



Crown-Indigenous Relations  
and Northern Affairs Canada

Relations Couronne-Autochtones  
et Affaires du Nord Canada

# Crown-Indigenous Relations and Northern Affairs Canada

## Departmental Plan 2020–21



Canada

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## From the Ministers

I am pleased to present Crown-Indigenous Relations 2020–21 Departmental Plan.

The Department's mandate is to continue to work towards advancing meaningful reconciliation and accelerate the renewal of the Crown's relationship with Indigenous peoples based on an affirmation of rights, respect, co-operation and partnership. Our work will focus on decolonizing institutional structures and governance to support self-determination. In working together with our partners, the Department has a real opportunity to support positive community-led change for Indigenous peoples.



In support of these priorities, we will continue to strengthen working relationships with our partners, in a spirit of respect and collaboration. In 2020–21, we will support work across the Government of Canada to continue to implement the Truth and Reconciliation Commission's Calls to Action, and we will provide support to the Minister of Justice in the introduction of a co-developed legislation to implement the *United Nations Declaration on the Rights of Indigenous Peoples*. We will also lead work on a new distinctions-based process to review, maintain and enforce Canada's treaty obligations.

We are also in the process of co-developing a National Action Plan to address violence against Indigenous women, girls, and Lesbian, Gay, Bisexual, Transgender, Queer and Two-Spirit people. The plan, in response to the issues identified by the National Inquiry into Missing and Murdered Indigenous Women and Girls' *Calls for Justice*, will be co-developed with Indigenous partners, women's groups, and the provinces and territories, and will be an important step toward healing for victims and their families. Work must be done from coast-to-coast-to-coast to end this ongoing national tragedy.

Advancing reconciliation also means reflecting on the past and ensuring past injustices have been acknowledged. The Government of Canada is committed to righting past wrongs and working with partners to lay the foundation for multi-generational and community healing. To that end, the Government of Canada has made important investments to support healing, wellness, education, language, culture and commemoration for the survivors of federally run Indian Day Schools. There are outstanding cases that Canada remains committed to resolving through negotiation over litigation.

We will continue to support Indigenous-led processes for rebuilding and reconstituting their historic nations, advancing self-determination and, for First Nations, transitioning away from the *Indian Act*. We have been moving forward with additional discussions on the affirmation and implementation of Indigenous rights and self-determination. These discussions focused on us listening and working together with Indigenous partners to co-develop negotiation proposals that better respond to the unique visions of communities. We will create a new National Treaty Commissioner's Office to oversee a renewed focus on our treaty obligations. In addition, we will continue to work closely with our partners in the Assembly of First Nations, Inuit Tapiriit Kanatami, and the Métis National Council through established permanent bilateral mechanisms.

We know there is still much more work to do as we reflect on the work that has been accomplished together. As the Minister of Crown-Indigenous Relations, I am committed to moving forward as partners with Indigenous peoples, as working together is key toward advancing true reconciliation in Canada.

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The Honourable Carolyn Bennett, M.D., P.C., M.P.  
Minister of Crown-Indigenous Relations

As Minister of Northern Affairs, it is my pleasure to present the 2020–21 Departmental Plan for the Northern Affairs component for Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC). This report details the Department's plans and priorities, as well as its results framework for the coming years.



CIRNAC is the lead department for the Government of Canada's important work in the North. Together with our partners – the territories, Indigenous peoples, and Northerners – we are working towards a vibrant, prosperous and sustainable Arctic and Northern region.

The recent creation of a new stand-alone Minister of Northern Affairs has laid the groundwork for CIRNAC to be an even stronger voice, advocate, and partner for all Northerners. We will continue our work in implementing Canada's new Arctic and Northern Policy Framework, which will guide our priorities, activities and investments in the North and the Arctic through 2030 and beyond.

We will lead the Government's effort and fulfil the vision we co-developed with partners by working with our federal colleagues to address sustainable economic growth and closing persistent gaps in social and economic outcomes. This includes gaps in post-secondary education as well as addressing inclusive diversification and economic advancement in the North.

Indigenous and Northern communities are among the most impacted by climate change due to their relationship with the natural world and their traditional lifestyles. We will continue supporting clean energy investments with clear economic benefits and supporting communities as they adapt to a changing climate. Indigenous knowledge, including new research, will inform our approach. In addition, we will direct our efforts to continuing to remediate contaminated sites, improving Nutrition North Canada, and building long-term capacity in healthier and more resilient communities. Nunavut is the last jurisdiction in the country without responsibility for public lands and resources; the Government of Canada is committed to providing Nunavut with more control over its economic and political future, including negotiating the transfer of public lands, legislative authority, and resource management responsibilities. Working with our partners, together, we can protect the legacy of the North.

As the Minister of Northern Affairs, I am committed to moving forward on the journey of reconciliation, and to supporting Northerners in improving their quality of life. I am confident that by working together, the Department's plans are not just bold ideas - they are achievable results.

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The Honourable Daniel Vandal, P.C., M.P.  
Minister of Northern Affairs





## Plans at a glance

In 2020–21, CIRNAC will continue to work in partnership with Indigenous communities so that they are better positioned to govern their own affairs, as well as promote the self-reliance, prosperity and well-being of residents and communities in the North.

This work is always conducted in balance with the broader national interest and in partnership with other government departments to achieve a coherent whole-of-government approach to the Crown-Indigenous relationship.

The department works with other federal departments, provinces, territories, industry sectors and other Canadians to shape the Government of Canada's agenda in a manner that best supports the needs and expectations of First Nations, Inuit and Métis peoples in Canada.

CIRNAC, Indigenous peoples and Northerners will work together to achieve progress in the following priorities:

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

### Accelerating the Renewal of the Relationship with Indigenous Peoples

CIRNAC will continue discussions to co-develop modern treaties, self-government agreements and other constructive arrangements, and to explore new ways of working with Indigenous communities. In addition, CIRNAC will continue to work with First Nations, in collaboration with the Joint Technical Working Group, on process, policy and legislative reforms to the specific claims process. This work will include exploring options on enhancing the independence of the process.

CIRNAC will continue advancing the implementation of the [Recognition and Reconciliation of Rights Policy for Treaty Negotiations in British Columbia](#)<sup>1</sup>. The department will support and enable approaches to the negotiation of treaties, agreements and other constructive arrangements between Canada, British Columbia and participating Indigenous Nations in British Columbia.

CIRNAC will continue work to implement the Truth and Reconciliation Commission's Calls to Action and the National Inquiry into Missing and Murdered Indigenous Women and Girls' Calls for Justice, in partnership with First Nations, Inuit, and Métis peoples.

In 2020–21, CIRNAC will support the work of the Department of Justice to introduce co-developed legislation to implement the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). This legislation will fully respect the intent of the UNDRIP and will chart a path to reconciliation.

CIRNAC will support resolution and implementation of claims (including specific claims, litigation claims, childhood claims and Independent Assessment Process claims under the Indian Residential Schools Settlement Agreement) through a range of activities such as community engagement, addition of lands to reserves and negotiated settlement agreements.

In 2020–21, the Indian Residential Schools Adjudication Secretariat (IRSAS) will embark on its last year of activities by completing the remaining Independent Assessment Process claims as per the Indian Residential Schools Settlement Agreement. It is anticipated that all claims will be completed by March 31, 2021.

CIRNAC continues to support the implementation of [Calls to Action](#)<sup>ii</sup>. The department remains committed to engaging and collaborating with Indigenous communities and organizations, provincial and territorial governments, knowledge keepers, survivors of Indian Residential Schools and their families to ensure the proper documenting of the children who died or went missing, as well as maintaining, commemorating and protecting residential school cemeteries.

## Modernizing Institutional Structures and Governance to Support Self-Determination

CIRNAC will continue to move forward together with Indigenous partners to ensure that Indigenous peoples are in control of their own destiny and making decisions about their communities. To this end, CIRNAC will continue to work with representatives of the Assembly of First Nations (AFN), Inuit Tapiriit Kanatami and the Métis National Council through the permanent bilateral mechanisms to advance joint priorities, co-develop policies and monitor ongoing progress.

In an effort to improve Canada’s treaty relationship with Indigenous peoples, CIRNAC will work with Indigenous partners to design and establish a new National Treaty Commissioner’s Office.

CIRNAC will support Indigenous organizations, communities and governments in advancing their governance institutions and regimes. Specifically, the department will continue to support First Nations in exercising jurisdiction in the areas of financial management, property taxation, local revenues generation and access to capital through the 3 First Nations fiscal institutions (First Nations Financial Management Board, First Nations Tax Commission, and First Nations Finance Authority).

As well, CIRNAC will continue to work with national and regional Indigenous organizations (including the Lands Advisory Board, First Nations Land Management Resource Centre, and National Aboriginal Land Managers Association) to implement various initiatives relating to First Nation land management and additions to reserves, including increasing participation in the Framework Agreement on First Nation Land Management.

## Advancing Work in the North

CIRNAC is committed to supporting Canada’s Arctic and northern regions in the spirit of partnership and reconciliation, and in the pursuit of a strong, inclusive, vibrant, prosperous, and self-sufficient North.

CIRNAC will continue the ongoing work on the implementation of the Arctic and Northern Policy Framework, as well as work on the Nunavut Devolution Final Agreement. In addition, the department will continue to update Nutrition North Canada, as well as lead efforts towards federal coordination of natural resource and environment management, territorial relations, and effective delivery of federal programming to support a future where the Arctic and Northerners are thriving, strong, and safe.

