAL INTERLOCUTOR

Financial and Human Resources

2005–06		2006–07		2007–08	
\$ Millions	FTEs	\$ Millions	FTEs	\$ Millions	FTEs
44.8	38	40.3	31	8.8	27

Note: Figures include proration of Departmental Management and Administration (dollars and FTEs) based on total planned spending.

Description

Provides capacity support to Métis, non-status Indians and urban Aboriginal Canadians at the national, provincial, regional and urban level to help develop organizational capacity and accountability to their memberships, as well as to build the capacity to form effective partnerships with federal and provincial governments and the private sector, in order to participate effectively in Federal Interlocutor-led interdepartmental and intergovernmental initiatives.

Deliverables and Time Lines — Expected Results and Outputs

PRIORITY *Building capacity to strengthen and build relationships with Métis and non-Status Indian groups and organizations; shaping and promoting the Urban Aboriginal Strategy; and building and maintaining horizontal linkages within government*

Expected Results and Outputs	Indicators	Targets/Timing
Métis, Non-Status Indian (MNSI)		
Expected Result 1		
<ul style="list-style-type: none"> Improved ability of Métis and non-Status Indian (MNSI) groups to represent and advocate on behalf of members. 	<ul style="list-style-type: none"> Level of self-assessed capability (knowledge, ability, skills and aspirations) of MNSI groups. 	<ul style="list-style-type: none"> Maintain 2004 levels.
Output <ul style="list-style-type: none"> Contribution agreements. 	<ul style="list-style-type: none"> Number of successful/completed contribution agreements per year. 	<ul style="list-style-type: none"> Ongoing, on annual basis.
How does this expected result support the priority?		
Improved ability to represent and advocate on behalf of its members will help to build capacity in MNSI groups and organizations.		
Expected Result 2		
<ul style="list-style-type: none"> Increased quantity and quality of working relationships between federal government and MNSI groups and organizations. 	<ul style="list-style-type: none"> Indications of shared agendas, frameworks, determination of priorities. 	<ul style="list-style-type: none"> Maintain 2004 levels.
Output(s) <ul style="list-style-type: none"> Partnerships established and/or maintained. Contribution agreements. 	<ul style="list-style-type: none"> Number of partnerships established/maintained. Number of successful/completed contribution agreements per year. 	<ul style="list-style-type: none"> Ongoing, on annual basis. Ongoing, on annual basis.
How does this expected result support the priority?		
Improving both the quality and quantity of relationships within the federal system helps to establish and/or maintain horizontal linkages.		

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 3		
<ul style="list-style-type: none"> Improved working relationships between federal and provincial governments on MNSI issues. 	<ul style="list-style-type: none"> Number of partnerships, degree of participation in working groups and/or committees. 	<ul style="list-style-type: none"> Maintain 2004 levels.
Output		
<ul style="list-style-type: none"> Partnerships established and/or maintained. 	<ul style="list-style-type: none"> Number of partnerships established and/or maintained. 	<ul style="list-style-type: none"> Ongoing, on annual basis.
How does this expected result support the priority?		
Improved working relationships between federal and provincial governments on MNSI issues help to build and strengthen relationships overall.		
Urban Aboriginal Strategy		
Expected Result 4		
<ul style="list-style-type: none"> Integrated and effective delivery of initiative. 	<ul style="list-style-type: none"> Level of information-sharing and collaboration. Self-assessed perceptions of partners. 	<ul style="list-style-type: none"> Maintain 2004 levels.
Output(s)		
<ul style="list-style-type: none"> Partnerships/working relationships with committees in all pilot project cities. 	<ul style="list-style-type: none"> Number of partnerships established/maintained. 	<ul style="list-style-type: none"> Annual basis.
<ul style="list-style-type: none"> Interdepartmental Letters of Agreement (ILA). 	<ul style="list-style-type: none"> Number of ILAs renewed or established. 	<ul style="list-style-type: none"> Increase from 2004 levels.
How does this expected result support the priority?		
Integrated and effective delivery of the Urban Aboriginal Strategy (UAS) will strengthen and shape the initiative in original and the new pilot project cities.		
Expected Result 5		
<ul style="list-style-type: none"> Establishment of steering committees in four new pilot project cities. 	<ul style="list-style-type: none"> Number of steering committees. 	<ul style="list-style-type: none"> Increase over 2004 levels.
Output(s)		
<ul style="list-style-type: none"> Meetings with local federal, provincial and municipal officials, as well as local urban Aboriginal groups. 	<ul style="list-style-type: none"> Number of meetings. 	<ul style="list-style-type: none"> Ongoing, on annual basis.
<ul style="list-style-type: none"> Reports, work plans issued by steering committees. 	<ul style="list-style-type: none"> Number of reports, plans written. 	<ul style="list-style-type: none"> Increase over 2004 levels.
<ul style="list-style-type: none"> Pilot projects launched in new cities. 	<ul style="list-style-type: none"> Number of pilot projects launched. 	<ul style="list-style-type: none"> Increase over 2004 levels.
How does this expected result support the priority?		
Establishing steering committees in the new pilot project cities will help to shape and promote the UAS in those areas.		
Expected Result 6		
<ul style="list-style-type: none"> Enhanced knowledge and understanding of the UAS. 	<ul style="list-style-type: none"> Level of overall recognition both regionally (in pilot project cities) and nationally. Number of requests for information. 	<ul style="list-style-type: none"> Increase over 2004 levels.
Output(s)		
<ul style="list-style-type: none"> Publications, news releases and briefings. 	<ul style="list-style-type: none"> Number of publications, news releases and briefings. 	<ul style="list-style-type: none"> Annual basis.
<ul style="list-style-type: none"> Requests for information and speaking engagements. 	<ul style="list-style-type: none"> Number of requests for information and speaking engagements. 	<ul style="list-style-type: none"> Increase from 2004 levels.
How does this expected result support the priority?		
Promotion and communication of the UAS both nationally and in pilot project cities will continue to strengthen, shape and promote the initiative.		

Expected Results and Outputs	Indicators	Targets/Timing
Horizontal Linkages		
Expected Result 7		
<ul style="list-style-type: none"> Quality and quantity of horizontal linkages will improve. 	<ul style="list-style-type: none"> Number of partners providing information and/or support. Level of information-sharing and collaboration, citations, references. Self-assessed perceptions of partners. 	<ul style="list-style-type: none"> Maintain 2004 levels. Maintain 2004 levels. Maintain 2004 levels.
Output		
<ul style="list-style-type: none"> Partnerships/working relationships within federal government. 	<ul style="list-style-type: none"> Number of relationships established/maintained. 	<ul style="list-style-type: none"> Annual basis. Maintain 2004 levels.
How does this expected result support the priority?		
Improving both the quality and quantity of relationships within the federal system helps to establish and/or maintain horizontal linkages.		
Expected Result 8		
<ul style="list-style-type: none"> Attention brought to bear on MNSI and urban Aboriginal issues and priorities by other government departments. 	<ul style="list-style-type: none"> Demonstrated awareness of MNSI and/or urban Aboriginal issues. Level of specific use of information generated by Office of Federal Interlocutor. 	<ul style="list-style-type: none"> Improvement over 2004 levels. Maintain 2004 levels.
Output		
<ul style="list-style-type: none"> Meetings with federal Cabinet members, senior officials. 	<ul style="list-style-type: none"> Number of meetings and/or presentations. 	<ul style="list-style-type: none"> Ongoing, on annual basis. Maintain 2004 levels.
How does this expected result support the priority?		
Building and maintaining horizontal linkages within the government helps to bring attention to MNSI issues and priorities.		

Areas for Improvement and Lessons Learned

Capacity in MNSI groups varies from year to year because of ongoing funding pressures; core funding would improve capacity building.



Independent Commissions

Strategic Outcome: **CANADIAN POLAR COMMISSION**

Increased Canadian polar knowledge

Planned Spending: \$1.0 million per annum

What is this Strategic Outcome About?

This outcome is intended to help Canada maintain its position as a leading polar nation by ensuring Canadian scientists have access to funding, resources, and logistical and infrastructure support to maintain the high standards expected of Canadian polar researchers; and by ensuring that Canadians have a better understanding of the Arctic and Antarctic, of the impact of global climate change on polar regions, and of how to live and prosper sustainably in Canada's northern regions.

Logic Model

To provide a context for performance, focus on outcomes and link resources to outcomes, a results-logic "map" has been outlined for each strategic outcome.

Long-term Outcomes	An effective and international presence in relation to polar science and technology that contributes to a broader understanding of polar issues
Intermediate Outcomes	Development of a national policy for northern scientific research among federal and territorial governments, research institutions and organizations Implementation of appropriate research by government departments and agencies
Immediate Outcomes	Canada's views are represented in international initiatives and organizations Increased national and international awareness of polar issues and research activities by Arctic stakeholders Stronger support for Canadian polar research and the renewal of research infrastructure by government departments and granting councils Appropriate participation of all stakeholders, including Inuit, non-governmental organizations, other governments, etc., in policy discussions and decisions related to research on the Arctic Engagement of appropriate stakeholders in Arctic research and policy making
Accountability	Board of Directors
Program Activity	Research Facilitation and Communication

Analysis by Program Activity

RESEARCH FACILITATION AND COMMUNICATION

Financial and Human Resources

2005–06		2006–07		2007–08	
\$ Millions	FTEs	\$ Millions	FTEs	\$ Millions	FTEs
1.0	5	1.0	5	1.0	5

Description

To carry out its mandate, the Commission will initiate, sponsor and support conferences, seminars and meetings; help establish a polar information network as the principal mechanism to disseminate knowledge pertaining to the polar regions; undertake and support special studies related to the polar regions; recognize achievements and contributions related to its mandate; publish newsletters, reports and other publications; and table an annual report in Parliament.

