




Crown-Indigenous Relations and Northern Affairs Canada

Departmental Results Report
2020–21





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From the Ministers

The Minister of Northern Affairs and I are pleased to present jointly the Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) 2020–21 Departmental Results Report.

This has been a difficult year, as Canadians across the country faced extraordinary challenges brought on by the COVID-19 pandemic. While the pandemic did impact the operations of the department, it is important to recognize how it rose to the occasion and continued to deliver on its mandate.

This year has been emotionally challenging, as more and more Canadians learned about the painful truth of residential schools—which Indigenous peoples have always known. Since 2015, the department has been working diligently to address the Calls to Action identified by the Truth and Reconciliation Commission. We will continue to support Indigenous organizations across the country on identifying, documenting and commemorating residential school cemeteries. We will also continue to support communities, families and Survivors in their healing journey from the intergenerational trauma caused by residential schools, which continues to have a profound effect to this day.

This past year, the department has taken concrete steps to work towards reconciliation and support Indigenous peoples' right to self-determination, by making changes to modernize institutions and governance models. The department has also worked with Indigenous partners to co-develop treaties and self-government agreements as Indigenous communities establish their preferred systems of self-governance and pursue their self-determination goals.

Although COVID-19 changed the way the department works with Indigenous partners, its resolve to deliver results that matter for communities remained unchanged. Through virtual means, the department continued to work together with Indigenous peoples to renew relationships, address the wrongs done and settle specific claims. As a key example, in 2020–21, the department was able to successfully resolve 36 specific claims, which resulted in approximately \$1.75 billion in compensation paid to First Nations across Canada.

This year, our Government launched the Federal Pathway, which represents its contribution to the 2021 Missing and Murdered Indigenous Women, Girls and 2SLGBTQQIA+ People National Action Plan. The department has made important progress in response to the National Inquiry and the Calls for Justice, by co-developing the National Action Plan and taking concrete actions to end this national tragedy and address the systemic causes of violence against Indigenous Women, Girls and 2SLGBTQQIA+ People. I want to thank the Elders, Grandmothers, family members, Survivors and partners who continue to inform our way forward. They have been extraordinarily brave in telling the truth and bringing this tragedy to national attention.

One of the highlights of 2020–21 for the department was the work accomplished with Indigenous peoples to co-develop legislation implementing the United Nations Declaration on the Rights of Indigenous Peoples into Canadian law. Bill C-15, *The United Nations Declaration on the Rights of Indigenous Peoples Act*, received Royal Assent in June of 2021.



This historic legislation pushes Canada to support Indigenous peoples' right to self-determination by reviewing all laws to ensure they are consistent with the Declaration. Through this *Act*, we will work with First Nations, Inuit and Métis to put in place concrete measures and actions to end discrimination and injustice and move forward with reconciliation. This important work and ongoing dialogue will help build stronger relationships, close socio-economic gaps, and promote greater prosperity for Indigenous peoples and all Canadians.

As the Minister for Crown-Indigenous Relations, I look forward to continuing our work together and collaborating with Indigenous peoples and all communities across the country.

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

The 2020–21 Departmental Results Report details the important work the Government of Canada is carrying out in the North and Arctic. These actions will help spur economic growth, address climate change, and improve food security, which will in turn lead to a higher quality of life for all Northerners.

One of my most important responsibilities and top priorities as Minister is to make sure that any decisions that affect the North are made by Northerners, in full partnership. This guides my, and the department's, work.

Throughout this challenging year, we have provided specific COVID-19 supports to Indigenous partners and northern communities and organizations to meet their unique needs during the pandemic. By taking a whole-of-government approach, we worked rapidly with all partners to identify needs and provide necessary supports in a coordinated basis. Northern Affairs Canada was quick to adapt and remained a critical link for Indigenous and Northern communities as we navigated through the pandemic.

In the 2020-2021 fiscal year, we continued to work on implementing Canada's Arctic and Northern Policy Framework. Co-developing the framework was a collaborative effort, and the same goes for the implementation phase.

The framework expresses a vision for the future of the North and Arctic: a future where people are thriving, strong and safe. With Indigenous partners, we developed a roadmap to achieve this vision with clear priorities. We are working to create more economic opportunities, enable community well-being, and help address the threats to the northern and Arctic environment. Investment is an important element needed to reach those goals. That is why Northern Affairs has invested in infrastructure and education.

We also continued the important work of negotiating the Nunavut Lands and Resources Devolution Final Agreement. This supports the department's commitment to self-determination for Indigenous peoples. Devolution will transfer control of Nunavut's public lands to the Government of Nunavut. The end result will be that Northerners will have more say over their land.

The department has also taken several measures to improve the Nutrition North Canada program. These included increased subsidies, the introduction of the Harvesters Support Grant, and adding more communities to the eligibility list. Food security is top of mind for many residents in the North, and this department is committed to ensuring that nutritious food is accessible and affordable for all citizens. We will continue to work with Indigenous and northern partners to improve the program to best serve Northerners with new funding allocated in Budget 2021.

We're working to protect the environment and address climate change, including support of clean energy initiatives, research, and Indigenous Knowledge. This year, we also launched the new Northern Abandoned Mine Reclamation Program to advance the remediation of 8 abandoned mines in the Yukon and Northwest Territories. These abandoned mines pose a risk to human health and safety as well as the environment, and we need to keep managing them diligently. Significant progress has been made and we will continue to work closely with Indigenous, territorial and community partners to promote employment, training and business opportunities for Indigenous peoples and Northerners on these projects.



During my time as Minister, it has been a great honour to meet Indigenous partners and Northerners and learn about the unique culture, challenges and strengths of Canada's most northern regions. I look forward to the opportunity to continue working with our Indigenous and northern partners to build healthy communities and a strong economy.

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

Results at a glance

In 2020–21, CIRNAC carried out activities that support the Government of Canada’s commitment to achieve reconciliation and strengthen relationships with First Nations, Inuit and Métis peoples, as well as address the unique needs of Northerners. This work included supporting the Indigenous peoples’ right to self-determination, righting historical wrongs, shedding our colonial past, and addressing systemic racism in all its forms.

COVID-19 Response

In the context of the challenges brought forward by the COVID-19 pandemic, the Government worked on balancing the need to focus on public health and economic recovery with the need to sustain momentum on the longer-term reconciliation agenda.

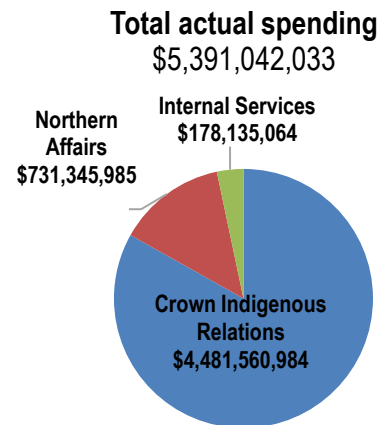
Although the pandemic had various impacts on CIRNAC’s 2020–21 activities and results, including limited capacity which sometimes resulted in delays, the department remained committed to meeting the various needs and responding to the unique realities of all Indigenous peoples and Northerners in these unprecedented times. The department focused on alternative ways to deliver its mandate and support Indigenous peoples and Northerners, and remained connected with its partners to respond to pandemic-related impacts in communities. While considerable work remains to be done, measures taken to-date demonstrate the strength of the government’s commitment going forward. Specific pandemic-related impacts and challenges are detailed throughout the report.

In 2020–21, CIRNAC, Indigenous peoples and Northerners worked together to achieve progress in the 3 following priorities:

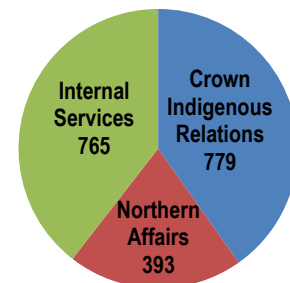
- accelerating the renewal of the relationship with Indigenous peoples
- modernizing institutional structures and governance to support Indigenous visions of self-determination
- advancing work in the North

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

- continued discussions to co-develop modern treaties, self-government agreements and other constructive arrangements, and to explore new ways of working with Indigenous communities.
- supported the resolution and implementation of claims (including specific claims, litigation claims, childhood claims and special claims), through a range of activities.
- continued to oversee the whole-of-government approach to coordinating, public reporting and monitoring the [Truth and Reconciliation Commission’s Calls to Action](#)ⁱ, and supported their implementation.
- launched the [Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQQIA+ People](#)ⁱⁱ, which is the Government of Canada’s contribution to the [National](#)



Total full-time equivalents
1,937



[Action Plan](#)ⁱⁱⁱ in response to the National Inquiry into Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA+ people.

- supported the work of the Department of Justice to introduce co-developed legislation to implement the United Nations Declaration on the Rights of Indigenous Peoples.
- finished implementing Canada’s obligations under the [Indian Residential Schools Settlement Agreement](#)^{iv}, in cooperation with the Indian Residential Schools Adjudication Secretariat.
- advanced the implementation of the [Recognition and Reconciliation of Rights Policy for Treaty Negotiations in British Columbia](#)^v.
- following the forgiveness of all outstanding comprehensive land claims negotiation loans, provided the first of 5 annual reimbursement payments to all eligible Indigenous groups who had repaid such loans.

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

- continued to work with representatives of the Assembly of First Nations (AFN), Inuit Tapiriit Kanatami (ITK) and the Métis National Council (MNC) through the permanent bilateral mechanisms to advance joint priorities, co-develop policies, and monitor ongoing progress.
- advanced policy discussions through the Canada - Congress of Aboriginal Peoples (CAP) Accord implementation.
- continued to foster, build, and maintain effective relationships with national and regional Indigenous women’s organizations.
- advanced work with Indigenous partners to design and establish a new National Treaty Commissioner’s Office.
- supported First Nations in exercising jurisdiction in the areas of financial management, property taxation, local revenues generation and access to capital for infrastructure projects, through the 3 First Nations fiscal institutions.
- collaborated with national and regional Indigenous organizations to implement various initiatives relating to First Nation land management and additions to reserves.

To advance work in the North, CIRNAC:

- continued the ongoing work on the implementation of the [Arctic and Northern Policy Framework](#)^{vi}, including contributions to quality education, decent work and economic growth, as well as industry, innovation and infrastructure.
- commenced negotiation of the Nunavut Lands and Resources Devolution Final Agreement.
- worked collaboratively with partners to further improve the retail subsidy and the Harvesters Support Grant components of the [Nutrition North Canada](#)^{vii} program to better address Indigenous and Northerners’ needs.
- finalized the creation of the [Northern Abandoned Mine Reclamation Program](#)^{viii} to clean up the largest and most high-risk contaminated sites.

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

Results: what we achieved

CORE RESPONSIBILITY 1: CROWN-INDIGENOUS RELATIONS

Description

This core responsibility encompasses support to Indigenous organizations, individuals, communities and governments in achieving reconciliation and advancing self-determination through strengthening



Crown-Indigenous relationships based on respect, cooperation, partnership, the affirmation and implementation of Indigenous rights, and the implementation of the United Nations Declaration on the Rights of Indigenous Peoples. Activities include negotiating and implementing treaties, self-government agreements and specific claims; consulting and engaging on issues of importance to Indigenous peoples, providing legislative and institutional frameworks for First Nations' jurisdiction over local taxation and financial management and addressing historic grievances.