To meet the unique needs and realities of the North, CIRNAC will also finalize the creation of the Northern Abandoned Mine Reclamation Program to clean up the largest and most high-risk sites, as well as focus on priorities shared with territorial and Indigenous governments, including sustainable economic growth, climate change and hydroelectricity initiatives. The department will also continue to support Indigenous governance through the full implementation of land claims and self-governing agreements, health, and strategic infrastructure.

For more information on CIRNAC’s plans, priorities and planned results, see the “Planned results and resources, and key risks, for core responsibilities” section of this report.



## Planned results and resources, and key risks, for core responsibilities

This section contains detailed information on the department's planned results and resources for each of its core responsibilities. It also contains information on key risks related to achieving those results.

### Crown-Indigenous Relations

#### Description

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

#### Planning Highlights

The renewal of a nation-to-nation, Inuit-Crown, and government-to-government distinctions-based relationship with Indigenous peoples is critical to moving forward with the unfinished business of Confederation. The renewed relationship, based on the affirmation of rights, respect, cooperation, and partnership, while integrating distinctions-based approaches wherever possible and appropriate, forms the foundation of the department's approach to the self-determination of Indigenous peoples.

To achieve progress in this area, the department will focus on the following 3 departmental results.

#### 1. Indigenous peoples determine their political, economic, social, and cultural development

The Government of Canada recognizes that all relations with Indigenous peoples need to be based on the affirmation and implementation of their inherent right to self-determination, including the inherent right of self-government. In 2020–21, the department will focus on the following areas.

CIRNAC will continue discussions at over 145 discussion tables to co-develop modern treaties, self-government agreements and other constructive arrangements. These discussions explore shared priorities and joint propositions for mandates to advance interests, foster self-determination and work towards closing socio-economic gaps.

CIRNAC will continue ongoing work with First Nations, Inuit and Métis to redesign the Comprehensive Land Claims and Inherent Right policies. CIRNAC will continue to work in partnership with pre-1975 treaty First Nations through treaty commissions in Saskatchewan and Manitoba on the affirmation of Indigenous rights and self-determination as well as through treaty discussion tables.

The department will also focus on:

- advancing public awareness and education to improve understanding of pre-1975 treaties and the treaty relationship
- supporting and/or facilitating partnerships among treaty First Nations, private industry and provincial governments to explore economic opportunities

- advancing reconciliation activities that support, amongst other things, the Truth and Reconciliation Commission's Calls to Action
- engaging treaty First Nations in pre-1975 treaty implementation dialogue

CIRNAC will co-develop with Indigenous peoples a new distinctions-based process for the ongoing review, maintenance and enforcement of Canada's treaty obligations between the Crown and Indigenous communities. This work will be supported by a new National Treaty Commissioner's Office that will be designed and established with Indigenous partners.

The Government of Canada, the Province of British Columbia, and the [First Nations Summit](#)<sup>iii</sup> have collaboratively developed a Recognition and Reconciliation of Rights Policy for Treaty Negotiations in British Columbia. This policy replaces the Comprehensive Land Claims and Inherent Right policies in the context of treaty negotiations in British Columbia. It supports an approach to treaty negotiations that is based on the affirmation and the continuation of rights, without modifying, surrendering or extinguishing those rights when a treaty is signed.

The Policy builds on many years of work to improve and expedite British Columbia treaty negotiations and is suited to the unique context of treaty negotiations in British Columbia. It will help advance innovations in treaty-making. The Policy also provides guidance for how treaties, agreements and other constructive arrangements are to be negotiated in a manner consistent with the Constitution and the UNDRIP. It also serves as an example of what could be accomplished through co-development, collaboration and partnership in other parts of the country.

CIRNAC will continue to work with representatives of the AFN, Inuit Tapiriit Kanatami and the Métis National Council through the permanent bilateral mechanisms to advance joint priorities, co-develop policies and monitor ongoing progress. The processes will continue to be responsive to the changing priorities and interests of each permanent bilateral mechanism.

- The permanent bilateral mechanism with First Nations will continue to advance work on the joint priorities established in the 2017 Memorandum of Understanding and will begin to engage on new priorities identified. Joint priorities identified to date include: policing and community safety, including restorative justice; National Inquiry into Missing and Murdered Indigenous Women and Girls' Calls for Justice; legislation on the UNDRIP; National Treaty Commissioner's Office; enhancement of Indigenous procurement opportunities and economic development; health legislation; new fiscal relationship; climate change; 4 policy updates (Comprehensive Land Claims, Additions to Reserve, Specific Claims and Inherent Rights).
- Work at the Inuit-Crown Partnership Committee will continue to advance shared priorities identified in the [Inuit Nunangat Declaration](#)<sup>iv</sup>, including the Inuit Nunangat policy space, infrastructure, food security, reconciliation measures, Inuktitut revitalization, maintenance and promotion, education, early-learning and skills development, environment and climate change as well as Inuit-Crown land claims agreements implementation.
- The permanent bilateral mechanism with the Métis National Council and its governing members will continue to advance work on the joint priorities identified through the [Canada-Métis Nation Accord](#)<sup>v</sup>, including: employment and training; Indigenous early learning and child care; housing; homelessness; health and wellness; education (post-secondary assistance); education (kindergarten to grade 12); economic development/infrastructure; building Métis Nation governance capacity; Métis veterans; languages and culture; fiscal relations; child and family services; 60s Scoop; youth (includes sports); results framework; Métis Nation 2020; environment; statistics/census data; and justice and policing.

CIRNAC will continue to advance shared priorities and interests with modern treaty and self-governing partners through the [Canada-Modern Treaty and Self-Governing First Nations Forum](#)<sup>vi</sup>. These include:

- ongoing work on [Canada's Collaborative Self-Government Fiscal Policy](#)<sup>vii</sup> Development Process
- considerations for a proposed Modern Treaties Implementation Review Commission or treaty oversight body
- changes to the federal *Interpretation Act*
- possibilities for an implementation policy

CIRNAC will continue advancing the implementation of self-government agreements and modern treaties in a way that reaffirms the central importance of section 35 rights with the support of a Deputy Ministers' Oversight Committee. Indigenous partners will be invited to participate in this committee to share their experiences with modern treaty implementation and self-government agreements. There are 5 meetings planned for 2020–21.

CIRNAC will continue to work with modern treaty and self-government agreement partners, other government departments and other relevant partners to ensure that Canada, in a whole-of-government approach, meets its obligations. This includes actively participating in regular Implementation Committee/Panel meetings, ensuring the efficient and effective management of transfer payments, and maintaining productive working relationships with partners.

CIRNAC will improve awareness across government of modern treaties and the implications for federal business through the delivery of Modern Treaty Implementation and Assessment of Modern Treaty Implications training for federal officials. In 2020–21, at least 8 training sessions are planned. Canada also honours the treaty relationship by providing Indigenous partners with funding to participate in the delivery of modern treaty implementation training.

CIRNAC will continue to support a whole-of-government approach to consultation and accommodation through enhanced guidance and coordination that ensures the Crown meets its constitutional obligations and commitments to the UNDRIP.

## **2. Indigenous peoples advance their governance institutions and regimes**

Renewal of the nation-to-nation, government-to-government, and Inuit-Crown relationships, including treaty relationships, includes putting in place effective mechanisms to support the transition away from colonial systems of administration and governance through support to Indigenous peoples and Northerners to advance their governance institutions.

In 2020–21, CIRNAC will continue to work with the 3 First Nation fiscal institutions (First Nations Financial Management Board, First Nations Tax Commission, and First Nations Finance Authority) on the following key initiatives:

- Supporting increased participation in the [First Nations Fiscal Management Act](#)<sup>viii</sup> regime, explore innovative ways to advance self-determination of First Nations and facilitate their transition away from the *Indian Act*.
- Continuing to support the First Nations fiscal institutions and First Nations as they work collaboratively to develop financial administration laws and property taxation regimes, as well as to secure loans for infrastructure projects within their communities.
- Working on legislative and regulatory proposals to broaden access to the regime to Treaty and Self-Governing First Nations and service delivery organizations.
- Continuing to work with the 3 reserve land management organizations (Lands Advisory Board, First Nations Land Management Resource Centre, and National Aboriginal Lands Managers Association)



to increase participation in the Framework Agreement on First Nation Land Management. For example, in 2019–20, a process was initiated to add 50 First Nations over 5 years to the list of signatories to the Framework Agreement on First Nation Land Management.

CIRNAC will also continue to implement new legislative changes, which received Royal Assent on December 13, 2018, to the *First Nations Fiscal Management Act*, the *Addition of Lands to Reserves and Reserve Creation Act* and the *First Nations Land Management Act*. These changes will improve processes, timelines and access to services, provide greater support to First Nations institutions in their direct work with communities, and support greater economic prosperity in First Nations communities.

CIRNAC will also continue to work with First Nations to redesign the 2016 Policy on Additions to Reserve and Reserve Creation, to ensure it aligns with the changes to the *First Nations Land Management Act* and the *Addition of Lands to Reserves and Reserve Creation Act*. The department will take the necessary steps to initiate discussions with First Nations and Indigenous groups in support of a policy re-design.

### 3. Past injustices are recognized and resolved

While Indigenous peoples will always have the freedom to choose the best and most suitable forum to resolve their legal issues, litigation remains a very adversarial process. To resolve grievances, Canada remains committed to pursuing dialogue, mutual cooperation, partnerships and negotiation as positive means of advancing reconciliation.

Assimilationist policies and practices have led to the denial of Indigenous rights. Reconciliation is an ongoing process which requires affirmation of rights, acknowledgement of past wrongs, including the disenfranchisement of women under the *Indian Act*, knowing the colonial history of Canada and working with Indigenous peoples to co-develop solutions.