Deliverables and Time Lines — Expected Results and Outputs

PRIORITY *Communicating polar science to Canadians*

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 1		
<ul style="list-style-type: none"> Better and timely access by the Canadian public and governments to polar science information. 	<ul style="list-style-type: none"> Requests for publications, newsletters, attendance at events by targeted audience. 	<ul style="list-style-type: none"> Increased use of publications, newsletters, etc. over 2004 levels by targeted audience.
<ul style="list-style-type: none"> Better awareness by the Canadian public and governments of Canadian and global polar science issues. 	<ul style="list-style-type: none"> Increased recognition of global polar science issues. 	<ul style="list-style-type: none"> Increased recognition of polar issues.
<ul style="list-style-type: none"> Increased communication on the part of researchers through the dissemination and exchange of information through the Canadian Polar Information Network. 	<ul style="list-style-type: none"> Number of documents posted and transactions by researchers on the Network. Self-assessed feedback from researchers. Use of the Network by researchers. 	<ul style="list-style-type: none"> Increased use and acceptance of the Network beyond 2004 levels.
Output(s)		
<ul style="list-style-type: none"> Publication of reports on the state of polar knowledge. Publication of the <i>Report on Canada — European Union Symposium</i>. 	<ul style="list-style-type: none"> Publications, assessments and various reports published on time and on budget. 	<ul style="list-style-type: none"> All published on time and on budget.
<ul style="list-style-type: none"> Publication of <i>Meridian</i> newsletter and the newsletter of the Canadian Antarctic Research Network, to provide current information on polar research to national and international researchers. 	<ul style="list-style-type: none"> Publications published on time and on budget. 	<ul style="list-style-type: none"> All published on time and on budget.
<ul style="list-style-type: none"> Publication of the <i>Indicators Report</i>. 	<ul style="list-style-type: none"> Publications published on time and on budget. 	<ul style="list-style-type: none"> All published on time and on budget.
<ul style="list-style-type: none"> Host various events related to polar research. 	<ul style="list-style-type: none"> Events occur on time and on budget and attendance is drawn from targeted group. 	<ul style="list-style-type: none"> All events occur on time and on budget.

How does this expected result support the priority?

Provides up-to-date polar science information to Canadians.

PRIORITY *Strengthening Canada's presence in international circumpolar organizations*

Expected Results and Outputs	Indicators	Targets/Timing
<p>Expected Result I</p> <ul style="list-style-type: none"> • Maintains Canada's position as a leading polar nation. 	<ul style="list-style-type: none"> • Canadian research priorities reflected in international polar research efforts including International Polar Year 2007–08. 	<ul style="list-style-type: none"> • International Polar Year held in 2007–08. • Maintain or increase the number of Canadians represented on international organizations and committees or leading projects.
<ul style="list-style-type: none"> • Cooperation among federal and provincial organizations to strengthen Canada's presence in the international research community. 	<ul style="list-style-type: none"> • Work on developing new partnerships and maintaining existing partnerships to facilitate collaboration and cooperation on research programs and initiatives (e.g., Assistant Deputy Ministers' Committee on Northern Science and Technology). 	<ul style="list-style-type: none"> • Existing partnerships maintained and new ones developed.
<p>Output(s)</p> <ul style="list-style-type: none"> • Continue to lead Canada's preparations for International Polar Year 2007–08. • Participate in international committees and initiatives on polar research and circumpolar issues. • Participate and provide support for organizations such as the Northern Dimension of Canada's Foreign Policy, the University of the Arctic, the Arctic Council, the International Arctic Science Committee, the Northern Research Forum and the Scientific Committee on Antarctic Research. 	<ul style="list-style-type: none"> • Preparations are conducted on time and on budget. • Representation and attendance at committee, council meetings, initiatives, etc. 	<ul style="list-style-type: none"> • All preparations conducted on time and on budget. • Attendance and support at a minimum at 2004 levels.

How does this expected result support the priority?

International Polar Year is a major event in the international polar science community, occurring once every 50 years. It will play a large part in setting the polar research agenda for coming decades. This expected result will enable Canada to play a significant part in this endeavour and to take advantage of research resources from approximately 100 nations.

PRIORITY *Promotion and advocacy with respect to polar knowledge in Canada*

Expected Results and Outputs	Indicators	Targets/Timing
<p>Expected Result I</p> <ul style="list-style-type: none"> • Strong Canadian research presence in International Polar Year 2007–08. 	<ul style="list-style-type: none"> • Development, with partners, of Canadian science program and research plan for International Polar Year. 	<ul style="list-style-type: none"> • Meet established timeline.
<ul style="list-style-type: none"> • Increased federal government support for implementing a Canadian Antarctic Research Program. 	<ul style="list-style-type: none"> • Movement toward adoption by the federal government of a Canadian Antarctic Research Program. 	<ul style="list-style-type: none"> • Progress toward federal government adoption of program by end of 2005–06.
<ul style="list-style-type: none"> • Increased federal government support for creating a National Polar Research Strategy. 	<ul style="list-style-type: none"> • Movement toward the creation of a national polar research strategy at the federal, provincial and territorial level. 	<ul style="list-style-type: none"> • Progress toward federal government support for strategy by end of 2005–06.
<p>Output</p> <ul style="list-style-type: none"> • Participating in committees, liaising with research institutes, working on federal committees, hosting conferences and workshops. 	<ul style="list-style-type: none"> • Demonstrations of support, and membership in and attendance at committees, research institutes, etc. 	<ul style="list-style-type: none"> • Ongoing.

How does this expected result support the priority?

These results will measure the success of the Commission's current promotion and advocacy efforts in relation to Canadian polar research.

Areas for Improvement and Lessons Learned

The increased profile of the Canadian Polar Commission (CPC) over the past few years has raised expectations in the polar research community, but the Commission finds it impossible to meet the many requests to hold meetings and conferences, undertake special studies and provide other support, such as scholarships. The CPC's funding has decreased approximately 25 percent since its creation in 1991 and has remained static for eight years. Therefore, the Commission is only able to maintain current activities and is unable to initiate new activities, such as examining the adequacy of research infrastructure, initiating a consultative process to begin work on a national polar research strategy, initiating a process to deal with pressing northern governance issues or hosting the International Polar Year 2007–08 Secretariat.



Strategic Outcome: INDIAN SPECIFIC CLAIMS COMMISSION

Fair and impartial hearings of specific claims

Planned Spending: \$7.1 million in 2005–06

What is this Strategic Outcome About?

The Commission conducts inquiry hearings, makes recommendations and reports related to the resolution of specific claims between First Nations and the Government of Canada and provides mediation and facilitation services and public education activities related to the settling of specific claims.

Logic Model

To provide a context for performance, focus on outcomes and link resources to outcomes, a results-logic “map” has been outlined for each strategic outcome.

Long-term Outcomes	Inquire into specific land claims, at the request of a First Nation, when a claim has been rejected by the Minister of Indian Affairs and Northern Development or when a First Nation disagrees with the compensation criteria to be used by the government in negotiating the settlement of its claim; and provide mediation services for claims in negotiation
Intermediate Outcomes	Address specific claims
Immediate Outcomes	Enhanced relationship between the First Nations and the government Perception of independence of decisions related to specific claims by the parties Alternatives to litigation are available
Accountability	Chief Commissioner
Program Activity	Indian Specific Claims Commission

Analysis by Program Activity

INDIAN SPECIFIC CLAIMS COMMISSION

Financial and Human Resources

2005–06		2006–07		2007–08	
\$ Millions	FTEs	\$ Millions	FTEs	\$ Millions	FTEs
7.1	50	—	—	—	—

Description

The Commission conducts impartial inquiries when a First Nation disputes rejection of its specific claim by the Minister of Indian Affairs and Northern Development, or when a First Nation disagrees with the compensation criteria to be used by the government in negotiating the settlement of its claim. As well as conducting formal inquiries, the Commission, at the request of the government and a First Nation, provides or arranges such mediation and facilitation services as may in their opinion assist them to reach an agreement with respect to any matter relating to Indian specific claims.

Legislation to set up a new Claims Resolution Centre received Royal Assent in November 2003. The government continues to work with First Nations and their representative organizations to address concerns related to the implementation of this legislation. During 2005–06, INAC will work to clarify the future role and funding of the Indian Specific Claims Commission to ensure an orderly transition.