Results

The renewal of a nation-to-nation, Inuit-Crown, and government-to-government relationship with Indigenous peoples is critical to moving forward with reconciliation. Despite the pandemic, CIRNAC adjusted to the new work environment and was flexible in its work with Indigenous partners and in addressing shared priorities, accelerating the resolution of outstanding historic grievances and achieving the long-term reconciliation goals. The department collaborated with partners remotely to co-develop initiatives and agreements, in order to ensure public safety without limiting participation. First Nations, Inuit and Métis leadership and communities have demonstrated their perseverance and the importance of supporting capacity for self-determination. In 2020–21, the department focused on 3 departmental results.

Departmental result 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. The 2020–21 results are outlined below.

In 2020–21, CIRNAC established 12 new discussion tables to co-develop modern treaties, self-government agreements and other constructive arrangements, which brought the total number to over 160 discussion tables. These discussions explored shared priorities and joint propositions for mandates to advance interests, foster self-determination and work towards closing socio-economic gaps. Results stemming from these discussions included the signature of 5 new preliminary-type agreements (such as memorandum of understanding and letters of understanding), and 1 reconciliation framework agreement. As well, 3 interim financing fiscal agreements were signed with the Métis Nation of Alberta, the Métis Nation – Saskatchewan and the Métis Nation of Ontario. These agreements form part of Canada's commitment to renewing the nation-to-nation and government-to-government relationship with the Métis based on affirmation of rights, respect, co-

operation and partnership in line with the Métis government recognition and self-government agreements.

CIRNAC continued ongoing work with Indigenous partners to redesign the Comprehensive Land Claims and Inherent Right Policies through: distinctions-based processes; leveraging innovations that are co-developed at negotiation tables; applying lessons learned from past engagements with Indigenous partners; and building public service capacity to advance culture change in alignment with the affirmation and implementation of rights. In 2020–21, the department engaged with the AFN to co-develop a work plan toward redesigning the Comprehensive Land Claims and Inherent Right policies.

In Spring 2020, CIRNAC also provided funding to treaty commissions to continue the work undertaken to raise awareness and improve understanding of [pre-1975 Treaties](#)^{ix} in the country. Through this funding, the Office of the Treaty Commissioner of Saskatchewan reached over 4,000 individuals, institutions, agencies, ministries, corporations and organizations to advance public awareness on treaties. This included international outreach in the US, Australia and the UK, as well as the establishment of new partnerships with a range of organizations on reconciliation through 10 Reconciliation Circles across Saskatchewan. In addition, the Treaty Relations Commission of Manitoba:

- introduced on-camera and audio interviews with Elders
- engaged in building on “We Are All Treaty People” presentations for Treaty 150 celebrations set for August 2021
- widened outreach to audiences about Treaties through social media
- held community events led by the Commissioner and Elders via radio and on the Canadian Multiculturalism Day

Through the Offices of the Treaty Commissions, CIRNAC provided funding for:

- 11 new Treaty Education resources developed for schools and teachers in Saskatchewan and Manitoba as part of the *Treaties in the Classroom* initiative
- 115 presentations on Treaties and the Treaty relationships delivered to federal, provincial, municipal partners and private industry in Saskatchewan and Manitoba

CIRNAC also engaged in ongoing discussions with the Federation of Sovereign Indigenous Nations and the Assembly of Manitoba Chiefs around the implementation of pre-1975 Treaties.

The department continued to listen to perspectives regarding the review, maintenance and enforcement of Canada’s treaty obligations, including the design and establishment of a National Treaty Commissioner’s Office. Canada collaborated with the AFN on the development of a pre-engagement strategy. This strategy was part of a co-developed funding proposal, where Canada transferred funds to the AFN to develop a questionnaire to canvass First Nations from Numbered Treaties and potentially with other pre-1975 Treaty First Nations, and to develop a discussion paper to support the pre-engagement process.

In 2020–21, the [Recognition and Reconciliation of Rights Policy for Treaty Negotiations in British Columbia](#)^x continued to be implemented by Canada, British Columbia and the First Nations Summit. The parties co-hosted a Tripartite Negotiators' Session in March 2021, bringing together negotiators and policy analysts to provide opportunities to learn and train together to develop a common understanding of how the policy can be used to enable rights recognition, reconciliation, and co-development of mandates. Additionally, federal negotiators from CIRNAC and other government departments received awareness training on the policy to consider how their mandates and approaches may need to adjust.



Tripartite work to address [Schedule A: Commitments to further work](#)^{xi} of the Recognition and Reconciliation of Rights Policy for Treaty Negotiations in British Columbia is ongoing as the parties continue to work together to implement the Policy.

Following the forgiveness of comprehensive land claims negotiation loans in 2019–20, reimbursements to 29 Indigenous groups representing 95 communities will be paid in equal installments over 5 years. The first payment was made in 2020–21.

One way that Canada has advanced the Crown-Indigenous relationship is through the forgiveness and reimbursement of all comprehensive land claims negotiation loans. The use of loans has often been a barrier to Indigenous participation in negotiations and to concluding subsequent agreements. Forgiving outstanding loans and reimbursing those groups who repaid their loans has benefited more than 200 Indigenous communities, allowing them to invest in governance, infrastructure, and economic development opportunities.

In 2020–21, CIRNAC worked with representatives of the AFN, ITK and the Métis National Council through the permanent bilateral mechanisms to advance joint priorities despite the challenges created by the pandemic.

The AFN-Canada Permanent Bilateral Mechanism held 2 senior officials meetings and regular meetings between the department and the AFN Chief Executive Officer and senior officials. In collaboration with the AFN, participating departments, such as Indigenous Services Canada (ISC), Public Safety Canada, Justice Canada and Canadian Heritage, made progress on the [joint priorities](#)^{xii}. A key example is the tabling of C-15, the *United Nations Declaration on the Rights of Indigenous Peoples Act* in December 2020 and its subsequent Royal Assent on June 21, 2021.

In 2020–21, the Inuit-Crown Partnership Committee (ICPC) held 4 meetings, 2 for senior officials and 2 for leaders. The ICPC working groups and sub-working groups held over 50 meetings, and 22 meetings were held between CIRNAC and ITK in order to advance the [10 joint priorities](#)^{xiii} (2 priorities added in 2020–21). While the pandemic impacted the joint work to address the priorities, progress continued and resulted in the creation of [stand-alone Arctic Regions](#)^{xiv} and the co-development of an Inuit Nunangat Policy. The ICPC reflects a self-determination approach by focusing on Inuit-led solutions to respond to the most immediate needs, such as developing a National Inuit Action Plan on Missing and Murdered Inuit Women and Girls and 2SLGBTQQIA+ towards the implementation of the 46 Inuit-specific Calls for Justice, and prioritizing infrastructure projects (including housing) deemed most appropriate to advance.

Métis Nation and Government of Canada representatives were able to advance efforts on some [key priorities](#)^{xv}. While only one meeting was held in January 2021, significant work was accomplished at various technical-level working groups.

Notable advances include:

- the Métis Nation Governing Members reported on the progress of the Métis Nation Housing Strategy as it reached year 3 of its implementation and co-developed a results framework for years 4 to 10.
- the Canada-Métis Nation Joint Committee on a new fiscal relationship co-developed approaches to streamline funding, including a single-window funding approach aimed at decreasing the administrative burden and delays in providing funding to Métis recipients.

To date, Métis Nation housing programs have exceeded the 2018 targets for outputs:

- 1,158 housing units have been bought or built (averaging 257% of target annually)
- 2,096 units have been repaired or renovated (averaging 559% of target annually)
- 7,584 units have been subsidized for rental support (averaging 182% of target annually)

CIRNAC continued to work on the development of a post-[Daniels](#)^{xvi} reconciliation strategy, which will further support Métis and Non-Status Indian¹ organizations and communities in determining their political, economic, social and cultural development.

During the year, CIRNAC contributed funding to enable capacity building and maintain a relationship based on trust and respect between Métis people and the Government of Canada. To help Indigenous organizations seeking section 35 recognition, the department helped to disburse contributions to 6 Métis Nation representative organizations. In addition, the Powley program supported, for example, ongoing establishment of objective and verifiable Métis member and harvester identification systems.



In Spring 2020, CIRNAC officials commenced trilateral discussions with the Alberta government and representatives of the Métis settlements in Alberta to explore their respective visions for the long-term sustainability of the settlements. In 2020–21, 6 trilateral meetings took place to explore solutions in support of priorities identified by the settlements, including infrastructure, emergency needs due to the pandemic, and access to longer-term social service supports. The Métis settlements in Alberta, represented by the Métis Settlements General Council, are unique in Canada as they are the only Métis communities with a recognized land base and are protected by provincial legislation through the *Métis Settlements Act*. These settlements represent a population of about 6,000 individuals.

¹ While language in Canada used to describe and speak about Indigenous peoples is evolving to be more respectful and reflective of how Indigenous peoples and communities themselves choose to be identified, there remains some pieces of legislation that continue to use outdated and colonial terminology. As the [Indian Act](#), a very outdated and colonial piece of legislation, continues to be in effect, terms such as "registered Indian" (also referred to as Status Indian) remain in use. Given that these remain accepted legal terms, for the purposes of this report, which requires reference to the *Indian Act* and its provisions and requires precision in terminology for statistical purposes, the legal terms are used.

As part of the [COVID-19 Economic Response Plan](#)^{xvii}, CIRNAC supported the development of authorities and coordination of funding agreements for Métis Nation Governing Members, the Métis Settlements General Council, and other Métis community groups, through the [Indigenous Community Support Fund](#)^{xviii}, managed by ISC. These funds provide Indigenous communities and organizations with resources to implement their own solutions, informed by public health guidance. In addition, throughout the spring and fall of 2020, the [Standing Committee on Indigenous and Northern Affairs](#)^{xix} called a range of witnesses and collated evidence on the impacts of the pandemic on Indigenous peoples across Canada. Pan-Indigenous leaders and various organizations spoke on key issues arising from the federal government’s pandemic response and recovery efforts.

The department advanced shared priorities and interests with modern treaty and self-governing partners through the Canada-Modern Treaty and Self-Governing First Nations Forum. More specifically:

- to modify the *Interpretation Act*, by introducing a common non-derogation clause to better promote and protect section 35 rights, CIRNAC and the Department of Justice engaged modern treaty and self-government agreement partners, with a view to developing options for legislative changes.
- to collaboratively consider the proposal by modern treaty Indigenous signatories for a Modern Treaties Implementation Review Commission, the department co-developed a forward agenda of workshops with partners and participated in workshops from December 2020 to March 2021 on the contents of the proposal. Work on this proposal is continuing in 2021–22. Discussions with partners regarding an implementation policy was deferred with the aim of building on the information developed during the workshops.
- to maintain ongoing relationships, the department facilitated whole-of-government engagement with every self-government and modern treaty partner on the ongoing implementation of their agreements through various forums, including regular Implementation Committee meetings and agreement renewals. In addition, CIRNAC negotiated more than 100 amendments to treaty and self-government fiscal arrangements in 2020–21 to support improvements to programs and services in treaty and self-government communities. The department is continuing monthly meetings with partners in the Collaborative Fiscal Policy Development Process. This process is widely recognized as a best practice for engaging and collaborating with self-governing Indigenous governments. Through these varied approaches, the department has advanced a wide range of initiatives reflecting self-determination priorities of partners, including \$517.7 million in infrastructure investments.