Canada has committed to resolving Indigenous Childhood Claims Litigation outside of the courts in a fair and non-adversarial manner that balances individual compensation with forward-looking investments to support healing, wellness, education, language, culture and commemoration. CIRNAC, with support from Justice Canada, will continue to work with survivors, their counsel, Indigenous leadership and the provinces and territories to collaboratively resolve past injustices that have been committed against Indigenous children.

CIRNAC will continue to implement Canada's obligations under the Indian Residential Schools Settlement Agreement and to fulfill its terms, in cooperation with the [Indian Residential Schools Adjudication Secretariat](#)<sup>x</sup>, the independent, arm's length organization responsible for the resolution of Independent Assessment Process claims in support of the Chief Adjudicator. Fulfillment of Canada's legal obligations under the Indian Residential Schools Settlement Agreement rests primarily upon the completion of any remaining claims, including claims from survivors of the Kivalliq Hall residential school which were added by the Courts to the Agreement in 2019. It is anticipated that 100% of the more than 38,000 Independent Assessment Process claims received will be completed by March 31, 2021.

CIRNAC will continue to lead and coordinate the implementation of the Truth and Reconciliation Commission's 76 Calls to Action within federal or shared purview. For instance, CIRNAC will support the work of the Department of Justice to introduce co-developed legislation to implement the UNDRIP by the end of 2020. This work will help to advance federal responses to Calls to Action # 42 and 43.



CIRNAC will also lead and coordinate the work required of all departments in establishing a National Action Plan in response to the National Inquiry into Missing and Murdered Indigenous Women and Girls' Calls for Justice, in partnership with First Nations, Inuit and Métis peoples, as well as with provincial and territorial partners. Our Government welcomed the release of the Final Report on June 3, 2019, and reiterated its commitment to ending the ongoing national tragedy of missing and murdered Indigenous women and girls, and to help prevent and eliminate violence against Indigenous women, girls, LGBTQ2 in future generations. This work will help to advance the federal response to Call to Action # 41.

Furthermore, CIRNAC will work with Indigenous partners to establish, through legislation, a National Council for Reconciliation based on the Truth and Reconciliation Commission's Call to Action # 53 and recommendations from the Interim Board of Directors.

CIRNAC will continue to work with the Department of Justice in the following areas:

- Reviewing litigation strategies, placing an emphasis on other resolution processes over litigation, such as alternative dispute resolutions and out-of-court settlements.
- Implementing the Principles Respecting the Government of Canada's Relationship with Indigenous Peoples and the Attorney General of Canada's Directive on Civil Litigation Involving Indigenous Peoples.
- Ensuring a non-adversarial, collaborative approach to resolving claims and litigation.
- Honouring Canada's lawful obligations to Indigenous peoples, consistent with the Constitution, and working collaboratively to settle outstanding claims and litigation. Settlements may include financial compensation as well as funding for healing, wellness, commemoration, language and culture, dependent on the needs of Indigenous claimants.

CIRNAC will continue to work with the Department of Finance and the Treasury Board Secretariat to secure settlement mandates and access funding to help resolve litigation through out-of-court settlements. The department will continue to track, monitor and report on litigation, settlement and resolution activities.

CIRNAC will continue, in collaboration with Indigenous Services Canada (ISC), to ensure consistency in its approach to litigation management by supporting information sharing and maintenance of best practices.

### **Gender-based analysis plus (GBA+)**

CIRNAC is committed to the advancement of gender equality and diversity in Canada, including within the policies and programs for which it is responsible. In 2020–21, the department will continue to ensure that all proposals include gender-related considerations through the application of a GBA+ in a clear and rigorous manner for the purpose of budget decision making.

More specifically, CIRNAC will continue to ensure that all proposals are distinctions-based and that direct benefits are gender responsive, or directly benefit Indigenous women and LGBTQ2+ individuals. Indirect benefits are expected for Indigenous women as well.

Gender-based violence is a pervasive problem across the country. As a response, CIRNAC will co-develop a proposed National Action Plan to address violence against Indigenous women, girls and LGBTQ2+ individuals, which is critical to end gender-based violence across Canada. The National Action Plan will also assist in further advancing reconciliation. Indigenous people of all gender and sexual orientations, as well as the non-Indigenous population, will benefit from this as the reconciliation will contribute to better and more equitable relationships between Indigenous and non-Indigenous Canadians.

Furthermore, CIRNAC will engage Pauktuutit Inuit Women of Canada in the process of co-developing an Inuit Nunangat Policy to take into account the important perspective of Inuit Women.

Finally, CIRNAC will engage in various activities throughout the stages of negotiation processes such as: consulting national women's organizations, engaging with diverse women, elders and youth in Indigenous and northern communities to conduct GBA+ that involves examining disaggregated data and both quantitative and qualitative research. The department will also adopt a co-development approach at discussion tables to facilitate opportunities for GBA+ informed initiatives that are community-identified, community-led, community-owned and culturally appropriate. All Treasury Board Submissions, Cabinet documents, budget submissions, as well as policy and program architecture will be monitored to ensure GBA+ inclusion.

### **United Nations' 2030 Agenda and Sustainable Development Goals**

All of the United Nations' Sustainable Development Goals (SDGs) and associated targets are relevant to Indigenous peoples and are inextricably linked to the human rights commitment outlined in the UNDRIP. CIRNAC understands the importance of its mandate in making progress towards the achievement of the SDGs and is working in coordination with Employment and Social Development Canada (ESDC), Canada's lead department for housing and coordinating the United Nations' SDGs and 2030 Agenda. CIRNAC has been actively engaged with ESDC, working on the development of a strategy to engage with Indigenous groups in a way that reflects the work of other departments, including ISC. Co-development is central to this work moving forward. It is essential that National Indigenous Organizations and organizations involved in enhancing the Indigenous data landscape be included in this work, and there is likely to be an important role for the department in supporting ESDC in this work through the national engagement planned for early 2020–21.

CIRNAC is in the early stages of establishing an Implementation Plan, focused on core areas of activity where departmental objectives are aligned with and support Canada's overarching national strategy being developed by ESDC. This work will help ensure a broad departmental perspective, clarify roles and responsibilities, and ensure that work and reporting on SDGs is managed in a timely and coordinated way. The plan will outline leads, governance, communications, training, and champion opportunities. It will also ensure that progress towards achieving SDGs is integrated into departmental activities. The department will look for opportunities to collaborate with ISC to ensure both departments are aligned to reflect their complementary mandates.

### **Experimentation**

CIRNAC will undertake more substantive policy exploration and development aimed at better addressing section 35-related grievances and associated litigation, and will turn existing litigation drivers into responsive policy reforms, where possible.

CIRNAC will continue to explore, in collaboration with ISC and the First Nations Infrastructure Institution (FNII) Development Board, the potential for a national FNII. The department will also explore innovative ways to finance infrastructure for First Nations and their organizations through the *First Nations Fiscal Management Act's* pooled borrowing regime. Finally, the department will explore the expansion of institutional support on financial administration services and fiscal management.

### **Key risks**

The department carries out its mandate in a highly complex and rapidly changing environment, characterized by many important inter-dependencies. The exploration and implementation of new, varied and co-developed approaches to self-determination forms the basis of the department's mission and brings with it a need for new approaches to doing business. For this, a new set of competencies, along with new business processes are required. Strong partnerships with Indigenous peoples are critical, as is a common

and aligned approach across federal departments and agencies, provinces and territories. As the department moves quickly and meaningfully towards transformed and distinctions-based approaches, it must do so with an eye on its own capacity to effectively support and sustain meaningful change. Departmental transformation is critical for this. In the context of these realities, the department is inherently exposed to a range of risks, particularly as they pertain to alignment with partners and those related to internal and external capacity. To help manage these risks, the department is pursuing important internal and external changes respecting ways of doing business in terms of its culture, processes and services. This includes implementing whole-of-government and other relationship-building mechanisms that aim to enhance trust, alignment and coordination as well as specific collaboration with provinces and territories on key matters. This also includes the department making a range of strategic investments in capacity-building and advancing on new fiscal arrangements that aim to provide long-term and sustainable support to Indigenous and northern communities.

Critical to the department's ability to accelerate self-determination and advance on reconciliation with Indigenous Canadians is its ability to forge new and aligned relationships and partnerships, both with Indigenous partners and its partners at the federal, provincial and territorial levels. There is a risk that the directions and actions of CIRNAC, other government departments, provinces and territories and Indigenous partners will not be sufficiently aligned to achieve the mandate. This risk is being managed by a range of whole-of-government efforts, including governance structures (e.g., Deputy Minister's Oversight Committee, Deputy Minister Task Force on Reconciliation), Cabinet Committees and relationship-building mechanisms, that aim to enhance trust, alignment and coordination, and specific collaborations with provinces and territories on key matters (e.g., Arctic and Northern Policy Framework).

Through its reconciliation and self-determination agenda, the Government of Canada is increasing expectations on the part of its Indigenous partners for rapid, demonstrable and permanent changes. There is a risk that CIRNAC will not be able to adequately meet the expectations of Indigenous communities as they relate to self-determination and reconciliation. This risk is being managed through various engagement, relationship-building and implementation efforts, including the Permanent Bilateral Mechanisms, various implementation committees and related implementation efforts and continued government-wide funding to implement the reconciliation agenda.