Deliverables and Time Lines — Expected Results and Outputs

***PRIORITY** Inquire into specific land claims, at the request of a First Nation, when a claim has been rejected by the Minister of Indian Affairs and Northern Development or when a First Nation disagrees with the compensation criteria to be used by the government in negotiating the settlement of its claim; and provide mediation services for claims in negotiation*

Expected Results and Outputs	Indicators	Targets/Timing
<p>Expected Result 1</p> <ul style="list-style-type: none"> • Inquiries completed or progressing according to established timelines. 	<ul style="list-style-type: none"> • Inquiries completed or progressing according to established timelines. • Hearings process is perceived as fair and impartial. 	<ul style="list-style-type: none"> • Maintain service standards. • For every hearing and mediation process.
<p>Output(s)</p> <ul style="list-style-type: none"> • Inquiry hearings. • Mediation and facilitation services. 	<ul style="list-style-type: none"> • Reports issued. • Mediation services are perceived by the parties as impartial and supportive to settlement process. • Number of claims progressed through various stages of mediation. 	<ul style="list-style-type: none"> • Maintain service standards. • Maintain service standards.
<ul style="list-style-type: none"> • Public education activities. 	<ul style="list-style-type: none"> • Requests for speakers and publications such as factsheets. 	<ul style="list-style-type: none"> • Maintain levels of service.

How does this expected result support the priority?
 Resolution of specific claims in a manner that is perceived as independent and fair will bring closure to a number of issues, bring certainty to both parties and enhance the relationship between the government and the First Nations.

Areas for Improvement and Lessons Learned

Since its inception in 1991, the Indian Specific Claims Commission (ISCC) has gained credibility as an independent, neutral body that conducts public inquiries into specific claims disputes between First Nations and the Government of Canada. To be effective, the ISCC, in all of its dealings, must be perceived as independent, neutral and objective by both the First Nations and the government.

A unique and important aspect of the inquiry process is a visit by Commissioners and key staff to the First Nation community to hear directly from elders and community members with regard to the claim. The process emphasizes principles of fairness, equity and justice, which promotes reconciliation and healing between Aboriginal and non-Aboriginal Canadians. Face-to-face meetings and careful consideration of oral evidence is valuable to the claims resolution process.

The Commission provides broad mediation and facilitation services at the request of both the First Nation and the Government of Canada. Together with the mediator, the parties decide how the mediation process will be conducted. This method ensures the process fits the unique circumstances of each particular negotiation.

Section III **Supplementary Information**

Management Representation Statement

I submit for tabling in Parliament, the *2005–06 Report on Plans and Priorities (RPP)* for Indian and Northern Affairs Canada, the Canadian Polar Commission and the Indian Specific Claims Commission.

This document has been prepared based on the reporting principles contained in the *Guide to the preparation of Part III of the Estimates: Reports on Plans and Priorities*.

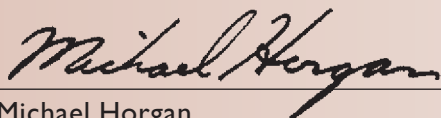
It adheres to the specific reporting requirements outlined in the TBS guidance;

It is based on the department's approved accountability structure as reflected in its MRRS;

It presents consistent, comprehensive, balanced and accurate information;

It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and

It reports finances based on approved planned spending numbers from the Treasury Board Secretariat in the RPP.



Michael Horgan
Deputy Minister

Organizational Information

Minister Indian Affairs and Northern Development				
Deputy Minister		Associate Deputy Ministers (South and North)		
Strategic Outcomes				
The Government (\$772.9 million) Lead ADMs: CIG (South) NA (North)	The People (\$2,976.8 million) Lead ADMs: SEPP (South) NA (North)	The Land (\$324.7 million) Lead ADMs: LTS (South) NA (North)	The Economy (\$2,048.8 million) Lead ADMs: SEPP (South) NA (North)	The Office of the Federal Interlocutor (\$44.8 million) Lead ADM: OFI
Program Activities				
Governance (\$59.5 million) Lead DG: LTS Institutions (\$477.0 million) Lead DG: CIG Co-operative Relationships (\$222.7 million) Lead DG: CIG Northern Governance (\$13.8 million) Lead DG: NA	Managing Individual Affairs (\$16.4 million) Lead DG: LTS Education (\$1,573.5 million) Lead DG: SEPP Social Development (\$1,302.1 million) Lead DG: SEPP Healthy Northern Communities (\$84.7 million) Lead DG: NA	Certainty of Title and Access to Land and Resources (\$106.1 million) Lead DG: CIG Responsible Federal Stewardship (\$21.3 million) Lead DG: LTS First Nations Governance over Land, Resources and the Environment (\$67.2 million) Lead DG: LTS Northern Land and Resources (\$130.2 million) Lead DG: NA	Economic and Employment Opportunities for Aboriginal People (\$79.2 million) Lead DG: SEPP Access to Capital and Economic Development (\$712.6 million) Lead DG: SEPP Community Infrastructure (\$1,227.6 million) Lead DG: SEPP Northern Economy (\$29.4 million) Lead DG: NA	Office of the Federal Interlocutor (\$44.8 million) Lead DG: OFI
Departmental Management and Administration				
Program Operations		Regional Operations		
PSD Senior ADM CIG ADM SEPP ADM LTS ADM CS ADM		Lead Senior ADM: ROSS		Lead ADM: NA
		Regional Directors General (South)		Regional Directors General (North)
		British Columbia Alberta Saskatchewan Manitoba	Ontario Quebec Atlantic	Yukon Northwest Territories Nunavut
Assistant Deputy Minister = ADM Director General = DG Claims and Indian Government = CIG Northern Affairs = NA Socio-Economic Policy and Programs = SEPP		OFI = Office of the Federal Interlocutor LTS = Lands and Trust Services PSD = Policy and Strategic Direction CS = Corporate Services ROSS = Regional Operations Support and Services		

Note: Reflects 2005–06 Planned Spending; funding of \$313.1 million for Departmental Management and Administration has been prorated across the strategic outcomes based on total planned spending.

Financial Tables

Table 1: Planned Spending and Full Time Equivalents

(\$ millions)	Forecast Spending 2004–05	Planned Spending 2005–06	Planned Spending 2006–07	Planned Spending 2007–08
Indian and Northern Affairs Canada				
Governance	54.9	54.6	53.8	54.1
Institutions	472.6	476.0	475.9	479.9
Co-operative Relationships	133.5	137.3	122.8	122.5
Northern Governance	14.8	13.8	13.8	13.9
Managing Individual Affairs	16.6	16.5	16.5	16.6
Education	1,552.7	1,562.6	1,593.9	1,642.2
Social Development	1,234.9	1,274.4	1,316.6	1,379.4
Healthy Northern Communities	84.9	84.9	87.3	83.4
Certainty of Title and Access to Lands and Resources	97.7	106.4	18.5	18.6
Responsible Federal Stewardship	22.5	21.3	20.8	15.0
First Nations Governance over Land, Resources and the Environment	64.9	67.3	69.4	69.5
Northern Land and Resources	72.9	125.5	119.3	110.5
Economic and Employment Opportunities for Aboriginal People	79.8	79.4	79.5	79.9
Access to Capital and Economic Development	691.7	624.5	370.7	360.0
Community Infrastructure	1,153.8	1,150.3	1,157.8	1,160.6
Northern Economy	12.5	9.5	8.1	8.4
Office of the Federal Interlocutor	0.0	21.4	8.8	8.9
Budgetary Main Estimates (gross)	5,760.8	5,825.5	5,533.7	5,623.4
Co-operative Relationships	73.6	79.0	67.5	61.5
Non-Budgetary Main Estimates (gross)	73.6	79.0	67.5	61.5
Less: Respendable Revenue	0.0	0.0	0.0	0.0
Total Main Estimates	5,834.4	5,904.6	5,601.2	5,685.0
Adjustments:				
<i>Supplementary Estimates (A)</i>				
Assessment, management and remediation of federal contaminated sites (horizontal item)	47.4	—	—	—
Operating budget carry forward (horizontal item)	21.3	—	—	—
Funding to deliver federal programs and services in two Labrador Innu communities, including health and community policing (Labrador Innu Comprehensive Healing Strategy) (horizontal item)	14.8	—	—	—
Interim funding in response to the Supreme Court Decision in <i>R. v. Powley</i> to support research, multilateral discussions, and capacity development for Métis organizations (horizontal item)	13.1	—	—	—
Transfer of the Office of the Federal Interlocutor for the Métis and non-status Indians from Privy Council	10.8	—	—	—
Increased costs for the Northern Air Stage Parcel Service	9.4	—	—	—
Funding for the northern gas pipeline project in the Northwest Territories (Northern Gas Project Secretariat and Northern Gas Pipeline Project) (horizontal item)	8.1	—	—	—
Out of Court settlements	5.6	—	—	—
Transfer of Surplus Federal Crown Lands (Camp Nanaimo) from National Defence (including holding costs)	4.5	—	—	—
Funding for First Nations infrastructure activities	4.1	—	—	—