In 2020–21, the [Evaluation of the Cabinet Directive on the Federal Approach to Modern Treaty Implementation](#)^{xx} was also released and recommended strengthening the Deputy Ministers’ Oversight Committee’s role by establishing a supporting governance structure, strengthening the issues management regime, and tightening the participation of Deputy Ministers and partners to ensure meeting efficiency. These recommendations are currently being implemented.

In response to the pandemic, the department pivoted modern treaty training to virtual platforms. In 2020–21, 355 federal officials received training. In collaboration with the Canada School of Public Service and the Land Claims Agreements Coalition, 5 12-hour modern treaty courses were delivered to federal public servants. Furthermore, 15 tailored training sessions on the assessment

of modern treaty implications and other modern treaty implementation questions were also provided to federal organizations.

Further training was also given by the department 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 United Nations Declaration on the Rights of Indigenous Peoples. More specifically:

- The annual federal-provincial-territorial workshop, organized by CIRNAC, had over 60 attendees from all provinces and territories (more than previous years since all meetings were held virtually). The workshop focused on best practices and policies for reliance on provincial and territorial jurisdictions with respect to meaningful duty to consult approaches.
- The department advanced ongoing negotiations and implementation of 17 consultation protocols and also delivered Aboriginal Treaty Rights and Information System training to 250 federal officials through 63 webinars and coaching sessions.
- Discussions on the need for a coordinated approach to consultation and for consultation capacity support funding, as well as on the importance of relationships took place during an annual Indigenous partnership event. CIRNAC worked closely with one of the consultation protocol holders to host the event, which brought together Chiefs, Indigenous community members, consultation practitioners, academics and federal participants.

In February 2021, Deline Got'ine Government (DGG) and Canada signed a governance agreement related to the clean-up of Great Bear Lake. This agreement ensures that DGG has a say in decisions about the clean-up of abandoned mine sites near their homes.

Significant advancement was made to renew the relationship with off-reserve Indigenous peoples represented by the Congress of Aboriginal Peoples (CAP) and its affiliates, through the launch of 6 policy tables and the [Canada-CAP Accord Implementation Forum](#)^{xxi} which includes multiple federal departments. The policy tables and Accord Implementation Forum provide a mechanism to support the capacity for off-reserve Indigenous peoples to determine their political, economic, social and cultural development on a range of issues. The focus of these tables is on Missing and Murdered Indigenous Women and Girls, Justice, Post-Secondary Education, Family Programs, Indigenous Languages, and Housing.

CIRNAC has also fostered a number of new relationships with regional Indigenous women's organizations, such as the [Newfoundland Aboriginal Women's Network](#)^{xxii}, the [Quebec Native Women Inc.](#)^{xxiii} and the [Institute for the Advancement of Aboriginal Women](#)^{xxiv}, to discuss priorities and build linkages between them and other government departments.

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

Renewal of the nation-to-nation, Inuit-Crown, and government-to-government relationships, including treaty relationships, is expressed by putting in place effective mechanisms to support the transition away from colonial systems of administration and governance through support to Indigenous peoples to advance their governance institutions. The 2020–21 results are outlined below.

As of March 2021, there were 313 First Nations scheduled to the [First Nations Fiscal Management Act](#)^{xxv} regime, resulting in these First Nations to transition away from the *Indian Act*. Of these, 205 have developed financial administration laws and property taxation regimes and are collecting taxes. Furthermore, 45 First Nations are not only collecting taxes, but have also achieved certification of their financial management systems, and 74 First Nations, out of the 205, have borrowed a combined total of over \$1.3 billion through the [First Nations Finance Authority](#)^{xxvi} for infrastructure projects within their communities.

A Working Group was established with the *First Nations Fiscal Management Act* [institutions](#)^{xxvii} (the First Nations Tax Commission, the First Nations Finance Authority, and the First Nations Financial Management Board) to co-develop improvements to the legislation, in order to address gaps exposed by the pandemic in the overall operations of the regime.

Work is also well underway to advance regulations that will expand access to the regime to Treaty and Self-Governing First Nations. Due to the pandemic, the regulations for service delivery organizations were delayed to 2021–22.

On June 2, 2020, the Government of Canada announced \$17.1 million to provide interest relief to First Nations with existing loans under the First Nations Finance Authority. This critical financial relief supported borrowing First Nations impacted by the pandemic to maintain financial stability, so that they could focus on the health and safety needs of their communities. This investment was necessary for the stability of the overall *First Nations Fiscal Management Act* regime.

Since 2019–20, 25 new First Nations were added to the [Framework Agreement on First Nation Land Management](#)^{xxviii}, which brings the total of participating First Nations to 178. With these 25 additions over the first 2 years of the 5-year process, CIRNAC and First Nations partners are well underway to meet the objective of adding 50 First Nations over 5 years. In 2020–21, 13 new First Nations were added to the Framework Agreement. Work was also undertaken to add 16 more First Nations to this Framework with the final steps to be completed in 2021–22. The department was successful in increasing the number of participants due in part to its cooperation with ISC, as well as its collaboration with the [Lands Advisory Board](#)^{xxix}.

Since receiving Royal Assent in December 2018, the amendments to the *First Nations Fiscal Management Act*, the *Addition of Lands to Reserves and Reserve Creation Act* and the *First Nations Land Management Act* continued to be implemented. CIRNAC collaborated with the Lands Advisory Board and ISC officials to define processes in areas such as environmental management and to develop an agreed upon approach to repeal the *First Nations Land Management Act* to replace it with more concise legislation. This new legislation, once in place, would continue the ratification of the nation-to-nation Framework Agreement on First Nation Land Management and better support the Agreement as the central authority on land management.

In 2020–21, the Government of Canada worked closely with the AFN to advance a bilateral lands policy table, established in January 2021, to work with First Nations on the issues of expediting additions to reserves. This table will help to redesign the 2016 Policy on Additions to Reserve and Reserve Creation by developing a joint work plan with the goal of engaging on a joint review of the current policy and creating a suite of options that can better support First Nations in converting lands to reserve.

Departmental result 3: Past injustices are recognized and resolved

Assimilationist policies and practices have led to the denial of Indigenous rights in the past. To resolve grievances, Canada remains committed to pursuing dialogue, mutual cooperation, partnerships and negotiation as positive means of advancing reconciliation. This is an ongoing process which requires affirmation of rights, acknowledgement of past wrongs, knowing the colonial history of Canada and working with Indigenous peoples to co-develop solutions. The 2020–21 results are outlined below.

CIRNAC supported Justice Canada in the engagement process that led to the enactment of Bill C-15, the *United Nations Declaration on the Rights of Indigenous Peoples Act*, which came into force on June 21, 2021. The *Act* affirms the Declaration as a universal international human rights instrument with application in Canadian law, and provides a framework to advance the Government of Canada's implementation of the Declaration. The *Act* provides a federal pathway for the fulfillment of [calls to action 43 and 44](#)^{xxx} in consultation and cooperation with Indigenous peoples.

CIRNAC worked on the establishment of a Transitional Committee, which includes former members of the Truth and Reconciliation Commission Interim Board, which will lead engagement with Indigenous partners and stakeholders on draft legislation to create the National Council for Reconciliation ([call to action 53](#)^{xxxi}). The Committee will develop recommendations on the feedback heard from the engagement, as well as formally constitute the National Council under the *Canada Not-for-profit Corporations Act*.

During the year, CIRNAC concluded 17 out-of-court settlements, including settlements of Aboriginal and Treaty rights litigation, as well as childhood claims litigation. Childhood claims settlements continue to focus on balancing individual compensation with forward-looking investments in healing, wellness, education, language, culture and commemoration. This progress was demonstrated through the ongoing implementation of the [Sixties Scoop Settlement Agreement](#)^{xxxii} (Status Indians and Inuit) and the [Federal Indian Day Schools Settlement Agreement](#)^{xxxiii} (McLean), as well as through the [Sixties Scoop Healing Foundation](#)^{xxxiv} and the [McLean Day Schools Settlement Corporation](#)^{xxxv} in their work to support survivors.

The Indian Residential Schools Adjudication Secretariat completed its mandate and closed on March 31, 2021. A total of 38,278 Independent Assessment Process (IAP) claims were received, including those submitted by Kivalliq Hall claimants. One of the complex track files which was resolved under the provisions of the IAP remains before the court. All other files have been resolved. The department is now working to ensure that Canada continues to implement the commitments of the [Indian Residential Schools Settlement Agreement](#)^{xxxvi}. In addition, CIRNAC closely collaborated with and supported the Indian Residential School Settlement Agreement All Parties Table and the Department of Justice regarding a Covenant of Reconciliation to advance [call to action 46](#)^{xxxvii}. This work is to be aligned with the United Nations Declaration on the Rights of Indigenous Peoples legislation and the establishment of the National Council for Reconciliation.

CIRNAC collaborated with partners on the advancement of [calls to action 72 to 76](#)^{xxxviii} – Missing Children and Unmarked Burials. Funding was received to support the implementation of calls to action 72 and 73 and engagement on calls to action 74 to 76. This included signing a 2-year contribution agreement with the National Centre for Truth and Reconciliation to review millions of documents in its collections for the National Residential School Student Death Register. Furthermore, discussions began on the establishment of a National Cemetery Register. For calls 74 to 76, the department held 16 virtual national engagement sessions in the summer and fall of 2020 to develop a national approach for implementation. CIRNAC received authorities for implementation in February 2021.

In 2020–21, the Government of Canada made significant progress on its commitment to lead and coordinate the development of the [2021 Missing and Murdered Indigenous Women, Girls, and 2SLGBTQQIA+ People National Action Plan: Ending Violence Against Indigenous Women, Girls and 2SLGBTQQIA+ People](#)^{xxxix}. An Indigenous-led group of over 100 representatives of Indigenous women’s and 2SLGBTQQIA+ organizations, distinctions-based groups, provinces and territories, and the federal government worked together on this National Action Plan, which was published on June 3, 2021. In addition, the Government of Canada, in collaboration with Indigenous partners, made substantial progress on the development of the federal government’s specific contribution to the National Action Plan: [The Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQQIA+ People](#)^{xl}. This is a whole-of-government effort to respond to this national tragedy.

Throughout the year, CIRNAC continued to strive, in collaboration with the Department of Justice, towards the reform of the specific claims process to respect the principles of the United Nations Declaration on the Rights of Indigenous Peoples, and supported the implementation of the [Principles Respecting the Government of Canada’s Relationship with Indigenous Peoples](#)^{xli} and the [Attorney General of Canada’s Directive on Civil Litigation Involving Indigenous Peoples](#)^{xlii}. This reform is needed in order to:

- pursue an approach to litigation that promotes resolution and settlement, and seeks opportunities to avoid litigation
- honour Canada’s lawful obligations to Indigenous peoples, consistent with the Constitution
- work collaboratively to settle outstanding claims and litigation

Increased engagement with First Nations during key stages in the specific claims process ensured a more collaborative approach to negotiating settlements. Joint research initiatives between First Nations and CIRNAC also advanced the resolution of claims and have positively impacted interest of coming to a common understanding of claims.

An AFN reform proposal for the establishment of an independent process was shared with the department in December 2020. Canada and the AFN-Canada Joint Technical Working Group convened 6 times to discuss details of the independent process. This collaboration has informed a proposal for specific claims policy reform that will be brought forward for Cabinet consideration in 2021–22.

A total of 117 claims were resolved from 2018–19 to 2020–21, representing the highest number of claims settled over a consecutive 3-year period since the beginning of the program in 1973. In 2020–21, 89% of specific claims assessed were accepted for negotiations.