The department is pursuing negotiations in a fundamentally different fashion and the diversity of the perspectives represented greatly increases complexity. There are also capacity challenges – on the part of the department and its partners – due the increase in the scope of negotiations, the limited ability of the department to support its partners in consultations and the capacity to implement the multitude, diversity and complexity of the agreements. There is a risk that the lack of a commonly understood direction and limited capacity will hamper the successful negotiation, implementation and administration of modern treaties and other agreements. Key to the management of this risk are the whole-of-government committees and the implementation committees currently working to negotiate, approve and help to implement treaties and other agreements. This includes the ministers' and deputy ministers' bilateral relationships with their provincial and territorial counterparts as well as numerous senior management fora to facilitate interdepartmental discussions (e.g. Deputy Ministers Oversight Committee; Social Trends, Policies and Institutions Committee; Deputy Ministers Arctic Committee; Network of Assistant Deputy Ministers on Aboriginal Affairs; Federal Steering Committee on Section 35 Rights). Through these efforts, the department is working on defining the whole-of-government governance structures and on strengthening the clarity and guidance on the federal interests as they relate to the negotiation of new agreements. The department also continues to examine how best to optimize its internal resources to ensure the sustainability of its efforts to effectively negotiate and implement these important agreements.

## Planned Results for Crown-Indigenous Relations

Departmental result: Indigenous peoples determine their political, economic, social and cultural development		
Departmental result indicators	Target	Date to achieve target
Annual number of priorities identified through the permanent bilateral mechanisms that result in policies, funding or legislation	12	March 31, 2021
Number of communities where treaties, self-government and other constructive arrangements have been concluded	197	March 31, 2021
Number of treaties, self-government and other constructive arrangements that have been concluded	48	March 31, 2021
Average Community Well-Being Index score for modern treaty and self-government agreement holders	Not applicable <sup>a</sup>	Not applicable

<sup>a</sup> This indicator measures socio-economic outcomes related to income, education, housing, and labour force participation for Indigenous peoples living in modern treaty or self-government agreement areas. A target cannot be set in relation to the implementation of modern treaty and self-government agreements, as the outcome is heavily influenced by the socio-economic conditions of Canada as a whole and the specific programming activities of Indigenous governments, provinces, and territories. Modern treaties and self-government agreements between Canada, provinces and territories, and Indigenous partners are concluded on a government-to-government, nation-to-nation, and Inuit-Crown basis. Funding is generally allocated through grants. Indigenous governments and organizations, along with provinces and territories, are accountable for their own delivery of programs and services. While the Community Well-being Index represents an important baseline for modern treaty and self-government agreement holders, they are accountable to their populations for the programs and services delivered in this regard.

Departmental result: Indigenous peoples advance their governance institutions and regimes		
Departmental result indicators	Target	Date to achieve target
Percentage of First Nations with fiscal bylaws or laws	33%	March 31, 2021
Percentage of First Nation communities with financial administration laws and financial administration by-laws through the First Nations Financial Management Board	37%	March 31, 2021
Percentage of First Nation communities with land governance regimes established	24%	March 31, 2021
Percentage of First Nation communities with real property taxation regimes supported through the First Nations Tax Commission	29%	March 31, 2021

Departmental result: Past injustices are recognized and resolved		
Departmental result indicators	Target	Date to achieve target
Number of net specific claims added to the specific claims inventory	43	March 31, 2021
Percentage of active Additions to Reserves that have been in the inventory for more than 5 years	79%	March 31, 2021
Percentage of Indian Residential Schools Settlement Agreement claims completed through the Independent Assessment Process	100%	March 31, 2021
Percentage of Truth and Reconciliation Commission Calls to Action that are implemented	75%	March 31, 2021

## Planned budgetary financial resources for Crown-Indigenous Relations

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
4,205,480,925	4,205,480,925	3,847,126,511	1,535,719,348

The decrease of \$2.7 billion from 2020–21 to 2022–23 mainly reflects the following changes:

- The decrease in funding of \$1.4 billion for the settlement of specific claims
- The sunset of time-limited funding of \$1.0 billion for the Federal Indian Day School settlement claims

**Planned human resources for Crown-Indigenous Relations**

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
704	617	585

Financial, human resources and performance information for CIRNAC's program inventory is available in the [GC InfoBase](#)<sup>x</sup>.

## Northern Affairs

### Description

This core responsibility involves support to Canada's Arctic and northern organizations, individuals, communities and governments in the pursuit of a strong, inclusive, vibrant, prosperous and self-sufficient North, the vision of Canada's Arctic and Northern Policy Framework. This includes federal coordination, science leadership, natural resource and environmental management, effective delivery of federal programming, and territorial relations.

### Planning Highlights

Community and regional development is critical to the well-being of Indigenous peoples and Northerners, and underpins their full participation in Canada's social and economic development. CIRNAC supports the efforts of Indigenous peoples and Northerners to live in strong and healthy communities with thriving cultures that are self-determining, self-governing, increasingly self-sufficient, and no longer marginalized.

To achieve progress in this area, the department will focus on the following 3 departmental results.

#### 1. Arctic and northern leadership and prosperity are advanced

Canada recognizes the need for leadership in the Arctic and northern regions to develop solutions to regional challenges and ensure regional needs and priorities are addressed. Building capacity in regional organizations is also a key part of developing leadership. In 2020–21, the department will focus on the following areas.

CIRNAC will continue to support Northerners on their path to self-determination and to advance their governance institutions. The Government of Canada, the Government of Nunavut and Nunavut Tunngavik Inc. are working to advance devolution in Nunavut and will commence negotiation of the Nunavut Lands and Resources Devolution Final Agreement. It is expected that there will be 8 to 10 Main Table meetings between key stakeholders in 2020–21.

CIRNAC will continue to support and pursue regulatory frameworks in the North, including environmental assessment legislation that yields sound resource management decision-making. This includes:

- working with territorial and Indigenous governments, as well as other partners to review the *Mackenzie Valley Resource Management Act* in the context of Northwest Territories devolution
- continuing to undertake implementation activities associated with the *Nunavut Planning and Project Assessment Act*, which came into force in 2015

Following the launch of the Arctic and Northern Policy Framework in September 2019, CIRNAC will co-develop governance mechanisms and implementation plans, and will support a movement from co-development to co-implementation. The Framework, which was co-developed with territorial and provincial governments and Indigenous partners, will guide federal policy in the region until 2030 and beyond.

#### 2. Northern and Indigenous communities are resilient to changing environments

CIRNAC is working to ensure that Indigenous and northern communities are resilient to changing environments, which will allow them to respond better to challenges. Indigenous peoples and Northerners are particularly exposed to the impacts of changing environments due to a number of factors, including rapid climate change, remoteness and inaccessibility, cold climate, aging and inefficient infrastructure, flooding, and reliance on diesel for electricity generation and heating.

In 2020–21, to strengthen community resilience in the face of these changing conditions, the department will focus its efforts in the following areas.

CIRNAC will collaborate with its partners to reduce reliance on diesel in the North by 2030. Many remote Indigenous and northern communities are not connected to power grids and rely on diesel to produce electricity. Investment in alternative energy sources can provide reliable and clean energy to Indigenous and northern communities. Specifically, CIRNAC will provide support to Indigenous and northern communities for capacity-building initiatives and community-scale clean energy projects, as well as planning of larger utility-scale projects, including hydroelectricity. Projects in the 3 territories and Inuit regions of Nunavik (Northern Québec) and Nunatsiavut (Northern Labrador) are expected to reduce diesel use by 2 million litres by March 31, 2023.

CIRNAC will support climate monitoring and adaptation projects in northern and Indigenous communities through a suite of climate change programs (Indigenous Community-Based Climate Monitoring, Climate Change Preparedness in the North and First Nation Adapt). The department will invest \$ 24.3 million on projects that facilitate the collection and co-application of scientific data and Indigenous knowledge for community-based climate monitoring, and will support communities in adapting to climate change impacts through risk assessment and adaptation planning projects.

CIRNAC will continue to update Nutrition North Canada (NNC) and will implement the changes announced on December 10, 2018, to better address Northerners' needs. These changes will enable the department to better support several key Government initiatives such as: Arctic and Northern Policy Framework, the ESDC-led Canadian Poverty Reduction Strategy, and a Food Policy for Canada developed by Agriculture and Agri-Food Canada.

In 2019–20, CIRNAC introduced the new Harvesters Support Grant. In 2020–21, in keeping with commitments to eligible communities, recipient organizations and central agencies, NNC will be bringing recipient organizations together to develop performance indicators for the Harvesters Support Grant. In a spirit of partnership and reconciliation, this will entrench participation of Indigenous and northern partners into program design and measurement, creating opportunities to collaborate in the development and sustainability of harvesting programs across Canada.

As of August 1, 2019, NNC expanded its subsidies to include surface transportation methods of resupplying northern isolated communities with essential non-perishable supplies. Previously, subsidies were limited to air transportation. The Harvesters Support Grant will also increase access to traditional foods by alleviating the high costs associated with traditional hunting and harvesting activities. Funding will be delivered to eligible organizations by spring 2020.

In January 2019, the Inuit-Crown Food Security Working Group was created to work towards sustainable food systems in Inuit Nunangat. In 2020–21, the Working Group will continue the important work of ensuring the unique interests, priorities and circumstances of Inuit are incorporated into the federal food security programs and policies and delivering items outlined in the 2020–21 joint work plan.