(\$ millions)	Forecast Spending 2004–05	Planned Spending 2005–06	Planned Spending 2006–07	Planned Spending 2007–08
Negotiation support funding for the Manitoba and Saskatchewan Denesuline in out of court settlement negotiations	3.0	—	—	—
Funding to support participation of the Dogrib (Tlicho) Treaty 11 Council in the legislative process to implement the Comprehensive Land Claim and Self-Government Agreement	2.0	—	—	—
Additional resources to support federal negotiations of a Framework Agreement with the Mi'kmaq and Maliseet in P.E.I. and Quebec and preliminary negotiations on incremental treaty agreements (horizontal item)	1.3	—	—	—
Funding to support the ongoing implementation of the Inuvialuit land claims agreement (horizontal item)	0.7	—	—	—
Payments to support the French translation review process of the Final Agreement for the Labrador Inuit Land Claim	0.7	—	—	—
Additional funding for the implementation of the Sahtu Dene and Métis Comprehensive Land Claim Agreement	0.6	—	—	—
Initiatives to support the implementation of a common electronic infrastructure and multi-channel service delivery strategy (Government On-Line) (horizontal item)	0.5	—	—	—
Payments to Yukon First Nations pursuant to individual Self-Government agreements	0.4	—	—	—
Increased funding for the Northern Scientific Training Program	0.4	—	—	—
Additional grant payments to the Government of the Northwest Territories to support activities related to the implementation of the Gwich'in comprehensive land claim	0.3	—	—	—
Reallocation within the Special Education Envelope to adjust for an understatement of the base amount of the federal school teacher salaries in Ontario	0.3	—	—	—
Adjustments to the Final Domestic Demand Implicit Price Index for the Cree-Naskapi Commission	0.2	—	—	—
Transfer from National Defence for the Camp Ipperwash environmental assessment	0.2	—	—	—
Kwanlin Dun First Nation ratification process	0.1	—	—	—
Deh Cho Interim Resource Development Agreement	0.1	—	—	—
Funding for the Yukon Federal Council to coordinate federal government activities in this region	0.1	—	—	—
Transfer from National Defence related to the Chippewas of Kettle and Stony Point Band Seniors Compensation Advance Payment Agreement	—	—	—	—
Less: Spending authorities related to the government-wide reallocation initiative	(15.0)	—	—	—
Less: Reduced Contribution Requirements	(11.0)	—	—	—
Less: Transfer to Transport Canada for the Remote Passenger Rail Service	(4.4)	—	—	—
Less: Transfer to National Defence for Camp Nanaimo	(4.3)	—	—	—
Less: Transfer to Economic Development Agency of Canada for the Regions of Quebec for Nunavik Telecommunications	(0.3)	—	—	—
Less: Transfer to National Defence for the Junior Canadian Rangers Program	(0.2)	—	—	—
Less: Transfer to Treasury Board Secretariat for the Crossing Boundaries National Council	—	—	—	—

(\$ millions)	Forecast Spending 2004-05	Planned Spending 2005-06	Planned Spending 2006-07	Planned Spending 2007-08
<i>Supplementary Estimates (B)</i>				
Incremental resources to address urgent needs relating to education and social development	30.0	—	—	—
Assessment, management and remediation of federal contaminated sites	23.5	—	—	—
Settlement and debt write-off on a flexible term note of the Yukon Energy Corporation	18.0	—	—	—
Funding to the Government of Yukon to share the costs of fire suppression	10.9	—	—	—
Funding to implement provisions of the Nunavut Land Claims Agreement	5.0	—	—	—
Funding to implement provisions of the James Bay and Northern Quebec Agreement	4.0	—	—	—
Transfer of the Office of the Federal Interlocutor for the Métis and non-status Indians from the Privy Council Office	3.9	—	—	—
Funding in support of the establishment and initial operations of a Claims Resolution Centre	1.0	—	—	—
Funding related to government advertising programs (horizontal item)	0.6	—	—	—
Funding to support the participation of the Bear River Band in the Mi'kmaq education authority	0.5	—	—	—
Funding to support of the devolution of programs and services to the Government of Yukon	0.3	—	—	—
Funding to National Aboriginal Organizations to conduct policy work in preparation for the follow up sessions to the April 2004 Canada-Aboriginal Peoples' Roundtable	0.3	—	—	—
Negotiation support funding for the Manitoba Denesuline and Saskatchewan Athabaska Denesuline	0.2	—	—	—
Funding to support the development of digital cultural projects within the Aboriginal Canada Portal	0.2	—	—	—
Additional resources to meet official language objectives in the Federal Public Service related to: information exchange, regional bilingualism needs, learning and language retention, bilingual networks and service delivery (Official Languages Innovation Program) (horizontal item)	0.1	—	—	—
Funding related to the development of Official Language Minority Communities (Interdepartmental Partnership with the Official Language Communities) (horizontal item)	0.1	—	—	—
Funding to modernize human resources management in the Federal Public Service (<i>Public Service Moderization Act</i>) (horizontal item)	0.1	—	—	—
Funding to support the development of a pool of Aboriginal wildlife specialists to undertake wildlife inventories on federal lands	0.0	—	—	—
Less: Reduced Operating and Contribution Requirements	(94.7)	—	—	—
<i>Other Adjustments</i>				
Less: Funding reprofiled from 2004-05 to future years	(235.0)	—	—	—
Less: Funding authorities related to new approach to advertising	(1.5)	—	—	—
Funding to implement provisions of the Kwanlin Dun First Nation Final Agreement	1.0	—	—	—
Funding in support of the establishment and initial operations of a Claims Resolution Centre	—	4.8	—	—
Payments to Yukon First Nations pursuant to individual Self-Government agreements	—	0.6	0.5	0.5
Independent Centre for First Nations Government	—	5.0	5.0	5.0
Funding to implement provisions of the Nunavut Land Claims Agreement	—	5.1	5.1	5.1
Incremental Funding for the Settlement of Specific Claims	—	68.5	68.5	68.5

(\$ millions)	Forecast Spending 2004–05	Planned Spending 2005–06	Planned Spending 2006–07	Planned Spending 2007–08
Northern Economic Development	—	20.0	20.0	20.0
Funding to expand and extend the Urban Aboriginal Strategy	—	8.5	16.4	—
Funding for the British Columbia Treaty Commission Process	—	1.8	—	—
Incremental resources to continue implementation of the Northeastern Quebec Agreement and the James Bay and Northern Quebec Agreement	—	16.4	16.4	13.4
Incremental resources to continue payment of annual grants to the Cree of Quebec, and to meet some of Canada's obligations under the James Bay and Northern Quebec Agreement	—	10.2	10.2	10.2
<i>Budget Announcements</i>				
Reductions as a result of the Expenditure Review Committee exercise (more information will be provided in the next Supplementary Estimates)	—	(21.1)	(45.0)	(65.0)
Other Adjustments (special education, child and family services, housing, Inuit secretariat, Métis issues, northern oil and gas development)	—	143.6	189.8	117.0
Total Adjustments	(116.9)	263.5	286.9	174.7
Total Planned Spending	5,717.4	6,168.0	5,888.1	5,859.6
Less: Non-Respendable Revenue	199.8	212.4	237.8	241.5
Plus: Cost of services received without charge	62.6	68.5	69.5	71.8
Net Cost of Program	5,580.2	6,024.1	5,719.8	5,689.9
Full-Time Equivalents	4,143	4,195	4,124	4,321
Canadian Polar Commission				
Research Facilitation and Communication	1.0	1.0	1.0	1.0
Budgetary Main Estimates (gross)	1.0	1.0	1.0	1.0
Total Main Estimates	1.0	1.0	1.0	1.0
Adjustments:				
<i>Supplementary Estimates (A)</i>				
Operating budget carry forward (horizontal item)	—	—	—	—
Total Adjustments	—	—	—	—
Total Planned Spending	1.0	1.0	1.0	1.0
Plus: Cost of services received without charge	—	—	—	—
Net Cost of Program	1.0	1.0	1.0	1.0
Full-Time Equivalents	5	5	5	5
Indian Specific Claims Commission				
Indian Specific Claims Commission	6.8	—	—	—
Budgetary Main Estimates (gross)	6.8	—	—	—
Total Main Estimates	6.8	—	—	—
Adjustments:				
Ongoing funding for the Commission	—	7.1	—	—
Total Adjustments	—	7.1	—	—
Total Planned Spending	6.8	7.1	—	—
Plus: Cost of services received without charge	0.2	0.3	—	—
Net Cost of Program	7.1	7.3	—	—
Full-Time Equivalents	41	50	—	—

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

INAC — Total Planned Spending — Explanation of Trend

The net increase of approximately \$450.6 million from 2004–05 to 2005–06 primarily reflects: the provision of incremental funding for ongoing programs and services (including Budget 2005 announcements); increases for the negotiation, settlement and implementation of specific and comprehensive claims and adjustments as per signed agreements; and, a reduction related to the Expenditure Review Committee (ERC) exercise. The net decrease of approximately \$279.9 million from 2005–06 to 2006–07 primarily reflects: incremental funding for ongoing programs and services; decreases in funding for claims primarily reflecting various one-time payments made in 2005–06; and, additional reductions related to the ERC exercise. The net decrease of approximately \$28.5 million from 2006–07 to 2007–08 primarily reflects: incremental funding for ongoing programs and services; reductions in certain Budget 2005 funding; and, further reductions related to the ERC exercise.