Overall, in spite of pandemic restrictions, CIRNAC was able to sustain collaborative negotiations through virtual meetings, by processing funding requests, by facilitating access to archival documents, and by being flexible for deferred activities and reporting timelines. These efforts continue to support negotiated outcomes as the preferred alternative to litigation.

Gender-based Analysis Plus (GBA Plus)

CIRNAC continued to build relationships with national, regional, and community-level Indigenous women's organizations through the implementation of whole-of-government relationship agreements with the [Native Women's Association of Canada](#)^{xliii} and [Pauktuutit Inuit Women of Canada](#)^{xliv}. For example, the department worked with Inuit partners on the co-development of the Inuit Nunangat Policy, with Pauktuutit Inuit Women of Canada actively involved in dialogues. These agreements support the identification of joint priorities, establish new partnerships and help ensure that the voices of Indigenous women are reflected in policies, programs, and legislation.

Canada also worked with [Les Femmes Michif Otipemisiwak](#)^{xlv} (Women of the Métis Nation) to finalize an agreement on relationship renewal with Métis Nation women. As part of a co-development process for the Métis Nation Housing Strategy, Les Femmes Michif Otipemisiwak participated as Subject Matter Experts at the Métis Nation Housing Technical Working Group that informed improvements to housing programs and the application processes to attain GBA Plus data. This is to identify and target key groups of vulnerable individuals prioritized for housing supports such as seniors, vulnerable families, survivors of domestic abuse and lone parents.

Through the permanent bilateral mechanism structures with the Métis Nation and Inuit, GBA Plus considerations have been applied to planning and policy discussions and in the implementation of existing accords.

To support a whole-of-government approach to consultation and accommodation with Indigenous peoples, CIRNAC, through coaching, guidance, interdepartmental networking and duty to consult training, raised awareness on the importance of including GBA Plus considerations when planning consultation and engagement processes. In addition, dialogue opportunities with Indigenous partners on how to best include a diversity of perspectives into consultations and engagements occurred during discussions framing the development and implementation of consultation protocols and resource centres.

CIRNAC engaged in numerous activities throughout the stages of negotiation processes such as consulting national Indigenous women's organizations and their resources, and engaging with diverse groups of women, elders and youth in Indigenous and northern communities. The department is moving towards a co-development approach at discussion tables to facilitate opportunities for GBA Plus-informed initiatives that are community identified, community led, community owned and culturally appropriate.

GBA Plus considerations in negotiations have led to more inclusive outcomes and negotiation accommodations for over 500 Indigenous groups.

Results-based innovation²

In 2020–21, the department has continued to investigate new policy development activities through negotiated self-government agreements, modern treaties (comprehensive land claims), out-of-court settlement negotiations and other related processes. CIRNAC actively worked towards addressing key section 35-related litigation drivers through negotiated settlements and responsive policy reforms.

CIRNAC worked in collaboration with ISC, the AFN and the First Nations Financial Management Board on the development of a new fiscal relationship through the continued implementation of the 10-year grants initiative, default prevention and management, and shared services pilot projects. The department also worked with ISC and the First Nations Finance Authority on advancing alternative financing options for infrastructure.



The work on options for the establishment of a national First Nations Infrastructure Institute continued in 2020–21 through demonstration projects with the Kettle and Stony Point First Nation, the First Nations Health Authority and the Atlantic First Nations Water Authority. In addition, organizational development discussions took place with the First Nations Infrastructure Institute Development Board, the *First Nations Fiscal Management Act* institutions and ISC.

Throughout the pandemic, CIRNAC officials remained connected with modern treaty and self-governing partners through a COVID-19 Working Group, which served as an effective and efficient forum for Canada and modern treaty and self-governing First Nations to respond to pandemic-related impacts in communities. Weekly videoconference calls enabled horizontal interdepartmental coordination and allowed Canada to provide the most current information on federal and provincial/territorial COVID-19 supports, to take input on the COVID-19 response initiative gaps, and to receive updates from partners on specific response initiatives and “on-the-ground” concerns.

2030 Agenda for Sustainable Development

In 2020–21, the department actively engaged in the advancement of the United Nations’ 2030 Agenda and the 17 sustainable development goals. As 1 of 8 core departments responsible to advance the sustainable development goals, CIRNAC actively engaged in interdepartmental efforts to develop and launch [Canada’s 2030 Agenda National Strategy: Moving forward together](#)^{xlvi} in February 2021, bringing departmental expertise to ensure the voices, views, priorities and

² The Treasury Board Secretariat uses the term “experimentation” when requesting that departments test new approaches and measure impact to instill a culture of measurement, evaluation and innovation in program and policy design and delivery and to improve outcomes by learning what does and doesn’t work. However, CIRNAC refers to experimentation as “results-based innovation” given that the term “experimentation” has negative connotations and is not appropriate in the Indigenous context because of Canada’s colonial history, including the impact of residential schools. Evidence-based decision making will continue to be achieved at the department through recognized tools such as innovation challenges, demonstration and systems transformation projects, and recognized methods including: user-centered design; behavioral insights; data analytics and modelling; and, open policy making.

considerations of Indigenous partners were considered and reflected. The delayed development of the National Strategy and supporting Federal Implementation Plan (to be released in 2021–22), resulted in CIRNAC deferring the development of its own departmental implementation plan to ensure alignment with the National Strategy.

CIRNAC made notable efforts to support and align with the 2030 Agenda and sustainable development goals. This includes adding a reference in the preamble of *An Act Respecting the United Nations Declaration on the Rights of Indigenous Peoples*, which came into force June 21, 2021, that highlights that the Declaration can support sustainable development and respond to growing concerns on the impact of climate change on Indigenous peoples and their role in contributing to sustainable development.

As set out in Canada's 2030 National Strategy, achieving the 2030 Agenda in the Canadian context means addressing and closing gaps by reaching those furthest behind first, and recognizing the gaps in well-being and opportunities facing Indigenous peoples. The fourth objective of the National Strategy centers on reconciliation with Indigenous peoples and the 2030 Agenda. It asserts the government's approach to implementing the sustainable development goals and aims to respect the right of Indigenous peoples to self-determination. It is in this spirit that recent measures were co-developed with Indigenous governments that have negotiated treaties and agreements that will ensure Indigenous governments have the financial resources to govern their citizens and contribute to closing the socio-economic and service gaps in their communities. Adopting these measures to ensure Indigenous communities have the resources to appropriately govern themselves is a key component of advancing self-determination and renewing relationships towards reconciliation.

Addressing past grievances promotes a more peaceful and inclusive society, in alignment with [Goal 16 - Peace, justice and strong institutions](#)^{xlvii}. This goal aims to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. First Nations have access to a voluntary alternative dispute resolution framework, whereby Canada discharges its outstanding lawful obligations through negotiated settlements, rather than litigation. Responding to grievances through negotiations increases inclusion, protects human rights and supports diversity.

Key risks

Over the last year, the department carried out its mandate in a highly complex and changing environment, characterized by many important interdependencies. The exploration and implementation of new, varied and co-developed approaches to self-determination required new ways of doing business, including new partnerships, new competencies and new business processes. The complexity of CIRNAC's mission, coupled with the diversity of perspectives at play, including high expectations and critical needs from our Indigenous partners, exposed the department to an important set of risks associated with its ability to establish alignment around its vision, strategic directions and approaches.

Added to these realities were the significant pressures imposed on CIRNAC and its stakeholders as a result of the pandemic that exacerbated capacity risks. As the department moved to implement the government's mandate, it had to do so with an eye on its own capacity to effectively support and sustain change. To do so, the department implemented its business continuity plan, focused initially on resuming critical services that were either paused or reduced while supporting

employees' wellbeing. Capacity challenges also impacted CIRNAC's Indigenous partners. A large number of priorities and negotiation tables, coupled with the lack of broadband access in many Indigenous communities, made it increasingly challenging for partners to actively engage in important – now virtual – negotiations and collaborations.

To respond to important vulnerabilities among Indigenous peoples, the department successfully pivoted and supported a range of emergency measures for urgent needs that emerged during the pandemic. CIRNAC also leveraged tables established for pandemic response to coordinate and align with other federal departments. Technology was leveraged so that CIRNAC employees could continue to deliver on the departmental mandate and pursue needed conversations and consultations with Indigenous communities in a virtual setting.

Departmental risks arising from the pandemic were managed through governance committees, guided by health authority guidelines as well as departmental and whole-of-government priorities. Risk management aimed to not only ensure sustained critical services to Indigenous communities while providing a safe and healthy workplace to employees, but also to identify and seize opportunities brought forward by the significant changes in the operating, social and economic context to rethink and redesign the way forward.

To address alignment risks, additional efforts were made to ensure that all players were operating in a direction that will realize the vision for enhanced and accelerated self-determination and for northern development. This included various engagement, relationship-building and implementation efforts, including the permanent bilateral mechanisms, various implementation committees and related implementation efforts and continued government-wide commitment to implement the reconciliation agenda. From a government-wide perspective, CIRNAC participates in multiple consultative and collaborative committees to build awareness of opportunities and challenges shared by other departments as well as seeks central agency guidelines in order to properly align its own strategy.

Also in place were a range of senior management committees focused on whole-of-government efforts to coordinate on matters related to section 35 rights, as well as relationship-building mechanisms that aimed to enhance trust, alignment and coordination, and specific collaborations with provinces and territories on key matters. Regular policy meetings between the department and with other government departments were held on key issues, including Missing and Murdered Indigenous Women and Girls.

The department also made strategic investments in capacity building and advanced the new fiscal arrangements that aim to provide long-term and sustainable support to Indigenous communities. More specifically, CIRNAC conducted an evaluation of regional and national Indigenous organizations to determine their needs and capacities, established a departmental strategy for capacity-building efforts, and enhanced the funding approach for modern treaty implementation, to ensure treaty holders have access to funding early in the implementation planning process. The department is prepared to monitor, evaluate, and adjust its ways of doing business—just as demonstrated throughout the course of this pandemic to date.

Results achieved

Departmental result 1: Indigenous peoples determine their political, economic, social and cultural development				
Performance indicators	Target	2018–19 Actual results	2019–20 Actual results	2020–21 Actual results
Annual number of priorities identified through the permanent bilateral mechanisms that result in policies, funding or legislation	12 by March 31, 2021	New in 2020–21	New in 2020–21	10 ^a
Number of communities where treaties, self-government and other constructive arrangements have been concluded	197 by March 31, 2021	54	161	159 ^b
Number of treaties, self-government and other constructive arrangements that have been concluded	48 by March 31, 2021	New in 2020–21	New in 2020–21	39 ^b
Average Community Well-Being Index score for modern treaty and self-government agreement holders	66 by March 2024 ^c	New in 2020–21	New in 2020–21	66 ^c

^a The number of priorities identified was impacted by CIRNAC's limited ability to meet with other government departments as they were dealing with urgencies due to the pandemic.

^b The number of projected agreements that should have been concluded was impacted by the pandemic. Several agreements are ready for the approval process in 2022–23.

^c This is the most current result available taken from the 2016 Census. The result is an average of: Stand-alone self-governing Nations: 71, Modern Treaty First Nations: 67 and Modern Treaty Inuit communities: 61. As the next Census is taking place in 2021, new data will be available by March 31, 2024.