### **3. Northern lands and resources are sustainably managed**

Many remote Indigenous and northern communities are facing environmental and socio-economic challenges associated with environmental and economic changes. Dealing with these challenges requires increasing participation of Indigenous organizations and Northerners in resource management policies and decisions, and strengthening government-to-government and nation-to-nation relationships with Indigenous peoples based on affirmation of rights, respect, cooperation and partnership. The North also has a number of contaminated sites, abandoned by previous occupants, that include legacy contamination, primarily from

private sector mining, oil and gas activities as well as Government military activities. In 2020–21, the department will focus its efforts in the following areas.

CIRNAC will continue to address active [Northern contaminated sites](#)<sup>xi</sup> to protect the health and safety of Indigenous peoples and Northerners, as well as to restore the integrity of the environment. Active management includes the planning, care and maintenance, remediation and long-term monitoring of contaminated sites. At the [8 largest mine reclamation projects](#)<sup>xii</sup>, the department will continue planning work to prepare these complex sites for remediation in the coming years, while undertaking care and maintenance activities in the interim to ensure site stability. To reduce its environmental liability associated with contaminated sites, CIRNAC will continue to pursue the re-commercialization of abandoned mine sites by leveraging private sector interest in remaining mineral resources. The Faro Mine and the Giant Mine will continue to undergo care and maintenance activities while remediation plans are drafted:

- Faro Mine: The department will continue to work with the Yukon Environmental and Socio-Economic Assessment Board to have the project proposal approved. Additionally, construction of the new North Fork Rose Creek diversion channel, an urgent work, is expected to be completed in the fall of 2020.
- Giant Mine: The department will continue to work with the Mackenzie Valley Land and Water Board to have the water license application approved and will continue to draft detailed designs for all engineering work packages required for remediation.

The CIRNAC-led Northern Contaminants Program will continue its work to engage Northerners and scientists in research and monitoring related to long-range contaminants in the North. The results inform actions to reduce and, wherever possible, eliminate contaminants in traditionally harvested foods, while providing information that assists informed decision-making by individuals and communities in their food use. In 2020–21, CIRNAC will support the coordinated generation, collection and management of scientific and environmental data and Indigenous knowledge pertaining to plastics and microplastics in the environment and wildlife in the North, and develop a regional monitoring and assessment strategy for plastic pollution in the North.

CIRNAC's Northern Participant Funding Program, initiated in 2018–19, supports Indigenous and northern partners to meaningfully participate in major project reviews, ensuring that environmental assessments carried out under northern co-management regimes are well informed. Engagement with Indigenous organizations and governments, territorial governments, and northern co-management boards was conducted in 2018–19 and 2019–20 to better understand how the program can help meet our partners' needs. In 2020–21, the department will incorporate this input, and input gained from continuing engagement, into the Program's implementation. Funding will be distributed to allow Indigenous and northern partners to meaningfully participate in major project reviews in the territories.

### **Gender-based analysis plus (GBA+)**

In 2020–21, CIRNAC will continue to advance gender equality through its commitment to GBA+ and will ensure inclusive outcomes for Indigenous Canadians by applying a GBA+ lens to its various programs. Implementing GBA+ requirements in the age of reconciliation is a complex undertaking that requires more concerted efforts to ensure due consideration for Indigenous peoples, including the diverse groups of individuals, groups and nations that make up the Indigenous population. In addition, to ensure that Northern initiatives are responsive to the range of needs of Indigenous peoples in all their diversity, the intersectional focus of the department's GBA+ will be enhanced.

At the departmental level, all proposals submitted to central agencies include clear and rigorous GBA+ summaries to inform budget decision making. Overall, the activities and investments being proposed by the department strive to be gender responsive, and designed to benefit all Northerners, Indigenous and non-



Indigenous alike. There is analytical evidence that demonstrates beneficial impacts are most notable for the most vulnerable populations including Indigenous women, elders, children, etc.

CIRNAC actively supports the participation and leadership of Indigenous groups in environmental assessments, more specifically Indigenous women's groups and other voices underrepresented in all forms of decision-making. These engagement processes will result for example, in proposals reflecting the diverse needs in the areas of community infrastructure vulnerability assessments leading to climate resilient infrastructure, the expansion of hydroelectricity capacity and connecting communities to clean hydro-based grids, as well as the Grays Bay road and port project. These initiatives will support overall community well-being, enable economic development, and result in increased economic opportunities for all Northerners.

CIRNAC will also engage directly with communities and with various working groups, including the Indigenous Working Group and the Inuit-Crown Food Security Working Group, to ensure GBA+ is included in short-term and long-term program planning. For example, the NNC program was tailored to include specific subsidized items, after it was determined that women, especially single mothers and Indigenous women (who are disproportionately affected by food insecurity in comparison to men and other women due to status and ethnicity, among other factors), are important beneficiaries. Given women's roles in and contributions to food security, subsidized items include ingredients used to bake bannock or bread, such as flour. Home baking is an important cultural tradition for women and home-baked bread is considered healthier than store-bought bread. Items required for infant care have also been included, such as infant formula and diapers. Given that home baking and infant care have been identified by communities as often being women's responsibilities, these revisions will greatly benefit women and children.

Finally, the government also added menstrual hygiene products to the NNC eligibility list to make these products more accessible and affordable and to promote the health and well-being of women and girls in isolated northern communities.

### **United Nations' 2030 Agenda and Sustainable Development Goals**

NNC contributes to the United Nations' 2030 Agenda goals by providing a food subsidy that increases access to healthy food and other essentials for Northerners in isolated communities.

Since January 1, 2019, the NNC program has been improved, in support of the sustainable food goal, to help reduce the cost of nutritious food and make the program more transparent, effective, accountable and culturally relevant to Northerners and Indigenous peoples.

The NNC program supports Health Canada's Healthy Eating Strategy for creating food environments that make healthier food choices easier for all Canadians. Part of that strategy includes making program improvements to NNC as one way to support increased availability of nutritious foods in isolated northern communities.

In 2020–21, the department will continue to implement the program updates that were announced in 2018–19, in support of sustainable northern and Indigenous communities.

Throughout the co-development of the Arctic and Northern Policy Framework, the federal government has maintained the position that the Framework's goals and objectives should be directly informed by the United Nations Sustainable Development Goals (SDGs). With this in mind, the domestic and international ambitions outlined in the policy statement's goals and objectives are meant to embody the SDGs and to help guide the Government of Canada's implementation of the SDGs in the Arctic and the North.

Furthermore, the Framework's goals are aligned with almost all of the SDGs, including those related to ending poverty and hunger, improving health and well-being, education, reducing inequalities, peace,

justice and strong institutions, affordable and clean energy and climate action, decent work and economic growth and industry, innovation and infrastructure.

### **Experimentation<sup>1</sup>**

The Northern Participant Funding Program includes pre- and post-tests that analyze environmental assessment decisions to assess increase in inclusion of Indigenous traditional knowledge (TK/IQ), and that compares baseline data against data collected for projects funded by the program. The experimental design is user-centred, and includes different presentation materials with different engagement groups to establish what works best. It also uses different application forms to identify what works and doesn't work for applicants, revising as necessary. Providing funding to support Indigenous participation in environmental assessments can also produce good experimental data related to future decision-making regarding funding. Specifically, it can help determine how to fund Indigenous participation in the related regulatory processes. In return, those processes themselves—which are not currently funded—can serve as a useful control study that does not require ethically questionable experimentation. The experimental design is somewhat limited in rigour due to a lack of capacity and human resources, but program staff is working to improve the rigour of this experimentation.

### **Key risks**

In addition to the legacy of environmental liabilities that the department must manage, it is increasingly exposed to risk related to the changing climate. Extreme weather events and environmental degradation caused by greenhouse gas emissions is having a serious impact on the communities served by the department, which need to be actively managed.

There is a risk CIRNAC will be unable to manage environmental issues and liabilities in a timely and cost-effective manner. This risk is currently being mitigated by investments in contaminated sites programs, most notably through the renewal of the Federal Contaminated Sites Action Plan and through various monitoring and oversight activities and programs. However, more work is needed to manage the effects of climate change.

CIRNAC's ability to meet its objectives for sustainable land and resource management is dependent upon the Northerners' capacity to establish sustainable economic development and environmental protection measures. The department, in collaboration with key partners, will continue to address this risk by continuing to engage with affected Indigenous peoples and communities and through capacity support programs, community-led initiatives and the implementation of new frameworks (e.g., Arctic and Northern Policy Framework and Pan-Canadian Framework on Clean and Climate Change).

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<sup>1</sup>See definition of experimentation in "Appendix : definitions" section.

## Planned Results for Northern Affairs

Departmental result: Arctic and Northern leadership and prosperity are advanced		
Departmental result indicators	Target	Date to achieve target
Number of devolution phases in Nunavut completed	Complete phase 3 (Final Devolution Agreement)	June 30, 2022
Average Community Well-Being Index score for communities in the North	To be determined <sup>a</sup>	To be determined <sup>a</sup>

<sup>a</sup> In 2020–21, discussions between ISC and CIRNAC will take place to determine the target and date to achieve target.

Departmental result: Northern and Indigenous communities are resilient to changing environments		
Departmental result indicators	Target	Date to achieve target
Annual growth rate of food prices in isolated northern communities compared to the national growth rate	At or below the annual growth for the Consumer Price Index basket for food	March 31, 2021
Reduction (in litres) in the consumption of diesel fuel for electricity and heating in northern communities resulting from renewable energy and energy efficiency projects	2 million litres	March 31, 2023

Departmental result: Northern lands and resources are sustainably managed		
Departmental result indicators	Target	Date to achieve target
Percentage of high priority northern contaminated sites that are being actively managed	80%	March 31, 2021
Percentage of environmental assessment decisions that reflect the perspectives of Northerners and Indigenous peoples	100%	Ongoing

## Planned budgetary financial resources for Northern Affairs

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
529,963,087	529,963,087	511,925,792	558,868,021

## Planned human resources for Northern Affairs

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
388	385	382

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



## Internal Services: planned results

### Description

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

- Management and Oversight Services
- Communications Services
- Legal Services
- Human Resources Management Services
- Financial Management Services
- Information Management Services
- Information Technology Services
- Real Property Management Services
- Materiel Management Services
- Acquisition Management Services

### Planning highlights

With regards to internal services functions, CIRNAC and ISC have an internal service structure with a large number of shared services functions located in one or the other department.