Table 2: Program Activities

		2005-06									
	(\$ millions)	Budgetary			Non-Budgetary			Adjustments			Total Planned Spending
		Operating	Capital	Grants and Contributions	Gross/Net	Loans, Investments and Advances	Total Main Estimates	(planned spending not in Main Estimates)	Total		
Indian and Northern Affairs Canada											
Governance	6.0	—	—	48.6	54.6	—	54.6	4.9	59.5		
Institutions	31.1	—	—	444.9	476.0	—	476.0	1.0	477.0		
Co-operative Relationships	69.9	—	—	67.4	137.3	79.0	216.3	6.4	222.7		
Northern Governance	13.6	—	—	0.2	13.8	—	13.8	—	13.8		
Managing Individual Affairs	8.8	—	—	7.7	16.5	—	16.5	—	16.4		
Education	97.5	—	—	1,465.1	1,562.6	—	1,562.6	11.0	1,573.5		
Social Development	72.7	—	—	1,201.7	1,274.4	—	1,274.4	27.8	1,302.1		
Healthy Northern Communities	33.8	—	—	51.1	84.9	—	84.9	(0.2)	84.7		
Certainty of Title and Access to Lands and Resources	13.4	11.8	—	81.3	106.4	—	106.4	(0.3)	106.1		
Responsible Federal Stewardship	7.0	—	—	14.3	21.3	—	21.3	(0.1)	21.3		
First Nations Governance over Land, Resources and the Environment	31.3	—	—	36.0	67.3	—	67.3	(0.2)	67.2		
Northern Land and Resources	111.2	—	—	14.3	125.5	—	125.5	4.7	130.2		
Economic and Employment Opportunities for Aboriginal People	7.1	—	—	72.3	79.4	—	79.4	(0.2)	79.2		
Access to Capital and Economic Development	43.1	—	—	581.4	624.5	—	624.5	88.1	712.6		
Community Infrastructure	96.9	11.0	—	1,042.5	1,150.3	—	1,150.3	77.3	1,227.6		
Northern Economy	7.0	—	—	2.5	9.5	—	9.5	20.0	29.4		
Office of the Federal Interlocutor	6.5	—	—	14.8	21.4	—	21.4	23.4	44.8		
Total	656.8	22.8	—	5,145.9	5,825.5	79.0	5,904.6	263.5	6,168.0		
Canadian Polar Commission											
Research Facilitation and Communication	1.0	—	—	—	1.0	—	1.0	—	1.0		
Total	1.0	—	—	—	1.0	—	1.0	—	1.0		
Indian Specific Claims Commission											
Indian Specific Claims Commission	—	—	—	—	—	—	—	7.1	7.1		
Total	—	—	—	—	—	—	—	7.1	7.1		

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

Table 3: Voted and Statutory Items Listed in Main Estimates

Vote or Statutory Item	(\$ millions)	Current Main Estimates	Previous Main Estimates
Indian and Northern Affairs Canada			
1	Operating expenditures	568.8	537.7
5	Capital expenditures	22.8	17.3
10	Grants and contributions	4,977.9	4,970.1
15	Payments to Canada Post Corporation	27.6	27.6
20	Office of the Federal Interlocutor for Métis and non-Status Indians — Operating expenditures	5.0	—
25	Office of the Federal Interlocutor for Métis and non-Status Indians — Contributions	14.8	—
(S)	Minister of Indian Affairs and Northern Development — Salary and motor car allowance	0.1	0.1
(S)	Grassy Narrows and Islington Bands Mercury Disability Board (Note 1)	0.0	0.0
(S)	Liabilities in respect of loan guarantees made to Indians for Housing and Economic Development	2.0	2.0
(S)	Indian Annuities Treaty payments	1.4	1.4
(S)	Grants to Aboriginal organizations designated to receive claim settlement payments pursuant to Comprehensive Land Claim Settlement Acts	151.8	148.6
(S)	Payments to comprehensive claim beneficiaries in compensation for resource royalties	1.5	1.5
(S)	Contributions to employee benefit plans	51.9	54.5
	Total budgetary	5,825.5	5,760.8
L30	Loans to native claimants	36.1	38.1
L35	Loans to First Nations in British Columbia for the purpose of supporting their participation in the British Columbia Treaty Commission process	42.9	35.5
	Total non-budgetary	79.0	73.6
	Total Department	5,904.6	5,834.4
Canadian Polar Commission			
40	Program expenditures	0.9	0.9
(S)	Contributions to employee benefit plans	0.1	0.1
	Total Agency	1.0	1.0
Indian Specific Claims Commission (Note 2)			
—	Program expenditures	—	6.3
(S)	Contributions to employee benefit plans	—	0.5
	Total Agency	—	6.8

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

Notes:

(1) Actual figure is \$15,000

(2) In 2004–05, funding for the Indian Specific Claims Commission was included in the Privy Council Office's Main Estimates.

Explanation of Year-Over-Year Resource Changes

The Main Estimates for the Department of Indian Affairs and Northern Development are \$5,904.6 million, a net increase of \$70.2 million. The major changes include: an increase of \$86.1 million to meet increased demand for ongoing Indian and Inuit programs and services; a net increase of \$47.3 million for northern initiatives (includes increases of \$42.5 million for Contaminated Sites and \$11.1 million for Northern Pipeline Development offset by a \$5.8 million decrease in funding provided for Northern Energy Development); an increase of \$25.0 million for implementation of the First Nations Water Management Strategy; an increase of \$20.2 million for the Office of the Federal Interlocutor for Métis and non-status Indians reflecting the transfer of responsibility from Privy Council Office; a net decrease of \$41.8 million for the settlement of specific and comprehensive claims and adjustments as per signed agreements; a decrease of \$26.0 million reflecting sunseting of funding for Capital Rust Out; a decrease of \$25.0 million reflecting the department's contribution to the government-wide \$1 billion reallocation initiative announced in Budget 2003; a decrease of \$8.3 million reflecting sunseting of funding for the Labrador Innu Comprehensive Healing Strategy; and, a decrease of \$6.0 million reflecting the approved funding profile for special education programs.

Table 4: Net Cost for the Estimates Year

(\$ millions)	Indian and Northern Affairs Canada	Canadian Polar Commission	Indian Specific Claims Commission
Net Planned Spending	6,168.0	1.0	7.1
Plus: Services Received without Charge			
Accommodation provided by Public Works and Government Services Canada (PWGSC)	26.1	—	—
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS (excluding revolving funds)	21.0	—	0.3
Workman's compensation coverage provided by Social Development Canada	0.9	—	—
Salary and associated expenditures of legal services provided by Justice Canada	20.5	—	—
Sub-Total	68.5	—	0.3
Less: Non-responsible Revenue	212.4	—	—
2005–06 Net Cost	6,024.1	1.0	7.3

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

Table 5: Summary of Capital Spending by Program Activity

(\$ millions)	Forecast Spending 2004–05	Planned Spending 2005–06	Planned Spending 2006–07	Planned Spending 2007–08
Indian and Northern Affairs Canada				
Access to Capital and Economic Development	1.0	11.8	6.5	6.5
Community Infrastructure	5.0	11.0	5.0	5.0
Total	6.0	22.8	11.5	11.5
Canadian Polar Commission				
N/A	—	—	—	—
Indian Specific Claims Commission				
N/A	—	—	—	—

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

Table 6: Loans, Investments and Advances (Non-Budgetary)

(\$ millions)	Forecast Spending 2004–05	Planned Spending 2005–06	Planned Spending 2006–07	Planned Spending 2007–08
Indian and Northern Affairs Canada				
Co-operative Relationships				
Loans to native claimants	38.1	36.1	31.1	31.1
Loans to First Nations in British Columbia for the purpose of supporting their participation in the British Columbia Treaty Commission process	29.6	44.5	36.4	30.4
Total	67.7	80.6	67.5	61.5
Canadian Polar Commission				
N/A	—	—	—	—
Indian Specific Claims Commission				
N/A	—	—	—	—

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

Table 7: Source of Non-Respendable Revenue

(\$ millions)	Forecast Revenue 2004–05	Planned Revenue 2005–06	Planned Revenue 2006–07	Planned Revenue 2007–08
Indian and Northern Affairs Canada				
Governance				
Refunds of previous years' expenditures	0.4	0.4	0.4	0.4
Institutions				
Refunds of previous years' expenditures	0.7	0.7	0.7	0.7
Co-operative Relationships				
Refunds of previous years' expenditures	0.3	0.3	0.3	0.3
Return on investments	7.6	7.6	7.6	7.6
Education				
Refunds of previous years' expenditures	2.5	2.5	2.5	2.5
Social Development				
Refunds of previous years' expenditures	5.0	5.0	5.0	5.0
Certainty of Title and Access to Lands and Resources				
Miscellaneous revenues	6.3	6.3	6.3	—
Northern Land and Resources				
Return on investments:				
• Norman Wells Project profits	78.0	73.0	68.0	63.0
• Other	0.5	0.5	0.5	0.5
Refunds of previous years' expenditures	1.1	1.1	1.1	1.1
Adjustments of prior year's payables at year end	1.1	1.1	1.1	1.1
Canada mining	75.0	80.0	110.0	125.0
Quarrying royalties	0.2	0.2	0.5	0.5
Oil and gas royalties	16.0	28.6	28.6	28.6
Land, building and machinery rentals	0.0	0.0	0.0	0.0
Other non-tax revenues	2.9	2.9	2.9	2.9
Economic and Employment Opportunities for Aboriginal People				
Refunds of previous years' expenditures	0.1	0.1	0.1	0.1
Access to Capital and Economic Development				
Refunds of previous years' expenditures	0.3	0.3	0.3	0.3
Return on investments	0.5	0.5	0.5	0.5
Community Infrastructure				
Refunds of previous years' expenditures	0.5	0.5	0.5	0.5
Return on investments	0.9	0.9	0.9	0.9
Total	199.8	212.4	237.8	241.5
Canadian Polar Commission				
N/A	—	—	—	—
Indian Specific Claims Commission				
N/A	—	—	—	—

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

Table 8: Details on Transfer Payments Programs

Over the next three years INAC will manage the following transfer payment programs in excess of \$5 million.