Departmental result 2: Indigenous peoples advance their governance institutions and regimes				
Performance indicators	Target	2018–19 Actual results	2019–20 Actual results	2020–21 Actual results
Percentage of First Nations with fiscal bylaws or laws	33% by March 31, 2021	New in 2020–21	New in 2020–21	48.8%
Percentage of First Nation communities with financial administration laws and financial administration by-laws through the First Nations Financial Management Board	37% by March 31, 2021	2.9%	6.6%	42.8%
Percentage of First Nation communities with land governance regimes established	24% by March 31, 2021	18%	23%	24%
Percentage of First Nation communities with real property taxation regimes supported through the First Nations Tax Commission	29% by March 31, 2021	21.4%	25.7%	27.2 ^a

^a Due to the pandemic, there was a reduction of outreach activities with First Nations potentially interested in implementing new tax systems.

Departmental result 3: Past injustices are recognized and resolved				
Performance indicators	Target	2018–19 Actual results	2019–20 Actual results	2020–21 Actual results
Number of net specific claims added to the specific claims inventory	43 by March 31, 2021	New in 2020–21	New in 2020–21	56
Percentage of active Additions to Reserves that have been in the inventory for more than 5 years	79% by March 31, 2021	New in 2020–21	New in 2020–21	79.6%
Percentage of Indian Residential Schools Settlement Agreement claims completed through the Independent Assessment Process	100% by March 31, 2021	99.80%	99.97%	99.98% ^a
Percentage of Truth and Reconciliation Commission Calls to Action that are implemented	75% by March 31, 2021	New in 2020–21	New in 2020–21	80% ^b

^a The Indian Residential Schools Adjudication Secretariat was closed March 31, 2021. A few complex claims remain (less than 1%).

^b This indicator includes initiatives that are completed and those that are well underway.

Budgetary financial resources (dollars)

2020–21 Main Estimates	2020–21 Planned spending	2020–21 Total authorities available for use	2020–21 Actual spending (authorities used)	2020–21 Difference (actual spending minus planned spending)
4,205,480,925	4,205,480,925	5,786,343,799	4,481,560,984	276,080,059

In 2020–21, the department spent \$276 million more than the original planned spending as incremental funding provided through Supplementary Estimates was received for key initiatives including:

- Funding for the specific claims settlement (+\$760.1 million)
- Funding for the Federal Indian Day Schools Settlement Agreement (McLean) (+\$481.2 million)
- Funding for the Sixties Scoop settlement (+\$262.0 million)
- Funding for a litigation settlement (+\$88.6 million)
- Funding to support the implementation of the Métis Government Recognition and Self-Government Agreements signed with each the Métis Nation of Ontario, Métis Nation – Saskatchewan and Métis Nation of Alberta (+\$35.6 million)
- Funding to respond to the National Inquiry into Missing and Murdered Indigenous Women and Girls' Final Report: Reclaiming Power and Place (+\$6.0 million)
- Funding to Advance Truth and Reconciliation Commission Calls to Action Supporting Missing Children and Unmarked Burials (Budget 2019) (+\$3.3 million)

This increase is partially offset by the following deferral of funds: the Federal Indian Day Schools Settlement Agreement (McLean) (-\$611.7 million), Advancing Reconciliation by Settling Specific Claims (-\$412.2 million), the Sixties Scoop settlement (-\$256.6 million), the out-of-court settlement agreement (-\$45.0 million), and the Indian Residential Schools Settlement Agreement

(-\$33.5 million). These funds will be re-profiled to future years when they would be available for their intended purposes.

Human resources (full-time equivalents)

2020–21 Planned full-time equivalents	2020–21 Actual full-time equivalents	2020–21 Difference (actual full-time equivalents minus planned full-time equivalents)
704	779	75

The difference in full-time equivalents is mainly explained by the renewal of funding to support recognition of Indigenous rights and self-determination and the funding to advance Truth and Reconciliation Commission calls to action supporting missing children and unmarked burials.

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

CORE RESPONSIBILITY 2: NORTHERN AFFAIRS

Description

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



Results

CIRNAC, along with ISC, is the lead federal department responsible for supporting Canada's Indigenous and northern peoples in the pursuit of healthy and sustainable communities, and broader economic and social development objectives. In 2020–21, the department continued to strive in partnership with stakeholders and in the spirit of reconciliation to help build a strong, vibrant, and economically self-sufficient North. Discrimination and racism was also addressed by promoting a diverse workforce, by integrating GBA Plus considerations into policy proposals and programming, and through the many co-implementation fora the organization participates in with First Nations, Inuit and Métis partners.

The department remained committed to protecting the health and safety of all Northerners, including Indigenous populations, throughout the pandemic. The department directly supported territorial governments in their response to the pandemic and in addressing its social, health, and economic consequences for northern residents. In 2020–21, the department focused on 3 departmental results.

Departmental result 4: Arctic and northern leadership and prosperity are advanced

Canada recognizes the need for federal leadership in the Arctic as well as northern regions to develop solutions to northern challenges and ensure regional needs and priorities are addressed. Building capacity in regional organizations is also a key part of developing leadership. The 2020–21 results are outlined below.

The Government of Canada is on track in advancing from the Agreement-in-Principle to working with the Government of Nunavut and Nunavut Tunngavik Incorporated (the Parties) towards final agreement negotiations with respect to devolution. As an early commitment from the Agreement-in-Principle, a [Transitional Human Resources Development Strategy](#)^{xlix} was developed and approved by the Parties in September 2020. The Parties commenced negotiations towards a devolution final agreement in October 2020. During 2020–21, there were 12 negotiation table meetings, which exceeded our goal of 8 to 10. Furthermore, 6 working groups were established to support final agreement negotiations.

CIRNAC supported and pursued regulatory frameworks in the North by:

- working with Indigenous governments and groups in Nunavut and the Northwest Territories, and territorial governments on developing Administrative Monetary Penalty Regulations under the *Territorial Lands Act*, the *Nunavut Waters and Nunavut Surface Rights Tribunal Act* and the *Mackenzie Valley Resource Management Act*, to help provide resources for sound management decision-making
- consulting with Indigenous groups in the Northwest Territories as well as the Government of the Northwest Territories to modernize the *Preliminary Screening Requirement Regulations* and the *Exemption List Regulations* under the *Mackenzie Valley Resource Management Act*
- consulting with Nunavut Tunngavik Incorporated, the Nunavut Impact Review Board and the Government of Nunavut in an effort to populate Schedule 3 of the *Nunavut Planning and Project Assessment Act*, as part of the implementation activities associated with the *Act*

Building on the 2019 launch of the [Arctic and Northern Policy Framework](#)¹ (ANPF), CIRNAC advanced its collaborative work and governance objectives with Indigenous, territorial and provincial ANPF partners. On November 24, 2020, during the ANPF All-Partners Leadership Committee meeting, partners affirmed an approach to national governance which defines how partners will collaborate to share information and assess progress on the ANPF. The meeting also provided an opportunity for partners to identify regional priorities in the context of the pandemic. In line with the co-development approach of the ANPF, the department and partners have begun to identify regional governance options and implementation plans to be finalized in 2021–22.

The ANPF is articulated around [8 goals](#) including to nurture healthy families and communities. As part of this goal, co-development partners to the Framework identified closing gaps in education outcomes in the North, as a key objective, specifically as it relates to post-secondary education.

The department launched the Task Force on Northern Post-Secondary Education in October 2020, initially announced in Budget 2019. The Task Force has advanced work on finalizing an engagement plan to commence consultation and engagement during Spring 2021. In addition, work advanced to support the Dechinta Centre for Research and Learning, the construction of a science building at Yukon College and its transition to Yukon University. The Dechinta Centre for Research and Learning has modified its programming approach to accommodate for the pandemic, and Yukon University is looking towards commencing construction of the science building in 2021.

In support of Inuit self-determination in research, the Northern Contaminants Program Management Committee (members include: northern Indigenous partner organizations, federal departments, and territorial and northern regional governments) decided to establish a new regional contaminants committee in the Inuvialuit Settlement Region (ISR). The Committee will carry out the social-cultural review of project proposals and updates specific to the ISR, provide region-specific advice, and facilitate communication. The governance structure now includes a regional committee in each of the 4 regions of Inuit Nunangat, as well as in Yukon and Northwest Territories (covering regions other than the ISR). The Chair of the new ISR Contaminants Committee will become a member of the program's Management Committee – its decision-making body.

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

Canada's North and its residents are exposed to the impacts of changing environments due to a number of factors, including rapid climate change, remoteness and inaccessibility, cold climate, aging and inefficient infrastructure, and flooding. CIRNAC is working to ensure that Indigenous and northern communities are resilient to these changing environments, which will allow them to respond better to these challenges in the future. Many remote Indigenous and northern communities also continue to rely on imported diesel fuel for heat and electricity; however, as continued reliance on fossil fuels is resulting in negative environmental, social and health-related impacts, many communities are now pursuing cleaner and more sustainable sources of energy. Investments in wind, hydro and solar energy is a vital opportunity for ensuring clean growth while generating skilled jobs and advancing Indigenous self-determination. The 2020–21 results are outlined below.

In support of [Canada's Strengthened Climate Plan](#)^{li}, Northern REACHE (Northern Responsible Energy Approach for Community Heat and Electricity program) invested over \$4 million in 35 clean energy projects and capacity building initiatives in 30 communities across the territories and Inuit Nunangat in 2020–21. CIRNAC supported the complete ecosystem of community-driven clean energy projects, including small-scale solar installations, energy efficiency retrofits, waste heat recovery systems, biomass heating, renewable energy resource assessments and regional energy coordinators. In 2020–21, projects supported by Northern REACHE resulted in diesel reductions of 366,000 litres. The department worked closely with federal partners to implement a 'no-wrong-door' approach to coordinate support and access for Indigenous and northern communities. The department is on track to meet the March 2023 target of 2 million litres of diesel reduced.

Since the program began in 2016, total estimated diesel reductions are 1.1 million litres – a reduction of over 3,200 tonnes of greenhouse gas emissions.

CIRNAC invested over \$25 million to enable Indigenous and northern partners to better understand and respond to the challenges of climate change, and build capacity and resilience while promoting skills development. These projects provided support in areas such as: identification, prioritization and costing of climate change adaptation options, hazard identification with a particular focus on flood plain mapping, implementing adaptation measures and community-based climate monitoring. In 2020–21, the department:

- funded 118 projects with Indigenous and northern communities, territorial governments, and regional governments and supported them in completing climate change vulnerability and risk assessments, hazard maps, adaptation plans, and adaptation planning exercises to prioritize options, and in implementing structural/non-structural adaptation measures to make communities more resilient to the impacts of climate change.
- funded 48 community-led projects that supported First Nations in assessing climate change impacts through risk and adaptation assessment projects, flood plain mapping and drainage assessments. The program also enabled First Nations to participate in regional watershed management initiatives.
- funded 56 self-determined, Indigenous-led projects that apply [Indigenous Knowledge Systems](#)^{lii} and science, towards tracking climate and the impacts of climate change.

In 2020–21, CIRNAC worked collaboratively with partners to further improve the retail subsidy and the [Harvesters Support Grant](#)^{liii} components of Nutrition North Canada (NNC). NNC extended its list of subsidized food and essential items to include products like cleaning and personal hygiene products. These changes were informed by feedback during engagement with Indigenous partners, the Indigenous Working Group, and NNC Advisory Board. By increasing subsidy rates and providing additional subsidies on a broad range of items, NNC adapted to the needs of residents in northern isolated communities and developed relationships with other organizations involved in pandemic response to ensure continued access to food and to plan improvements for the future.