#### Management and Oversight Services

The department will work to promote greater accountability, transparency and oversight in its operations by conducting internal audits, evaluations, financial reviews and risk assessments. Through this work, the department will ensure the appropriate use of human and financial resources and that programs and services are relevant, efficient, and effective.

#### Communications Services

The department will continue to inform Canadians about its ongoing work, in an accessible way, and maintain an open flow of information with First Nations, Inuit, Métis and Northerners. This includes communicating about co-development of modern treaties and self-government agreements, the UNDRIP, Missing and Murdered Indigenous Women and Girls, Arctic and Northern leadership, and establishing a National Treaty Commissioner's Office. The department will increase public awareness and education to improve understanding and awareness of historic treaties and the treaty relationship, as well as, support the Ministers in delivering their priorities.

#### Human Resources Management Services

CIRNAC will continue to re-align its services to become more efficient and effective in delivering high quality services to its clients, including providing shared services to ISC employees.

Through its redesigned service delivery model, CIRNAC will be responsible for developing and implementing Indigenous recruitment, development and retention programs. The department will continue to staff positions in a transparent manner, based on merit and respect for the principles of gender equity and diversity.

To accommodate legislative reforms to the *Canada Labour Code*, CIRNAC has restructured its supports for occupational health and safety initiatives to improve services where interdependencies between harassment and occupational health and safety exist.

Under the *Accessible Canada Act*, CIRNAC will ensure a plan is in place to identify and remove accessibility barriers and prevent new barriers for persons with disabilities, especially pertaining to job opportunities and employment policies and practices.

The new Centre for Abilities Management and Workplace Wellness Programs is the lead to monitor the implementation and progress of activities under the 2018–21 CIRNAC Workplace Well-being and Mental Health Strategy. The Centre offers training in areas related to abilities management and workplace wellness, such as duty to accommodate and Mental Health First Aid training.

The department will continue to provide expert services to assist with employee pay-related issues to support the stabilization of the Pay system.

### **Financial Management Services**

Since April 1, 2019, CIRNAC and ISC have separated financial systems to support independent financial operations for both departments. This supports the separate departmental reporting requirement such as the production of public accounts, financial statements and various other financial reports.

### **Information Management and Information Technology Services (IM/IT)**

The digital government is an open and service-oriented organization that operates and delivers programs and services to people and businesses in simple, modern and effective ways that are optimized for digital and available anytime, anywhere and from any device. The importance of effective services and solution delivery for CIRNAC is heightened given the unique challenges that exist across remote locations in Canada, including the North. CIRNAC is continuing the vital work required to modernize its IM/IT solutions, to address risks, and simultaneously strengthen its ability to deliver on its commitments. Specifically, CIRNAC will continue to focus on the implementation of core IM/IT components required to provide employees with the tools and technology they need to do their jobs effectively, setting the stage for managing a decentralized workforce. This foundational work revolves around the innovative use of information, data, data management and digital technologies, while becoming more agile, open, and user-focused. The Department will also continue to work closely with internal enterprise service organizations such as Shared Services Canada, Public Services and Procurement Canada, and the Canada School of Public Service in order to modernize service delivery, improve sustainability and promote digital government. In parallel, CIRNAC will assume a leadership role in the development and implementation of IM/IT strategies and solutions that will enable successful outcomes and service delivery.

### **Real Property Services, Materiel Management Services, and Acquisition Services**

CIRNAC and ISC will continue to lead the real property management action plan in order to mitigate health and safety risks and enhance sound stewardship of Crown assets.

**Planned budgetary financial resources for Internal Services**

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
149,979,495	149,979,495	144,706,811	138,234,620

**Planned human resources for Internal Services**

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
762	755	753





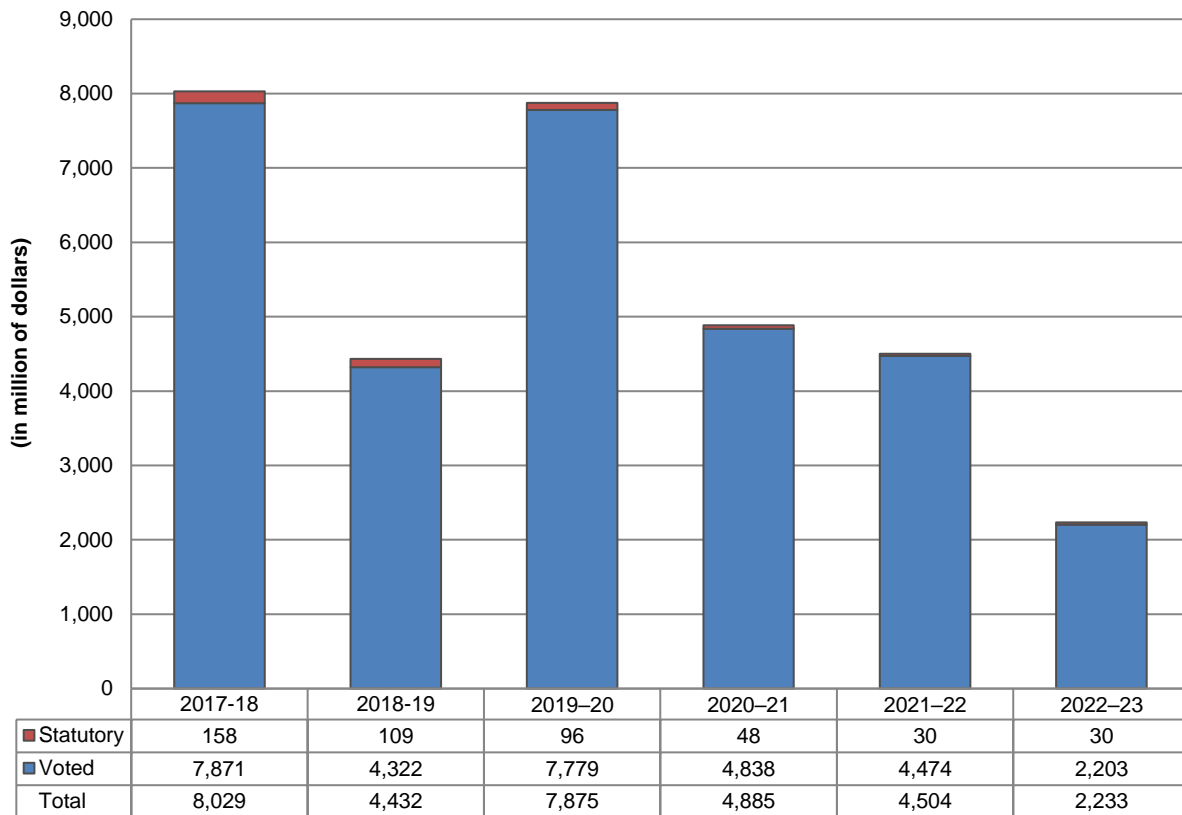
## Spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next 3 consecutive fiscal years, and compares planned spending for the upcoming year with the current and previous years’ actual spending.

### Planned spending

#### Departmental Spending Trend graph

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



### Budgetary planning summary for Core Responsibilities and Internal Services (dollars)

The following table shows actual, forecast and planned spending for each of CIRNAC's core responsibilities and for Internal Services for the years relevant to the current planning year.

Core responsibilities and Internal Services*	2017–18 expenditures	2018–19 expenditures	2019–20 forecast spending**	2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
Rights and Self-Determination	2,974,204,869	3,384,512,145	7,203,700,612	N/A	N/A	N/A	N/A
Community and Regional Development	818,093,579	811,942,939	495,508,367	N/A	N/A	N/A	N/A
Crown-Indigenous Relations	N/A	N/A	N/A	4,205,480,925	4,205,480,925	3,847,126,511	1,535,719,348
Northern Affairs	N/A	N/A	N/A	529,963,087	529,963,087	511,925,792	558,868,021
Amount not allocated to core responsibilities above	3,951,757,345	N/A	N/A	N/A	N/A	N/A	N/A
<b>Subtotal</b>	<b>7,744,055,793</b>	<b>4,196,455,084</b>	<b>7,699,208,979</b>	<b>4,735,444,012</b>	<b>4,735,444,012</b>	<b>4,359,052,303</b>	<b>2,094,587,369</b>
Internal Services	285,366,302	235,202,221	175,915,057	149,979,495	149,979,495	144,706,811	138,234,620
<b>Total</b>	<b>8,029,422,095</b>	<b>4,431,657,305</b>	<b>7,875,124,037</b>	<b>4,885,423,507</b>	<b>4,885,423,507</b>	<b>4,503,759,114</b>	<b>2,232,821,989</b>

\* The Crown-Indigenous Relations and Northern Affairs 2020–21 Departmental Results Framework includes 2 slightly reframed Core Responsibilities that reflect each of the 2 ministers' titles and mandates: Crown-Indigenous Relations and Northern Affairs. Effective 2020–21, the program Northern and Arctic Governance and Partnerships has been moved from the Crown-Indigenous Relations Core Responsibility (previously Rights and Self-Determination) to Northern Affairs.