(\$ millions)	2005–06	2006–07	2007–08
Payments for First Nations, Inuit and Northerners — The Government	567.3	553.8	554.4
Payments for First Nations, Inuit and Northerners — The People	2,772.5	2,850.2	2,947.8
Payments for First Nations, Inuit and Northerners — The Land	145.9	70.9	65.3
Payments for First Nations, Inuit and Northerners — The Economy	1,888.5	1,671.5	1,569.6
Payments for Métis, non-status Indians and urban Aboriginal Canadians — The Office of the Federal Interlocutor	37.2	34.7	5.5
Total	5,411.4	5,181.1	5,142.6

For further information on the above-mentioned transfer payment programs see <http://www.tbs-sct.gc.ca/est-pre/estime.asp>

Table 9: Horizontal Initiatives

Over the next three years, INAC will be involved in the following horizontal initiatives as either the lead or as a partner.

Lead

First Nations Water Management Strategy (2005–06 to 2007–08)
Labrador Innu Comprehensive Healing Strategy

Partner

Infrastructure Canada Program (2005–06)
Youth Employment Strategy (ongoing)
National Child Benefit (ongoing)
Climate Change (2005–06 and 2006–07)
Federal Contaminated Sites Accelerated Action Plan (2005–06 to 2007–08)

Further information on the above-mentioned horizontal initiatives see <http://www.tbs-sct.gc.ca/est-pre/estime.asp>

Section IV **Other Items of Interest**

DEPARTMENTAL MANAGEMENT AND ADMINISTRATION

Providing strategic departmental operational management

Planned Spending: \$313.1 million in 2005–06; \$300.2 million in 2006–07; \$321.1 million in 2007–08

Description

Departmental Management and Administration underpins all strategic outcomes and program activities by providing essential services and strategic direction that support the ongoing operation of the department.

It entails building and sustaining a value- and results-based culture of management excellence that supports INAC internally and externally in achieving its mandate and strategic objectives; strengthens its capacity and its decision-making, planning, operational and reporting processes; fosters the development of priorities in collaboration with First Nations, Inuit, Métis and Northerners; and encourages a better understanding of First Nations, Inuit, Métis and northern issues in Canadian society and internationally.

The benefits to First Nations, Inuit, Métis, Northerners and other Canadians are well-informed policy development and effective, efficient and consistent program delivery that supports the government's Aboriginal agenda.

Logic Model

To provide a context for performance, focus on outcomes and link resources to outcomes, a results-logic “map” has been outlined for Departmental Management and Administration.

This results-logic map builds on the circles of influence described previously and allows the reader to visibly link together INAC’s use of resources to perform activities and produce outputs at the operational level, and to influence outcomes at the collaborative level with partners and client communities, such as First Nations, Inuit, Métis and Northerners. These collaborative outcomes can then be associated with the strategic outcomes and priorities that make up the *raison d’être* of the department.

Long-term Outcomes	Management excellence for achieving INAC’s Strategic Outcomes
Intermediate Outcomes	<p>Sustainable, cooperative and forward-looking relationships with First Nations, Inuit, Métis and Northerners, other government departments and other levels of government</p> <p>Public policy objectives achieved through shared direction and priority setting, with agreed-upon results</p> <p>Strengthened operational and strategic capacity of First Nations, Inuit, Métis and Northerners that supports community planning</p> <p>Improved departmental capacity to support achievement of INAC’s strategic outcomes</p> <p>Better understanding of departmental progress and of Aboriginal issues on the part of Parliamentarians and the general public</p>
Immediate Outcomes	<p>Consistent and effective INAC approach to interdepartmental and intergovernmental dialogue and collaboration with First Nations, Inuit, Métis and Northerners</p> <p>Establishment of a joint agenda and implementation of first phases of a shared Results Framework with First Nations, Inuit, Métis and Northerners and other partners such as other government departments and other levels of government</p> <p>Responsive and integrated systems, tools and processes; streamlined and results-based accountability, reporting and information-sharing mechanisms; improved service delivery; and effective and strategic litigation management</p> <p>Diverse and capable workforce that can deliver INAC’s mandate today and into the future; and a workplace that provides opportunities and retention</p> <p>Improved departmental and First Nations, Inuit, Métis and Northerners’ capacity in relation to risk management</p> <p>Public reporting jointly developed with First Nations, Inuit, Métis and Northerners</p> <p>Effective and strategic communications that support a shared understanding of departmental direction within INAC and among its partners, and a better understanding by the Canadian public of departmental progress and of Aboriginal issues</p>
Accountability	Assistant Deputy Minister, Regional Operations Support and Services

Financial and Human Resources

2005–06		2006–07		2007–08	
\$ Millions	FTEs	\$ Millions	FTEs	\$ Millions	FTEs
313.1	2,895	300.2	2,895	321.1	3,138

Note: The total financial and human resources summarized above have been prorated across the other program activities in INAC, based on planned spending. The following table shows the specific financial and human resources prorated to each program activity.

Allocation of Departmental Management and Administration to Other Program Activities

	Planned 2005–06		Planned 2006–07		Planned 2007–08	
	\$ millions	FTEs	\$ millions	FTEs	\$ millions	FTEs
Governance	2.9	27	2.9	28	3.1	30
Institutions	25.3	233	25.5	246	27.1	265
Co-operative relationships	12.0	106	10.7	98	10.8	101
Northern Governance	0.7	7	0.7	7	0.8	8
Managing Individual Affairs	0.9	8	0.9	8	0.9	9
Education	82.0	766	85.3	824	92.6	907
Social Development	67.7	625	70.4	680	77.8	761
Healthy Northern Communities	4.5	42	4.7	45	4.7	46
Certainty of Title and Access to Lands and Resources	5.7	52	1.0	10	1.1	10
Responsible Federal Stewardship	1.1	10	1.1	11	0.8	8
First Nations Governance over Land, Resources and the Environment	3.6	33	3.7	36	3.9	38
Northern Land and Resources	6.7	62	6.4	62	6.2	61
Economic and Employment Opportunities for Aboriginal People	4.2	39	4.3	41	4.5	44
Access to Capital and Economic Development	33.2	306	19.8	192	20.3	199
Community Infrastructure	61.1	564	62.0	598	65.5	641
Northern Economy	0.5	5	0.4	4	0.5	5
Office of the Federal Interlocutor	1.1	10	0.5	5	0.5	5
Total	313.1	2,895	300.2	2,895	321.1	3,138

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

Deliverables and Time Lines — Expected Results and Outputs

PROGRAM SUB-ACTIVITY *Regional and Program Operations*

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 1 • Strategic direction set through dialogue and joint agenda development.	• Extent to which processes have been jointly developed and allow effective contributions of partners and stakeholders.	• 2005–08.
Output • An INAC/First Nations/Inuit/ Métis/ Northerners priority-setting process in place in all regions, and new mechanisms for interdepartmental collaboration.	• Extent to which First Nations, Inuit, Métis and Northerners are involved in the development of such processes and level of participation once established.	• 2005–07.

How does this expected result support the department's strategic outcomes?

Setting strategic direction through dialogue and joint agenda development supports the achievement of INAC's strategic outcomes by allowing all partners to contribute to priority setting, thereby increasing the potential for success of the implementation of initiatives.