During the pandemic, NNC saw increased support to the retail subsidy of \$25 million, to increase subsidy rates on nutritious food.

Changes to NNC also contribute to the achievement of the ANPF goal, where Canadian Arctic and northern Indigenous peoples are resilient and healthy. As well, they support the Canadian Poverty Reduction Strategy (led by Economic and Social Development Canada), and a Food Policy for Canada developed by Agriculture and Agri-Food Canada.

While essential, non-perishable items shipped by surface transportation were added to the retail subsidy in 2019, the repercussions of COVID-19 safety measures and emergency support provided to northern isolated communities highlighted the complexity of demand and supply in the North. As shelves emptied quickly resulting in item shortages, there was an increased dependence on air transportation to resupply quickly. Consequently, CIRNAC was not able to assess progress on NNC's expansion to surface transportation.



Upon its launch in Spring 2020, the Harvesters Support Grant provided funding support to harvesting activities in eligible communities, and the program delivered full funding to 90% of recipient organizations. In 2020–21, all 108 eligible communities benefitted from grant funding. However, the pandemic had a profound impact on northern isolated communities and significantly restricted the degree to which NNC could engage with communities

and their vulnerable Indigenous population. Lockdowns, travel restrictions and a focus on COVID-19 response efforts were the priority of communities and their representative organizations. Consequently, other initiatives, such as the development of performance indicators for the Grant, were delayed to prioritize community health and safety. Although NNC continues to engage with its Indigenous partners, the importance of harvesting and its links to culture and traditions requires that discussions on a joint measurement strategy be conducted respectfully and in person.

Working towards sustainable food systems in Inuit Nunangat, and discussions between NNC and the Inuit-Crown Food Security Working Group are ongoing and are led by ISC and ITK. The shared Food Security Workplan was approved by leaders on December 17, 2020. CIRNAC continues to share general updates about NNC with the Working Group and works collaboratively with partners to co-develop policy options to further improve NNC.

Departmental result 6: Northern lands and resources are sustainably managed

Many remote Indigenous and northern communities are facing environmental and socio-economic challenges associated with environmental and economic changes. Dealing with these challenges requires increasing participation of Indigenous organizations and Northerners in resource management policies and decisions, and strengthening nation-to-nation, Inuit-Crown, and government-to-government relationships with Indigenous peoples based on affirmation of rights, respect, cooperation and partnership. The North 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. The 2020–21 results are outlined below.

The department managed high-priority contaminated sites in the North, which included care, maintenance, planning, remediation and monitoring activities. Remediation was fully completed at one site in 2020–21, while risk reduction and remediation planning activities continued at the other contaminated sites. For example, at the Rayrock Mine in the Northwest Territories, a Remedial Action Plan (RAP) was prepared and finalized in August 2020, and a Water License Application and Land Use Permit Application were submitted for the project in September 2020. As the RAP was being developed, technical and engagement sessions with the Tłı̄ch̄ communities and Kwetı̄paà Elders were conducted.

In 2020–21, the Northern Abandoned Mine Reclamation Program was established to address the long-term management of the department's 8 largest mine reclamation projects in the Yukon and Northwest Territories. While these projects have largely been in care, maintenance, and remediation planning for several years, important regulatory milestones were achieved in 2020–21. The department also made progress in finalizing the transfer of the Mount Nansen Mine to the private sector.

CIRNAC continued care and maintenance work and remediation planning at its 2 largest sites in the Northwest Territories:

- Faro Mine: the department advanced the project through the regulatory process, after having submitted its project proposal to the Yukon Environmental and Socio-Economic Assessment Board in 2019. Furthermore, CIRNAC completed construction of the realigned North Fork Rose Creek. A ribbon-cutting ceremony to celebrate the flow of clean water through the diversion channel was held at site, respecting COVID-19 protocols.
- Giant Mine: the final water license was issued by the Mackenzie Valley Land and Water Board on September 18, 2020. The license will be in effect for 20 years. The department was also able to refine substantive designs for engineering work packages, including the completion of an Early Work Implementation Plan, as the project moves closer to its implementation phase. Early remediation work will begin in 2021–22.

CIRNAC successfully engaged Northerners and scientists in monitoring and research on contaminant levels in the environment, traditional/country foods and people, and furthered the transfer of knowledge through \$4.8 million in funding support for 72 projects working throughout Nunatsiavut, Nunavik, Nunavut, Northwest Territories, Yukon, across Canada and internationally. Despite COVID-19 restrictions, and due to the strong capacity and partnerships built in

participating communities, most of the department’s core monitoring projects successfully collected samples and measured contaminants in air, seawater, and key species of importance to Northerners including caribou, ringed seals, beluga, polar bears, burbot, Arctic char and lake trout. Community-based research also included moose, narwhal, and other species of interest to communities. In-person workshops had to be cancelled, but many projects pivoted to virtual engagement and outreach.

The department administered funding for research and monitoring of plastic pollution in the North, as part of implementing Canada’s Plastics Science Agenda under the *Towards Zero Plastic Waste* horizontal initiative. Efforts to develop a research and monitoring strategy for plastics and microplastics in the North focused on the collaborative pan-Arctic initiatives under the Arctic Council. A pan-Arctic monitoring plan and technical monitoring guidelines were developed to guide national and regional monitoring initiatives towards achieving a coordinated pan-Arctic plastics monitoring program.

CIRNAC data and information continued to be used by health authorities, regulatory bodies, and the general public. In one instance, a re-analysis of levels of particular ‘forever chemicals’, perfluorooctane sulfonate (PFOS), in caribou monitored by the department in light of new international guidelines, identified elevated concentrations in animals from Sanikiluaq, Nunavut, leading to dietary advice being issued by the Government of Nunavut Department of Health. In another instance, CIRNAC is contributing to the development of Environment and Climate Change Canada’s “Metals Monitoring and Metals Performance Evaluation Strategy”, a series of public reports that will provide information on the extent and performance of monitoring programs for specific metals across Canada, including the North.



The department led and coordinated Canada’s engagement in the Arctic Council’s Arctic Monitoring and Assessment Programme (AMAP) on issues of chemical and plastic pollution, health, and climate change, and will take on the role of AMAP Vice-Chair from 2021 to 2023. The main focus in 2020–21 was contributing to the completion of a series of scientific assessments and related summaries for policy-makers reports, 7 of which were presented at the 12th Arctic Council Ministerial Meeting in May 2021.

To support environmental decision making, CIRNAC supported 24 Indigenous and northern groups to participate in 3 environmental assessments in Yukon and Nunavut. The department provided funding to all Indigenous groups that could be affected by major projects undergoing environmental assessments in the territories. Moreover, all of the determinations made by co-management boards in 2020–21 incorporated the views of the Indigenous groups who participated in the environmental assessments.

On January 30, 2021, CIRNAC announced the entry into service of the [Nunavut Map Selection](#)^{liv} system, Nunavut’s first online mining rights administration system, allowing for online acquisition of mineral claims on Crown lands in Nunavut. It eliminates the need to travel to the field for physical

ground staking, thereby lowering the costs of obtaining mineral claims. Most major mining jurisdictions in Canada such as Ontario, British Columbia, and Quebec have implemented similar systems.

Gender-based Analysis Plus (GBA Plus)

CIRNAC's climate change adaptation programs applied culturally-competent GBA Plus principles by developing committees and advisory groups that allow diverse Indigenous community members to have a direct say in how programs spend their funding and the types of projects pursued. Northern adaptation committees are housed within 5 northern regions (Yukon, NWT, Nunavut, Nunavik, and Nunatsiavut) and help the programs respond to and take into account the unique and diverse perspectives, knowledge, and opinions of the communities they serve. The Indigenous Community-Based Climate Monitoring Program is implemented on a distinctions-basis and partners with Indigenous-led committees to inform strategic direction and funding decisions. In addition, a First Nations Advisory and Review Committee provides the program with strategic advice and guides funding decisions related to First Nations projects. The First Nation Adapt program hosts a First Nations Advisory Circle that provides a platform for diverse members from across the provinces to provide strategic direction to continually improve the program to meet community needs.

To extend support to the most vulnerable during the pandemic, NNC increased its subsidy rates and extended its list of subsidized food and essential items set to benefit women who are involved in care-giving activities and meal preparation, as well as children and youth.

Changes in 2020–21 to the NNC retail subsidy and the roll-out of the Harvesters Support Grant were designed in a manner that remains sensitive to the disproportionate impacts of food insecurity on women, elders, and children in rural and remote Indigenous and northern communities.

In 2020–21, the Women's Council continued to review proposals prepared by organizations seeking Harvesters Support Grant funding, and provided guidance on how to utilize Grant funding in a way that considers the food security experiences of women, single parents, elders, and other diverse community members.

The Harvesters Support Grant reinforced women's participation in harvesting-related activities, ensured that elders received traditional foods, and transferred harvesting knowledge to children and youth. Both men and women play important roles in hunting, preparation, picking, and preserving of the harvest and beyond to the creation of clothing, tools, art, and other items. The Grant fostered youth participation in harvesting trips and expanded food sharing networks to remain inclusive of the most vulnerable (e.g. elders, single mothers, children).

Result-based innovation

This past year, the department pursued the work towards the development and validation of new approaches to program and policy design and delivery. For example, the Northern Participant Funding Program includes pre- and post-tests that analyze environmental assessment decisions to assess the increase in inclusion of Indigenous traditional knowledge, and that compares baseline data against data collected for projects funded by the program. Due to the pandemic, efforts in 2020–21 focused on alternative ways to deliver the program to support CIRNAC partners while meeting program reporting requirements. This and the pandemic's direct effects on CIRNAC resources limited officers' ability to explore alternative funding mechanisms, to collect control data,

or to refine the approach. Program staff began collecting data on a trial basis for new indicators that would provide better performance measurement and results information.

2030 Agenda for Sustainable Development

In 2020–21, NNC continued to align its program updates with the United Nations' 2030 Agenda goals, supporting Health Canada's Healthy Eating Strategy, as well as the goals for Sustainable Food, Safe and Healthy Communities, and Connecting Canadians with Nature as part of the Federal Sustainable Development Strategy (FSDS). NNC contributed to Goal 2 (Zero Hunger) and Goal 3 (Good Health and Well Being) of the United Nations Sustainable Development Goals by increasing access to perishable food in northern isolated communities during the pandemic and providing harvesting support to increase the availability of healthy and culturally-appropriate food.

The United Nations 2030 Agenda for Sustainable Development is a key federal government commitment embedded in the goals and objectives of the ANPF. In 2020–21, the ANPF goals and objectives continued to guide the Government of Canada's implementation of the sustainable development goals in the Arctic and the North, including contributions to ending poverty and hunger, improving health and well-being, addressing injustices and advancing reconciliation with Indigenous peoples, quality education, decent work, economic growth, industry, innovation and infrastructure.

Key risks

This year's annual review of corporate risks further revealed that the department is faced with important opportunities and risks related to Northern prosperity, sustainable growth and environmental protection. This includes the risk that the government's Northern agenda will be influenced by coordination and other challenges that may affect its implementation. This risk was mitigated by the establishment of governance and collaborative arrangements including the ANPF governance arrangements and the Deputy Minister Arctic Table, both of which foster important inter-departmental and inter-governmental collaboration.