\*\* The *Department of Crown-Indigenous Relations and Northern Affairs Act* established the new department effective July 15, 2019. The new department is responsible for the federal public administration formerly under the Department of Indian Affairs and Northern Development. The 2017–18 expenditures, 2018–19 expenditures, and 2019–20 forecast spending include amount reported under the former Department of Indian Affairs and Northern Development for comparison purposes. In addition, during fiscal year 2019–20, portions of the federal public administration, primarily the Individual Affairs and Lands and Economic Development programs as well as Internal Services, were transferred from the new department to the Department of Indigenous Services as per Order in Council P.C. 2019-1109.

For the period of 2018–19 to 2019–20, spending has increased from \$4.4 billion to \$7.9 billion. The increase of \$3.5 billion primary reflects the following:

- increase in funding for the Federal Indian Day School settlement claims (+\$2.0 billion)
- increase in one-time funding to forgive comprehensive land claim negotiation loans (+\$919.0 million)
- increase in funding for the Sixties Scoop settlement (+\$631.3 million)

For the period of 2019–20 to 2020–21 spending is expected to decrease from \$7.9 billion to \$4.9 billion. The decrease of \$3.0 billion primary reflects the following:

- decrease in funding for the Federal Indian Day School settlement claims as per anticipated spending (-\$1.0 billion)
- the sunset of one-time funding to forgive comprehensive land claim negotiation loans (-\$919.0 million)

- the sunset of funding for the Sixties Scoop settlement as it is expected to be completed in 2019–20 (-\$767.9 million)
- decrease in funding to settle specific claims as per anticipated spending (-\$171.1 million)

For the period of 2020–21 to 2022–23, spending is expected to decrease from \$4.9 billion to \$2.2 billion. The decrease of \$2.7 billion primarily reflects the following changes in funding:

- the decrease in approved funding level related to the specific claims settlements (-\$1.4 billion)
- the sunset of time-limited funding for the Federal Indian Day School settlement claims as it is anticipated to be completed in 2021–22 (-\$1.0 billion)

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

### 2020–21 Budgetary planned gross spending summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2020–21.

Core responsibilities and Internal Services	2020–21 planned gross spending	2020–21 planned revenues netted against expenditures	2020–21 planned net spending
Crown-Indigenous Relations	4,205,480,925	0	4,205,480,925
Northern Affairs	529,963,087	0	529,963,087
<b>Subtotal</b>	<b>4,735,444,012</b>	<b>0</b>	<b>4,735,444,012</b>
Internal Services	183,046,196	(33,066,701)	149,979,495
<b>Total</b>	<b>4,918,490,208</b>	<b>(33,066,701)</b>	<b>4,885,423,507</b>

## Planned human resources

The following table shows actual, forecast and planned full-time equivalents for each core responsibility in CIRNAC's departmental results framework and for Internal Services for the years relevant to the current planning year.

### Human resources planning summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2017–18 actual full-time equivalents*	2018–19 actual full-time equivalents	2019–20 forecast full-time equivalents	2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
Rights and Self-Determination	1,149	1,119	794	N/A	N/A	N/A
Community and Regional Development	1,400	864	389	N/A	N/A	N/A
Crown-Indigenous Relations	N/A	N/A	N/A	704	617	585
Northern Affairs	N/A	N/A	N/A	388	385	382
<b>Subtotal</b>	<b>2,549</b>	<b>1,983</b>	<b>1,183</b>	<b>1,092</b>	<b>1,002</b>	<b>967</b>
Internal Services	1,434	1,304	736	762	755	753
Not Allocated to the above responsibilities	326	0	0	0	0	0
<b>Total**</b>	<b>4,309</b>	<b>3,287</b>	<b>1,919</b>	<b>1,854</b>	<b>1,757</b>	<b>1,720</b>

\* The 2017–18 actual full-time equivalents have been restated from the Program Alignment Architecture of the former Indigenous and Northern Affairs Canada to reflect the Departmental Results Framework.

\*\* The full-time equivalents decreased from 2017–18 to 2018–19 due to the transfer to Indigenous Services Canada (ISC) of Education and Social programs in November 2017. The decrease from 2018–19 to 2019–20 is due to further transfer to ISC of the Lands and Economic Development program, the Individual Affairs program and Internal Services in July 2019. Additionally, the decrease reflects the winding down of the Residential Schools Resolution program.

## Estimates by vote

Information on CIRNAC's organizational appropriations is available in the [2020–21 Main Estimates](#)<sup>xiii</sup>.

## Condensed future-oriented statement of operations

The condensed future-oriented statement of operations provides an overview of CIRNAC's operations for 2019–20 to 2020–21.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on CIRNAC's website.

**Condensed future-oriented statement of operations for the year ending March 31, 2021 (dollars)**

Financial information	2019–20 forecast results	2020–21 planned results	Difference (2020–21 planned results minus 2019–20 forecast results)
Total expenses	6,191,835,164	3,539,593,875	(2,652,241,289)
Total revenues	13,115,554	33,084,678	19,969,124
Net cost of operations before government funding and transfers	6,178,719,610	3,506,509,197	(2,272,210,413)

**Expenses**

Total expenses for 2020–21 are planned at \$3.5 billion, representing a \$2.7 billion decrease from the previous year's forecasted total expenses of \$6.2 billion that included settlements for the Federal Indian Day School and the Sixties Scoop claims, as well as loans forgiveness for comprehensive land claims. Expenses by core responsibility are as follows:

- Crown Indigenous Relations: \$3.0 billion (84%)
- Northern Affairs: \$354 million (10%)

The remainder of the total expenses include Internal Services in the amount of \$199 million (6%) and expenses incurred on behalf of the Government of Canada in the amount of \$22 million (0%).

**Revenues**

Total revenues for 2020–21 are planned at \$33.1 million, representing a \$20.0 million increase over the previous year's total revenues of \$13.1 million. Respendable revenues from the provision of financial and administrative services represent \$33.1 million (100%) of total revenues.



## Corporate information

### Organizational profile

**Appropriate ministers:** The Honourable Carolyn Bennett (Minister of Crown-Indigenous Relations) and The Honourable Daniel Vandal (Minister of Northern Affairs)

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

**Enabling instrument:** *Department of Crown-Indigenous Relations and Northern Affairs Act*, S.C. 2019, c. 29, s. 337.

**Year of establishment:** July 15, 2019

**Other:** None

**Special operating agency:** None

**Administrative tribunals and agencies:**

- Polar Knowledge Canada

**Adjudicative and advisory bodies:**

- Specific Claims Tribunal Canada

### Raison d'être, mandate and role: who we are and what we do

"Raison d'être, [mandate and role](#)<sup>xiv</sup>: who we are and what we do" is available on CIRNAC's website.

For more information on the department's organizational mandate letter commitments, see the [Ministers' mandate letters](#)<sup>xv</sup>.

### Operating context

Information on the operating context is available on the CIRNAC website.

## Reporting framework

The CIRNAC departmental results framework and program inventory of record for 2020–21 are as follows.

<b>Core responsibility : Crown-Indigenous Relations</b>		
Support Indigenous organizations, individuals, communities and governments in achieving reconciliation and advancing self-determination through strengthening Crown-Indigenous relationships based on respect, cooperation, partnership, the recognition and implementation of Indigenous rights, and the implementation of the United Nations Declaration on the Rights of Indigenous Peoples. Activities include negotiating and implementing treaties, self-government agreements and specific claims; consulting and engaging on issues of importance to Indigenous peoples, providing legislative and institutional frameworks for First Nations' jurisdiction over local taxation and financial management and addressing historic grievances.		
<b>Departmental results</b>	<b>Indicators</b>	<b>Program inventory</b>
Indigenous peoples determine their political, economic, social and cultural development	Annual number of priorities identified through the Permanent Bilateral Mechanisms that result in policies, funding or legislation	Negotiations of Claims and Self-Government Agreements Specific Claims Management and Implementation of Agreements and Treaties Consultation and Accommodation Consultation and Policy Development
	Number of communities where Treaties, Self-government, and other Constructive Arrangements have been concluded	
	Number of Treaties, Self-Government and other Constructive Arrangements that have been concluded	
	Average Community Well-being Index Score for Modern Treaty and Self-Government Agreement Holders	
Indigenous peoples advance their governance institutions and regimes	Percentage of First Nations with fiscal bylaws or laws	Federal Interlocutor's Contribution Program Basic Organizational Capacity Other Claims First Nation Jurisdiction over Land and Fiscal Management Residential Schools Resolution
	Percentage of First Nation communities with Financial administration laws through the First Nations Financial Management Board	
	Percentage of First Nation communities with land governance regimes established	
	Percentage of First Nation communities with real property taxation regimes supported through the First Nations Tax Commission	
Past injustices are recognized and resolved	Number of net specific claims added to the specific claims inventory	
	Percentage of active Additions to Reserves that have been in the inventory for more than 5 years	
	Percentage of Indian Residential Schools Settlement Agreement claims completed through the Independent Assessment Process	
	Percentage of Truth and Reconciliation Commission Calls to Action that are implemented	