Expected Results and Outputs	Indicators	Targets/Timing
<p>Expected Result 2</p> <ul style="list-style-type: none"> • Workforce and organization that can deliver the business of the department. <p>Output(s)</p> <ul style="list-style-type: none"> • Implementation of continuous learning strategy that aligns core competencies with INAC's strategic outcomes. 	<ul style="list-style-type: none"> • Management and employee assessments. • Core competencies identified. • Extent to which investment in departmental learning is aligned with INAC's expected results and strategic direction. 	<ul style="list-style-type: none"> • Maintain 2004 levels. • Departmental managers equipped to access the opportunities presented by the <i>Public Service Modernization Act</i> — July 2006. • Existing human resourcing processes reviewed to maximize the potential of existing tools, policy frameworks and inventories — December 2005. • Regular reporting to departmental managers of their situation with respect to their human resources management accountabilities (i.e.: Aboriginal workforce, employment equity, learning, official languages) — ongoing.
<ul style="list-style-type: none"> • Increased opportunities for the advancement and retention of Aboriginal people and other designated groups. 	<ul style="list-style-type: none"> • Number of opportunities open to and secured by Aboriginal people and other designated groups. 	<ul style="list-style-type: none"> • 2005–06.
<p>How does this expected result support the department's strategic outcomes? A capable and diverse workforce is essential to support the achievement of all INAC's strategic outcomes. The workplace environment must promote adaptability and a culture of learning, and uphold public service values and ethics to deliver INAC's broad mandate.</p>		
<p>Expected Result 3</p> <ul style="list-style-type: none"> • The effective management of INAC information in support of all departmental strategic outcomes. <p>Output</p> <ul style="list-style-type: none"> • Development of a comprehensive departmental IM/IT strategy. 	<ul style="list-style-type: none"> • Completion against information management/information technology (IM/IT) strategy and plans. • Percentage of Program Sectors that have developed IM/IT strategies. 	<ul style="list-style-type: none"> • 50 percent improvement of completion against plan from 2005–06 to 2006–07. • 100 percent by March 31, 2007.
<p>How does this expected result support the department's strategic outcomes? Integrated information management provides INAC with the tools and data to support evidence-based decision making, and program and policy development.</p>		
<p>Expected Result 4</p> <ul style="list-style-type: none"> • Effective communications that promote the government's Aboriginal Agenda. <p>Output(s)</p> <ul style="list-style-type: none"> • Ongoing development and implementation of a strategic communications plan. • Operational communications support through effective strategies, activities, products and a public affairs strategy. 	<ul style="list-style-type: none"> • Extent to which communications are appropriately targeted to the audiences. • Alignment of communication priorities and strategies with departmental outcomes. • Accuracy and consistency of messages. 	<ul style="list-style-type: none"> • Ongoing. • Ongoing. • Ongoing.
<p>How does this expected result support the department's strategic outcomes? Effective communications facilitate internal synergy, understanding and collaboration between all groups working to achieve INAC's strategic outcomes. With external stakeholders, it increases awareness of Aboriginal issues and departmental direction, thus supporting INAC's mandate and priorities.</p>		
<p>Expected Result 5</p> <ul style="list-style-type: none"> • Demonstrated results against INAC's Results Framework. <p>Output</p> <ul style="list-style-type: none"> • Integrated planning and reporting process that assists managers/employees in meeting accountabilities and achieving objectives. 	<ul style="list-style-type: none"> • Results achieved clearly flow from planning and implementation. • Alignment of business plans with INAC's Results Framework, notably its audit and evaluation plan. 	<ul style="list-style-type: none"> • Ongoing. • March 2006.
<p>How does this expected result support the department's strategic outcomes? Clear accountabilities aligned with departmental priorities ensure that all activities and resources are appropriately directed to the achievement of INAC's strategic outcomes.</p>		

Expected Results and Outputs	Indicators	Targets/Timing
<p>Expected Result 6</p> <ul style="list-style-type: none"> Public reporting that demonstrates results, and is balanced, transparent and easy to understand. Joint development with First Nations, Inuit, Métis and Northerners of agreed-upon parameters of public reporting. 	<ul style="list-style-type: none"> Reports are well received based on criteria of balance, transparency and ease of understanding. 	<ul style="list-style-type: none"> Ongoing.
<p>Output</p> <ul style="list-style-type: none"> Establishment of internal processes in support of development of agreed-upon parameters of public reporting. 	<ul style="list-style-type: none"> Extent to which processes reflect the parties' reporting objectives. 	<ul style="list-style-type: none"> Processes established within department by March 2006.

How does this expected result support the department's strategic outcomes?

Balanced, transparent and easy-to-understand public reporting that demonstrates results, links activities and resources with outcomes, and informs Canadians of the initiatives undertaken and the results achieved in improving the quality of life of First Nations, Inuit, Métis and Northerners.

<p>Expected Result 7</p> <ul style="list-style-type: none"> An intersectoral approach to First Nations comprehensive community planning to support First Nations in their development, and implementation of comprehensive community plans to create strategic linkages with INAC plans and programs. 	<ul style="list-style-type: none"> An INAC Comprehensive Community Planning Strategy that is accepted and adopted by key stakeholders. 	<ul style="list-style-type: none"> National workshop with First Nations stakeholders to identify components of the Strategy, by spring 2005. First Nations Comprehensive Community Planning pilot projects results identified by October 2005 for consideration in the Strategy.
<p>Output</p> <ul style="list-style-type: none"> An INAC Comprehensive Community Planning Strategy, developed in collaboration with key stakeholders. 	<ul style="list-style-type: none"> Completed Comprehensive Community Planning Strategy with involvement of key stakeholders. 	<ul style="list-style-type: none"> Strategy finalized by December 2005.

How does this expected result support the department's strategic outcomes?

The strategy will establish an intersectoral plan of action for supporting the development and implementation of comprehensive community plans by and within First Nations communities, and will identify the potential linkages to current INAC plans and programs. In keeping with the commitments made in the departmental Sustainable Development Strategy and reflecting INAC's "one plan and one process" planning principle, the objective is to enable community priorities (identified in community plans) to become the foundation for strategic planning of program and service delivery to First Nations.

PROGRAM SUB-ACTIVITY *Litigation Management — Management, Resolution and Prevention*

Expected Results and Outputs	Indicators	Targets/Timing
<p>Expected Result 1</p> <ul style="list-style-type: none"> Clarification of legal issues. 	<ul style="list-style-type: none"> Number and relevance of opportunities identified. 	<ul style="list-style-type: none"> As appropriate to opportunities identified.
<p>Output(s)</p> <ul style="list-style-type: none"> Development of a report that identifies case trends and operational impacts of cases in the inventory. 	<ul style="list-style-type: none"> Use of that report in developing effective litigation strategies. 	<ul style="list-style-type: none"> Fall 2005.
<ul style="list-style-type: none"> Legal positions that are consistent with the status of the law and the other INAC strategic outcomes. 	<ul style="list-style-type: none"> Degree to which legal positions assist in advancing INAC's priorities. 	<ul style="list-style-type: none"> Ongoing.

How does this expected result support the department's strategic outcomes?

Clarification of legal issues assists in the resolution of grievances, and defines clearer parameters for the work undertaken in other strategic outcome areas.

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 2 • Resolution of issues and management of risk.	• Extent to which risk management tools strengthen decision making.	• Ongoing.
Output(s) • Joint development of legal risk assessment models with the federal Department of Justice to reflect different needs.	• Responsive models for legal risk assessments.	• 2006–07.
• Development of business risk assessments that reflect strategic outcomes.	• Extent of alignment with INAC's priorities.	• 2006–08.
How does this expected result support the department's strategic outcomes? Resolution of issues is key to the achievement of all INAC's strategic outcomes. Management of risk ensures that INAC retains its capacity to determine the content, timing and sequence of its policy agenda.		

PROGRAM SUB-ACTIVITY *Litigation Management — Settlements*

Expected Results and Outputs	Indicators	Targets/Timing
Expected Result 1 • Resolution of grievances as appropriate.	• Number of settlement negotiations under way and progressing.	• Increase in number of negotiations progressing compared with the settlement opportunities identified.
Output • Development of streamlined settlement processes.	• Reduction in time to process potential settlements.	• 2006–07.
How does this expected result support the department's strategic outcomes? Resolving grievances as appropriate improves the department's ability to achieve its strategic outcomes.		

Areas for Improvement and Lessons Learned

INAC's Litigation Management and Resolution Branch has continued to deepen its knowledge of its inventory of cases through an inventory review exercise. This is helping the department to find the most effective ways to manage and resolve litigation. The department has improved interdepartmental collaboration to ensure consistency in the federal response to high-impact court decisions.

Federal Partners — Contacts

Health Canada — Call (613) 954-8815 or visit the website at <http://www.hc-sc.gc.ca>

Non-Insured Health Benefits; Community health services; Environmental health and surveillance; Hospital services; National Native Alcohol and Drug Abuse Program; Brighter Futures Program — Community Mental Health and Child Development; Aboriginal Head Start; National Children's Agenda; First Nations and Inuit Home and Community Care Program; First Nations and Inuit Health Information Systems; Food Safety and Nutrition Program; Organization for the Advancement of Aboriginal People's Health; Federal Tobacco Control Strategy; Collection and Analysis of Health Information of First Nations; Public Security and Anti-Terrorism; Early Childhood Development for First Nations and Other Aboriginal Children; First Nations Water Management Strategy; Canada's Drug Strategy Renewed; Resolution Framework to address the legacy of Indian Residential Schools; Health Facilities and Physical Assets; Nursing Investment Strategy; Health Integration Initiative; Immunization Strategy; Federal Contaminated Sites Accelerated Action Plan; Health Human Resources Strategy; Public Health; and, Federal Initiative to address HIV/AIDS in Canada.