In addition to the strategic and operational challenges in the North, CIRNAC was exposed to risks due to the effects of climate change and the complexity of managing the inventory of contaminated sites for which it is mandated. These risks are currently being mitigated by investments in contaminated sites programs, most notably through the department's Northern Abandoned Mine Reclamation program and the Federal Contaminated Sites Action Plan program, along with various monitoring and oversight activities and programs. The department completed a Departmental Climate Change and Vulnerability Risk Assessment, which highlighted priority areas for action and will be responded to by management. In addition, the department:

- monitored Health and Safety compliance
- worked with communities and stakeholders with the Northern REACHE program to identify and advance projects in communities facing the greatest energy challenges
- continued the implementation of 3 climate change adaptation programs (First Nation Adapt, Climate Change Preparedness in the North, and Indigenous Community-based Climate Monitoring) to support northern and Indigenous communities in assessing their vulnerabilities to the impacts of climate change and plan for adaptation

- continued the implementation of the Northern Participant Funding program to help ensure the effective participation of Indigenous peoples and Northerners in impact assessments of major resource or infrastructure development projects in Canada's North

The impacts of the pandemic were greater in the North than other parts of Canada, making it even more difficult for remote locations to receive the food and supplies they needed. Programs that involved infrastructure, time-sensitive community engagement, as well as assessment and planning decisions with long-term implications, were all affected. The alternate virtual mode of operations and communications with northern and Indigenous partners was a significant challenge in 2020–21 given the limited connectivity in northern areas. CIRNAC supported northern communities through emergency funding issued to assist with the emergency response to the pandemic in the North.

Results achieved

Departmental result 4: Arctic and Northern leadership and prosperity are advanced				
Performance indicators	Target	2018–19 Actual results	2019–20 Actual results	2020–21 Actual results
Number of devolution phases in Nunavut completed	Complete phase 3 by June 30, 2022	New in 2019–20	Phase 2 completed	Advanced to phase 3
Average Community Well-Being Index score for communities in the North	70 by 2024 ^a	New in 2020–21	New in 2020–21	67.1 ^a

^a This is the most current result available taken from the 2016 Census. The result is an average of: Nunatsiavut: 66.9, Nunavik: 60.4, Territories Non-Indigenous: 81.4, First Nations: 66.3, and Inuit: 60.7. As the next Census is taking place in 2021, new data will be available by March 31, 2024.

Departmental result 5: Northern and Indigenous communities are resilient to changing environments				
Performance indicators	Target	2018–19 Actual results	2019–20 Actual results	2020–21 Actual results
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 by March 31, 2021	-0.01%	-1.17%	-0.74% ^a
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 by March 31, 2023	New in 2020–21	New in 2020–21	1.1 million litres

^a Annual increase for the Consumer Price Index in 2021 was 1.33%

Departmental result 6: Northern lands and resources are sustainably managed				
Performance indicators	Target	2018–19 Actual results	2019–20 Actual results	2020–21 Actual results
Percentage of high priority northern contaminated sites that are being actively managed	80% by March 31, 2021	85%	89%	89%
Percentage of environmental assessment decisions that reflect the perspectives of Northerners and Indigenous peoples	100% by March 31, 2021	100%	100%	100%

Budgetary financial resources (dollars)

2020–21 Main Estimates	2020–21 Planned spending	2020–21 Total authorities available for use	2020–21 Actual spending (authorities used)	2020–21 Difference (actual spending minus planned spending)
529,963,087	529,963,087	805,280,091	731,345,985	201,382,898

In 2020–21, the department spent \$201 million more than the original planned spending as incremental funding provided through Supplementary Estimates was received for key initiatives including:

- Funding to support Yukon, Northwest Territories and Nunavut for urgent health care and social support needs in response to COVID-19 and to support northern air carriers (+\$89.9 million)
- Funding for territorial governments to support steps taken to respond to the pandemic in the North (+\$64.7 million)
- Funding for Nutrition North Canada in response to the COVID-19 pandemic (+\$25.0 million)
- Funding for Federal Contaminated Sites Action Plan (+\$10.9 million)
- Funding for measures to support a better future for Canada's North (+\$15.9 million), including Taltson Hydroelectricity expansion project

Also, funding was received through internal reallocation of resources from other core responsibilities (+\$58.3 million).

This increase is partially offset by the following deferral of funds: the Northern Abandoned Mine Reclamation Program (-\$50.4 million), the Federal Contaminated Sites Action Plan: Phase IV (-\$11.0 million), and the Canadian High Arctic Research Station (CHARS) (-\$1.6 million).

Human resources (full-time equivalents)

2020–21 Planned full-time equivalents	2020–21 Actual full-time equivalents	2020–21 Difference (actual full-time equivalents minus planned full-time equivalents)
388	393	5

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

INTERNAL SERVICES

Description

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

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

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

Results

In the context of the pandemic, CIRNAC collaborated with other federal departments, provincial and territorial governments (including public health authorities), as well as various stakeholders to ensure the safety of all its employees while maintaining services to Indigenous, northern and provincial/territorial partners. The department supported employees in their delivery of services and departmental activities from home while ensuring their physical and mental wellbeing, including: optimizing remote work by providing all necessary information management/information technology (IM/IT) equipment, helping employees adapt to a different workplace, and contributing to shape the workplace of the future. In addition, CIRNAC implemented and refined its Business Continuity Plan.

The department advanced key areas of IM/IT, mainly in direct response to the pandemic and the requirement to rapidly enable a remote workforce. These advances included the implementation of new remote computing tools, technologies and network capacity, to support programs requirements. They also included the modernization of IM/IT solutions and new approaches to facilitate the management of departmental data. This work was guided by the recently released Policy on Service and Digital.

CIRNAC worked to ensure employees had necessary equipment and furniture to work remotely.

Throughout the pandemic, employees were supported through various initiatives such as: communications to employees on various aspects linked to the pandemic, mental health training and the establishment of a return to work committee to provide overall guidance.

Despite Indigenous student recruitment efforts having been affected during the pandemic, the department recruited Indigenous students through the various Public Service Commission programs. CIRNAC attended virtual outreach events through the Indigenous Ambassadors Initiatives to promote careers in the Federal Public Service. In addition, collaboration was increased with the Knowledge Circle of Indigenous Inclusion, the Aboriginal Centre of Excellence as well as other departments to share best recruitment and hiring practices.

Executives were encouraged to take training on unconscious bias, and there are plans to continue to train departmental executives on diversity and promote inclusion in hiring practices. The department also adopted and implemented its Indigenous Cultural Competencies Learning Policy aimed at providing a culturally-safe working environment for Indigenous employees as well as the communities we serve. In addition, the official languages training for Indigenous employees program continues to be supported.

CIRNAC met its key obligations with regards to the implementation of the new [Work Place Harassment and Violence Prevention Regulations](#)^{vi}. The department developed its workplace harassment and violence prevention policy, established the designated recipient, identified training requirements, developed emergency procedures, put in place support measures and started to conduct its workplace risk assessments.

CIRNAC is in the process of analyzing the legislative requirements of the *Accessible Canada Act*, and is working with stakeholders within the department to develop a 3-year Accessibility Plan. An Accessibility Lead has also been identified within the department. In addition, CIRNAC was an early adopter of the Accessibility Passport pilot initiative, launched by the Treasury Board Secretariat in 2019. The passport program is being used to reduce barriers, and focus recruitment and retention efforts. The department is also utilizing innovative staffing programs such as the Carleton University Act to Employ, as well as new recruitment tools and resources from the Public Service Commission to support recruitment of persons with disabilities.

The implementation of the 2018 to 2021 Mental Health and Well-being Strategy was partially completed, and all outstanding deliverables will be incorporated into the new 2021 to 2024 Mental Health and Well-being Strategy. All classroom-based training for Mental Health First Aid and The Working Mind by the Mental Health Commission of Canada was converted to online training as a result of the pandemic. Furthermore, the Centre for Abilities Management and Workplace Wellness (CAMWW) Programs will start to deliver online training in fall 2021. In the meantime, the CAMWW delivered numerous mental health and wellness awareness sessions to sectors and regions across the organization.

Since joining Pay Pod 12 in May 2019, CIRNAC has reduced the number of back pay cases by 60% and continues to work on improving its timeliness.

The department continued to implement recommendations to mitigate health and safety risks in custodial buildings (e.g. fire protection and building code upgrades), and to advance the divestment portion of the Real Property Management Action Plan (e.g. devolution of custodial real property in Nunavut). In cooperation with ISC, the department also started updating the Real Property delegation and sub-delegation instruments, which will better support and facilitate the divestment of surplus real property and the overall processes for real property transactions.

In 2020–21, CIRNAC led a funding review with the goal to prioritize investments and ensure the department's funding allocation was achieving the desired outcomes. By examining the programs and activities being delivered, the department was able to reallocate funding from low-priority projects to high-priority projects.

To ensure that programs and services delivered are relevant, efficient and effective, the department conducted audits, evaluations, financial investigations and risk assessments. Special

attention was given to identifying, assessing, and responding to emerging risks, in particular through the review of the departmental Corporate Risk Profile.

CIRNAC continued to inform Canadians on progress on key priorities and commitments using virtual press conferences, engagement via virtual video platforms and through its web content and use of social media.

Budgetary financial resources (dollars)

2020–21 Main Estimates	2020–21 Planned spending	2020–21 Total authorities available for use	2020–21 Actual spending (authorities used)	2020–21 Difference (actual spending minus planned spending)
149,979,495	149,979,495	280,777,616	178,135,064	28,155,569

The most significant items explaining the net difference between planned spending and actual spending is:

- the increase in funding available to CIRNAC resulting from the 2019–20 operational budget carry forward (+\$19.5 million)
- the retroactive payments in accordance with the collective agreement (Public Service Alliance of Canada) (+\$3.5 million)
- the reprofiled funding for both the renewal of funding to support recognition of Indigenous rights and self-determination tables and the Indigenous childhood claims (+\$1.9 million)

Human resources (full-time equivalents)

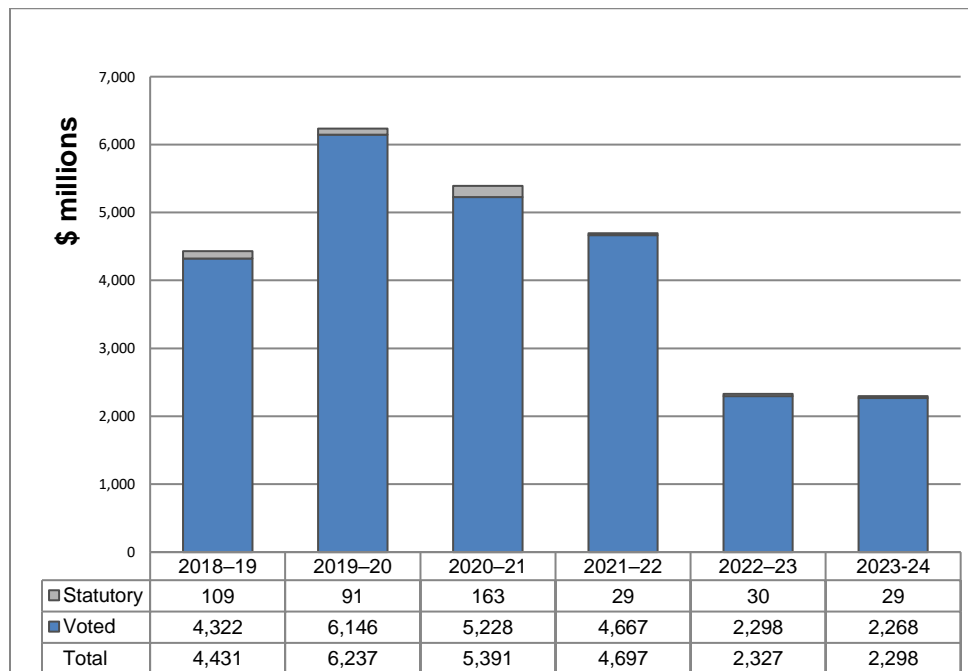
2020–21 Planned full-time equivalents	2020–21 Actual full-time equivalents	2020–21 Difference (actual full-time equivalents minus planned full-time equivalents)
762	765	3

Analysis of trends in spending and human resources

ACTUAL EXPENDITURES

Departmental spending trend graph

The following graph presents voted and statutory actual spending (2018–19, 2019–20, 2020–21) and planned spending (2021–22, 2022–23, 2023–24).