<b>Core responsibility : Northern Affairs</b>		
Support Canada's Arctic and northern organizations, individuals, communities and governments in the pursuit of a strong, inclusive, vibrant, prosperous and self-sufficient North, the vision of Canada's Arctic and Northern Policy Framework. This includes federal coordination, science leadership, natural resource and environmental management, effective delivery of federal programming, and territorial relations.		
<b>Departmental results</b>	<b>Indicators</b>	<b>Program inventory</b>
Arctic and Northern leadership and prosperity are advanced	Number of devolution phases in Nunavut completed Average Community Well-Being Index Score for communities in the North	Northern and Arctic Governance and Partnerships Climate Change Adaptation and Clean Energy Northern Strategic and Science Policy Northern Regulatory and Legislative Frameworks Northern and Arctic Environmental Sustainability Northern Contaminated Sites Nutrition North
Northern and Indigenous communities are resilient to changing environments	The annual growth rate of food prices in isolated northern communities compared to the national growth rate Reduction (in liters) in the consumption of diesel fuel for electricity and heating in northern communities resulting from renewable energy and energy efficiency projects	
Northern lands and resources are sustainably managed	Percentage of high priority northern contaminated sites that are being actively managed Percentage of environmental assessment decisions that reflect the perspectives of Northerners and Indigenous peoples	

### Changes to the approved reporting framework since 2019–20

<b>Structure</b>	<b>2020–21</b>	<b>2019–20</b>	<b>Change</b>	<b>Rational for change</b>
<b>Core Responsibility 1</b>	Crown-Indigenous Relations	Rights and Self-Determination	Title change	To align with the transfer of programs from CIRNAC to ISC
<b>Program</b>	Negotiations of Claims and Self-Government Agreements	Negotiations of Claims and Self-Government Agreements	No change	Not applicable
<b>Program</b>	Specific Claims	Specific Claims	No change	Not applicable
<b>Program</b>	Management and Implementation of Agreements and Treaties	Management and Implementation of Agreements and Treaties	No change	Not applicable
<b>Program</b>	Consultation and Accommodation	Consultation and Accommodation	No change	Not applicable
<b>Program</b>	Consultation and Policy Development	Consultation and Policy Development	No change	Not applicable
<b>Program</b>	Federal Interlocutor's Contribution Program	Federal Interlocutor's Contribution Program	No change	Not applicable
<b>Program</b>	Basic Organizational Capacity	Basic Organizational Capacity	No change	Not applicable
<b>Program</b>	Other Claims	Other Claims	No change	Not applicable
<b>Program</b>	Residential Schools Resolution	Residential Schools Resolution	No change	Not applicable
<b>Program</b>	First Nation Jurisdiction over Land and Fiscal Management	First Nation Jurisdiction over Land and Economic Development	Title Change	To align with the transfer of programs from CIRNAC to ISC
<b>Program</b>	Not applicable	Statutory, Legislative and Policy Support to First Nations Governance	Transferred	Transferred from CIRNAC to ISC

Structure	2020–21	2019–20	Change	Rational for change
Program	Not applicable	Northern and Arctic Governance and Partnerships	No change	Moved to Core Responsibility 2 to align with the Northern focus
Program	Not applicable	Individual Affairs	Transferred	Transferred from CIRNAC to ISC
<b>Core Responsibility 2</b>	Northern Affairs	Community and Regional Development	Title change	To align with the transfer of programs from CIRNAC to ISC
Program	Northern and Arctic Governance and Partnerships	Not applicable	No change	Moved to Core Responsibility 2 to align with the Northern focus
Program	Climate Change Adaptation and Clean Energy	Climate Change Adaptation and Clean Energy	No change	Not applicable
Program	Northern Strategic and Science Policy	Northern Strategic and Science Policy	No change	Not applicable
Program	Northern Regulatory and Legislative Frameworks	Northern Regulatory and Legislative Frameworks	No change	Not applicable
Program	Northern and Arctic Environmental Sustainability	Northern and Arctic Environmental Sustainability	No change	Not applicable
Program	Northern Contaminated Sites	Northern Contaminated Sites	No change	Not applicable
Program	Nutrition North	Nutrition North	No change	Not applicable
Program	Canadian High Arctic Research Station	Canadian High Arctic Research Station	No change	Not applicable
Program	Not applicable	Indigenous Entrepreneurship and Business Development	Transferred	Transferred from CIRNAC to ISC
Program	Not applicable	Economic Development Capacity and Readiness	Transferred	Transferred from CIRNAC to ISC
Program	Not applicable	Land, Natural Resources and Environmental Management	Transferred	Transferred from CIRNAC to ISC

Note: All changes were made to reflect the July 21, 2019 Order in Council, which transferred CIRNAC programs to ISC.

## Supporting information on the Program Inventory

Supporting information on planned expenditures, human resources, and results related to CIRNAC's program inventory is available in the [GC InfoBase](#).

## Supplementary information tables

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

- [Details of transfer payment programs](#)
- [Horizontal initiative: Nutrition North Canada](#)
- [Gender-based analysis plus](#)
- [Status report on transformational and major Crown projects](#)

## Federal tax expenditures

CIRNAC's Departmental Plan does not include information on tax expenditures that relate to its planned results for 2020–21.

Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#)<sup>xvi</sup>. This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are solely the responsibility of the Minister of Finance.

## Organizational contact information

### **Crown-Indigenous Relations and Northern Affairs Canada**

Les Terrasses de la Chaudière  
10 Wellington Street, North Tower  
Gatineau, Quebec

Mailing Address: Ottawa, Ontario K1A 0H4

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

Email: [aadnc.webmestre-webmaster.aandc@canada.ca](mailto:aadnc.webmestre-webmaster.aandc@canada.ca)

### **General and statistical inquiries and publication distribution**

Telephone (toll-free): 1-800-567-9604

TTY (toll-free): 1-866-553-0554

Email: [aadnc.infopubs.aandc@canada.ca](mailto:aadnc.infopubs.aandc@canada.ca)

### **Departmental library**

Telephone: 819-997-0811

Email: [aadnc.reference.aandc@canada.ca](mailto:aadnc.reference.aandc@canada.ca)

### **Media inquiries — Communications**

Telephone: 819-934-2302

Email: [RCAANC.media.CIRNAC@canada.ca](mailto:RCAANC.media.CIRNAC@canada.ca)



## Appendix: definitions

### **appropriation (crédit)**

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

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

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

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

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

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

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

### **departmental priority (priorité ministérielle)**

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

### **departmental result (résultat ministériel)**

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

### **departmental result indicator (indicateur de résultat ministériel)**

A factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

### **departmental results framework (cadre ministériel des résultats)**

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

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

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

### **experimentation (expérimentation)**

The conducting of activities that seek to first explore, then test and compare, the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works and what doesn't. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

**full-time equivalent (équivalent temps plein)**

A measure of the extent to which an employee represents a full person year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

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

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

**government-wide priorities (priorités pangouvernementales)**

For the purpose of the 2020–21 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

**horizontal initiative (initiative horizontale)**

An initiative in which 2 or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

**non-budgetary expenditures (dépenses non budgétaires)**

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

**performance (rendement)**

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

**performance indicator (indicateur de rendement)**

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

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

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

**plan (plan)**

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

**planned spending (dépenses prévues)**

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

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

**program (programme)**

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

**program inventory (répertoire des programmes)**

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

**result (résultat)**

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

**statutory expenditures (dépenses législatives)**

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

**strategic outcome (résultat stratégique)**

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

**target (cible)**

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

**voted expenditures (dépenses votées)**

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





## Endnotes

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- <sup>i</sup> The Recognition and Reconciliation of Rights Policy for Treaty Negotiations in British Columbia, <https://www.canada.ca/en/crown-indigenous-relations-northern-affairs/news/2019/09/the-recognition-and-reconciliation-of-rights-policy-for-treaty-negotiations-in-british-columbia.html>
- <sup>ii</sup> Calls to Action, <https://www.rcaanc-cirnac.gc.ca/eng/1524494530110/1557511412801>
- <sup>iii</sup> First Nations Summit, British Columbia, <http://fns.bc.ca/>
- <sup>iv</sup> Inuit Nunangat Declaration, <https://pm.gc.ca/en/news/statements/2017/02/09/inuit-nunangat-declaration-inuit-crown-partnership>
- <sup>v</sup> Canada-Métis Nation Accord, <https://pm.gc.ca/en/canada-metis-nation-accord>
- <sup>vi</sup> Canada-Modern Treaty and Self-Governing First Nations Forum, <https://pm.gc.ca/en/videos/2017/11/01/pm-trudeau-delivers-remarks-canada-modern-treaty-and-self-governing-first-nations>
- <sup>vii</sup> Canada's Collaborative Self-Government Fiscal Policy for Self-Governing Indigenous Governments, <https://www.canada.ca/en/crown-indigenous-relations-northern-affairs/news/2019/08/canadas-collaborative-self-government-fiscal-policy-for-self-governing-indigenous-governments.html>
- <sup>viii</sup> *First Nations Fiscal Management Act*, <https://laws-lois.justice.gc.ca/eng/acts/F-11.67/>
- <sup>ix</sup> Indian Residential Schools Adjudication Secretariat, <http://www.iap-pei.ca/about-eng.php>
- <sup>x</sup> GC Infobase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- <sup>xi</sup> Northern Contaminated Sites Program, <https://www.rcaanc-cirnac.gc.ca/eng/1100100035301/1537371472183>
- <sup>xii</sup> Northern Abandoned Mine Reclamation Program, <https://www.rcaanc-cirnac.gc.ca/eng/1565968579558/1565968604553>
- <sup>xiii</sup> 2020–21 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- <sup>xiv</sup> Mandate and role, <https://www.rcaanc-cirnac.gc.ca/eng/1539285232926/1539285278020>
- <sup>xv</sup> Ministers' mandate letters, <https://pm.gc.ca/en/mandate-letters>
- <sup>xvi</sup> Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>