Human Resources and Skills Development — Call (819) 994-7787 or visit the website at <http://www17.hrdc-drhc.gc.ca/ARO-BRA/ARO.cfm>

Aboriginal Human Resources Development Strategy; Aboriginal Skills and Employment Partnerships; and, Urban Aboriginal Homelessness.

Canada Mortgage and Housing Corporation — Call (613) 748-2586 or visit the website at <http://www.cmhc-schl.gc.ca>

On-reserve: Non-Profit Housing Program; Residential Rehabilitation Assistance Program; Shelter Enhancement Program; Home Adaptations for Senior's Independence; Aboriginal Capacity Development; Housing Internship Initiative for First Nations and Inuit Youth.

Off-reserve: Rural and Native Housing Program; Urban Native Non-Profit Housing Program; Residential Rehabilitation Assistance Program; Emergency Repair Program.

Public Safety and Emergency Preparedness Canada — Contact the Aboriginal Policing Directorate at (613) 991-0241 or visit the website at <http://www.psepc-sppcc.gc.ca>

First Nations Policing Policy — Implementation, maintenance and development of the First Nations Policing Program, mainly on-reserve, through tripartite policing agreements between First Nations communities, provincial and territorial governments and the federal government, to provide First Nations with access to professional, effective, culturally sensitive police services that are accountable to the communities they serve.

Canadian Heritage — Contact the Aboriginal Programs Directorate at (819) 994-3835 or visit the website at <http://www.pch.gc.ca>

Aboriginal Friendship Centres Program; Northern Native Broadcast Access Program; Aboriginal Representative Organizations Program; Aboriginal Women's Centres Program; Aboriginal Languages Initiative Program; Aboriginal Languages Agreements with the Territories (Northwest Territories/Yukon/Nunavut); Urban Multipurpose Aboriginal Youth Centres Initiative Program; Post-Secondary Scholarship Program; National Aboriginal Day; and National Aboriginal Achievement Award Program.

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

Bold Eagle Program; Canadian Forces Aboriginal Entry Program; Canadian Rangers Program; Junior Canadian Ranger Program; Headstart Program.

Privy Council Office — For matters related to Aboriginal Affairs, contact the Aboriginal Affairs Secretariat at (613) 947-4039 or visit the website at <http://www.pco-bcp.gc.ca>

Industry Canada — Contact the Aboriginal Business Canada at (613) 954-4064 or visit the website at <http://www.abc-eac.ic.gc.ca>

To increase the number of viable businesses in Canada owned and controlled by Aboriginal Canadians.

Contact the First Nations Schoolnet Program at 1-800-575-9200 or visit the Web site at <http://www.schoolnet.ca/aboriginal>

To enhance connectivity for First Nations schools under federal jurisdiction to obtain high speed internet access. Connectivity will enhance e-learning opportunities, which will have an impact on the number of high school students who will graduate.

Fisheries and Oceans Canada — Contact the Aboriginal Policy and Governance Branch at (613) 993-1917

Aboriginal Fisheries Strategy (AFS), Marshall Long-Term Response Program (Fisheries Access and Co-Management Program and the AT-Sea Mentoring and Fisheries Operations Management Initiatives), Aboriginal Aquatic Resources and Oceans Management (AAROM) Program and Aboriginal Inland Habitat Program (AIH). Increase Aboriginal involvement in all aspects of fisheries, fish habitat management and commercial fishing opportunities.

Natural Resources Canada — Contact the Financial Management Branch at (613) 996-6865 or visit the website at <http://www.nrcan-rncan.gc.ca>

Canada Lands Surveys; Northern Energy Development; Canada Nunavut Geosciences Office; Regional Geochemical Surveys (NWT); Regional Aeromagnetic Surveys (Kasba Lake); Aboriginal Mining Industry (partnership, development and dissemination of information and knowledge); Aboriginal Employees Network; Energuide for Houses Program & R2000 Home Standard; Commercial Building Incentive Program; Aboriginal and Northern Climate Change Plan; First Nations Forestry Program; Waswanipi Cree Model Forest; Canadian Model Forest Program — Aboriginal Strategic Initiative; Mountain Pine Beetle Control Program.

Justice Canada — Contact the Aboriginal Justice Directorate at (613) 941-9298 and the Programs Branch at (613) 957-3180 or visit the website at <http://www.canada.justice.gc.ca>

Aboriginal Justice Strategy; Legal Studies for Aboriginal People Program; the Aboriginal Courtwork Program; and Youth Justice Renewal Initiative.

Indian Specific Claims Commission — For matters related to Indian Specific Claims, contact the Indian Specific Claims Commission at (613) 943-2737 or visit the website at <http://www.indianclaims.ca>

Correctional Service of Canada — Call (613) 943-0493 or visit the website at <http://www.csc-scc.gc.ca>

Aboriginal Treatment and Healing Programs; Aboriginal-specific health strategies; Research projects on Aboriginal Reintegration; Aboriginal Healing Lodges; Halfway Houses for Aboriginal offenders; National Aboriginal Employment-Recruitment Strategy; Elders working in institutions and in the community; Aboriginal Liaison Services in federal institutions; support to Native Brotherhood and Sisterhood Groups; Aboriginal Offender Employment and Job Placement; and Aboriginal Gangs Reintegration Project.

Indian Residential Schools Resolution Canada (IRSRC) — Residents of British Columbia, Alberta or the North may contact IRSRC at (604) 775-6400; all other residents may call (613) 996-2686. Alternatively, the IRSRC website is available at <http://www.irsr-rqpi.gc.ca>

Strategic Outcome: Reconciliation between Indian residential school survivors and the Government of Canada.

Public Health Agency of Canada — Call (613) 952-8890 or visit the website at <http://www.phac-aspc.gc.ca>

Aboriginal Head Start in Urban and Northern communities (AHS).

Reliability of Statistics

Demographic Statistics Supplied and Verified through the Indian Registry System

The Indian Registry System (IRS) has existed since 1951 and is maintained by INAC. Its current format was introduced in 2003. The system is considered authoritative, since it contains the names of every individual registered under the *Indian Act*. It is updated regularly by departmental staff and 450 Indian Registry administrators.

The IRS is an accurate source, except for one major limitation: the late reporting of life events, including births and deaths. For more information on the IRS, please contact the Information Unit at the Indian Registration and Band Lists Directorate at (819) 997-9265. For more information on the effects of late reporting of life events, please call the departmental Contact Centre toll-free at 1-800-567-9604.

Demographic Statistics Supplied and Verified through Population Projections

On-reserve Status Indian Population

The department uses 2000-based population projections developed for INAC by Statistics Canada using data from the IRS. The projections have been adjusted for late and under-reporting of births and deaths and therefore differ from actual IRS data. Although the projections are not predictions, they provide a perspective on future trends in the registered Indian population based on assumptions about fertility, mortality, miscellaneous additions, migration, reinstatement and status inheritance.

Canadian Population

The department uses *Population Projections for Canada, Provinces and Territories, 2000–2026* (Statistics Canada Catalogue No. 91-520). These data are considered reliable if the underlying assumptions are accurate.

Demographic Statistics Supplied and Verified through the 2001 Census of Canada

Statistics from the 2001 Census depict the characteristics of the Canadian population at a point in time. They are based on self-reporting by individuals.

One major limitation of census statistics is under-coverage resulting from non-participation or incomplete enumeration of communities. A preliminary estimate released by Statistics Canada on January 21, 2003, indicates that approximately 30,000 to 35,000 individuals were not enumerated in the 2001 Census. Most of these people were registered Indians living on reserve. Non-participation by First Nations communities was not a problem in the northern territories; therefore, census statistics for the North are very reliable.

Data for the Aboriginal population in the North are based on the identity definition of Aboriginal, which takes into account respondents who (1) self-identified as being a North American Indian and/or Métis and/or Inuit; and/or (2) reported themselves as being registered under the *Indian Act*; and/or (3) reported themselves as having Band membership.

Contacts for Further Information

Indian and Northern Affairs Canada

Terrasses de la Chaudière
10 Wellington St., North Tower
Gatineau, Quebec
Postal Address: Ottawa, Ontario K1A 0H4
Internet: <http://www.ainc-inac.gc.ca>
E-mail: webmaster@ainc-inac.gc.ca

General and Statistical Enquiries, and Publication Distribution

Phone: (toll-free) 1-800-567-9604
TTY: (toll-free) 1-866-553-0554
E-mail: InfoPubs@ainc-inac.gc.ca
Socio-demographic statistical publications available at
http://www.ainc-inac.gc.ca/pr/sts/index_e.html

Departmental Library

Phone: (819) 997-0811
E-mail: Reference@ainc-inac.gc.ca

Media Enquiries — Communications

Phone: (819) 994-2044

Northern Affairs Program

Phone: (819) 953-3760
E-mail: NAPInfo@ainc-inac.gc.ca

Canadian Polar Commission

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

Indian Specific Claims Commission

Minto Enterprise Building
427 Laurier Ave. W., Suite 400
Ottawa, Ontario K1R 7Y2
(613) 943-2737
Internet: <http://www.indianclaims.ca>
E-mail: gmail@indianclaims.ca

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