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

For the period 2018–19 to 2020–21

Spending has increased from \$4.4 billion in 2018–19 to \$6.2 billion in 2019–20. The increase of \$1.8 billion primarily reflects: funding for loan forgiveness of comprehensive land claim negotiation loans (+\$919.0 million) and advancing reconciliation by settling specific claims (+\$883 million).

Actual spending has decreased from \$6.2 billion in 2019–20 to \$5.4 billion in 2020–21. The net decrease of \$0.8 billion primarily reflects: funding reprofiled to future years for targeted initiatives, specifically, funding related to the negotiation and resolution of land claims, specific claims, and the outcome of litigation that depend heavily on factors outside of the department's control:

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

Partially offset by the increase in funding:

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

For the period 2020–21 to 2023–24

Spending is expected to decrease from \$5.4 billion in 2020–21 to \$4.7 billion in 2021–22. The net decrease of \$0.7 billion can be explained by the following:

- decrease in funding related to the settlement of specific claims (-\$220.7 million)
- decrease due to one-time funding for COVID-19 support in 2020–21 (-\$202.5 million)
- decrease in funding for investments in Indigenous infrastructure (-\$144.3 million)
- decrease in funding related to out-of-court settlements (-\$137.7 million)

For the period of 2021–22 to 2023–24, spending is expected to decrease from \$4.7 billion to \$2.3 billion. The decrease of \$2.4 billion primary reflects the following:

- decrease in funding related to the settlement of specific claims (-\$1.1 billion)
- decrease in funding related to the Federal Indian Day School settlement as it is anticipated to be completed in 2021–22 (-\$1.2 billion)

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

Budgetary performance summary for core responsibilities and Internal Services (dollars)

Core responsibilities and Internal Services*	2020–21 Main Estimates	2020–21 Planned spending	2021–22 Planned spending	2022–23 Planned spending	2020–21 Total authorities available for use	2018–19 Actual spending (authorities used)**	2019–20 Actual spending (authorities used)**	2020–21 Actual spending (authorities used)
Rights and Self-Determination	N/A	N/A	N/A	N/A	N/A	3,384,512,145	5,608,508,662	N/A
Community and Regional Development	N/A	N/A	N/A	N/A	N/A	811,942,939	456,582,019	N/A
Crown-Indigenous Relations	4,205,480,925	4,205,480,925	3,969,849,116	1,623,259,991	5,786,343,799	N/A	N/A	4,481,560,984
Northern Affairs	529,963,087	529,963,087	587,992,312	575,103,340	805,280,091	N/A	N/A	731,345,985
Subtotal	4,735,444,012	4,735,444,012	4,557,841,428	2,198,363,331	6,591,623,889	4,196,455,084	6,065,090,681	5,212,906,969
Internal Services	149,979,495	149,979,495	138,791,403	129,069,676	280,777,616	235,202,221	172,862,467	178,135,064
Total	4,885,423,507	4,885,423,507	4,696,632,831	2,327,433,007	6,872,401,506	4,431,657,305	6,237,953,148	5,391,042,033

* The CIRNAC 2020–21 Departmental Results Framework includes 2 reframed core responsibilities that reflect the 2 ministers' titles and mandates: Crown-Indigenous Relations and Northern Affairs. Effective in 2020–21, the program Northern and Arctic Governance and Partnerships was 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 2018–19 and 2019–20 actual expenditures include amounts reported under the former department for comparison purposes. In addition, in 2019–20, the Individual Affairs, Lands and Economic Development programs and Internal Services were transferred from CIRNAC to ISC as per Order in Council P.C. 2019-1109.

The \$2.0 billion difference between the 2020–21 planned spending of \$4.9 billion and the total authorities available for use of \$6.9 billion in 2020–21 primarily reflects incremental funding provided for the following major items:

- Funding for the specific claims settlement (+\$760.1 million)
- Funding for the Federal Indian Day Schools Settlement Agreement (McLean) (+\$481.2 million)
- Funding to settle Sixties Scoop settlement (+\$262 million)
- One-time funding for COVID-19 support (+\$202.5 million)

The -\$1.5 billion difference between the 2020–21 actual spending of \$5.4 billion and the total authorities available for use of \$6.9 billion in 2020–21 primarily reflects the deferral of funds to future years for:

- the Federal Indian Day Schools Settlement Agreement (McLean) (-\$611.7 million)
- the specific claims settlements (-\$412.2 million)
- the Sixties Scoops settlement (-\$256.6 million)
- the out-of-court settlements (-\$52.0 million)
- the Northern Abandoned Mine Reclamation Program (-\$50.4 million)
- the Indian Residential Schools Settlement Agreement (-\$33.5 million)

2020–21 Budgetary actual gross spending summary (dollars)

Core responsibilities and Internal Services	2020–21 Actual gross spending	2020–21 Actual revenues netted against expenditures	2020–21 Actual net spending (authorities used)
Crown-Indigenous Relations	4,481,560,984	0	4,481,560,984
Northern Affairs	731,345,985	0	731,345,985
Subtotal	5,212,906,969	0	5,212,906,969
Internal Services	209,527,076	-31,392,012	178,135,064
Total	5,422,434,045	-31,392,012	5,391,042,033

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

ACTUAL HUMAN RESOURCES

Human resources summary for core responsibilities and Internal Services

Core responsibilities and Internal Services*	2018–19 Actual full-time equivalents**	2019–20 Actual full-time equivalents**	2020–21 Planned full-time equivalents	2020–21 Actual full-time equivalents	2021–22 Planned full-time equivalents	2022–23 Planned full-time equivalents
Rights and Self-Determination	1,119	909	N/A	N/A	N/A	N/A
Community and Regional Development	864	462	N/A	N/A	N/A	N/A
Crown-Indigenous Relations	N/A	N/A	704	779	760	707
Northern Affairs	N/A	N/A	388	393	401	400
Subtotal	1,983	1,371	1,092	1,172	1,161	1,107
Internal Services	1,304	862	762	765	755	748
Total**	3,287	2,233	1,854	1,937	1,916	1,855

* The CIRNAC 2020–21 Departmental Results Framework includes 2 reframed core responsibilities that reflect the 2 ministers' titles and mandates: Crown-Indigenous Relations and Northern Affairs. Effective in 2020–21, the program Northern and Arctic Governance and Partnerships was 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 2018–19 and 2019–20 actual full-time equivalents include numbers reported under the former department for comparison purposes. In addition, in 2019–20, the Individual Affairs, Lands and Economic Development programs and Internal Services were transferred from CIRNAC to ISC as per Order in Council P.C. 2019-1109.

EXPENDITURES BY VOTE

For information on CIRNAC's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2020–21](#)^{lvii}.

GOVERNMENT OF CANADA SPENDING AND ACTIVITIES

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

FINANCIAL STATEMENTS AND FINANCIAL STATEMENT HIGHLIGHTS

Financial statements

CIRNAC's financial statements (unaudited) for the year ended March 31, 2021, are available on the departmental website.

Financial statement highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2021 (dollars)

Financial Information*	2020–21 Planned results**	2020–21 Actual results	2019–20** Actual results	Difference (2020–21 actual results minus 2020–21 planned results)	Difference (2020–21 actual results minus 2019–20 actual results)
Total expenses	3,539,593,875	8,638,507,103	5,400,048,082	5,098,913,228	3,238,459,021
Total revenues	33,084,678	31,417,592	382,818	(1,667,086)	31,034,774
Net cost of operations before government funding and transfers	3,506,509,197	8,607,089,511	5,399,665,264	5,100,580,314	3,207,424,247

*Totals may not match financial statements due to rounding.

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

Expenses

Total expenses were \$8,639 million in 2020–21. The main expenses represent transfer payments for a total of \$6,472 million (75%), of which \$2,950 million related to First Nations and \$2,621 million related to the provision for contingent liabilities. Operating expenses represent a total of \$2,167 million (25%), of which \$955 million related to payments for court awards and other settlements and \$843 million related to the provision for contingent liabilities.

Revenues

Total revenues for 2020–21 were \$31.4 million, which are mostly related to the provision of shared internal support services to ISC.

Significant changes

The \$3,238 million increase in expenditures is mainly due to an increase in the provision for contingent liabilities (\$3,648 million) and an increase in transfer payments made to First Nations (\$1,420 million). This was partially offset by the decrease in the provision for environmental liabilities (\$1,270 million) and a decrease in payments for court awards and other settlements (\$1,129 million).

Condensed Statement of Financial Position (unaudited) as of March 31, 2021 (dollars)

Financial information*	2020–21	2019–20	Difference (2020–21 minus 2019–20)
Total net liabilities	31,453,940,121	27,931,688,683	3,522,251,438
Total net financial assets	1,336,653,240	1,065,473,649	271,179,591
Departmental net debt	30,117,286,881	26,866,215,034	3,251,071,847
Total non-financial assets	218,789,034	219,287,622	(498,588)
Departmental net financial position	(29,898,497,847)	(26,646,927,412)	(3,251,570,435)

*Totals may not match financial statements due to rounding.

Liabilities

Total net liabilities were \$31,454 million at the end of 2020–21. The provision for contingent liabilities associated with claims and litigation represents the largest portion of liabilities at \$23,968 million (76%). Other significant liabilities include environmental liabilities of \$4,070 million (13%) and account payable and accrued liabilities of \$3,358 million (11%).

Net Assets

Total net financial assets at the end of 2020–21 were \$1,337 million and included the amount due from the Consolidated Revenue Fund of \$1,324 million (99%).

Total non-financial assets include tangible capital assets of \$179 million and land held for future claims settlements of \$39 million.

Significant changes

The change in liabilities is primarily due to a net increase in contingent liabilities of \$4,415 million offset by a decrease of \$615 million in accounts payable and accrued liabilities and a decrease of \$266 million in environmental liabilities.

Corporate information

ORGANIZATIONAL PROFILE

Appropriate ministers: The Honourable Marc Miller (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](#)^{lix}

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: who we are and what we do"](#)^{lx} is available on CIRNAC's website.

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

OPERATING CONTEXT

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

REPORTING FRAMEWORK

CIRNAC's approved Departmental Results Framework and Program Inventory of record for 2020–21 are shown below.

Core responsibility : Crown-Indigenous Relations		
<p>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.</p>		
Departmental results	Indicators	Program inventory
1. Indigenous peoples determine their political, economic, social and cultural development	Annual number of priorities identified through the Permanent Bilateral Mechanisms that result in policies, funding or legislation	Basic Organizational Capacity Consultation and Accommodation Consultation and Policy Development Federal Interlocutor's Contribution Program First Nation Jurisdiction over Land and Fiscal Management Management and Implementation of Agreements and Treaties Negotiations of Claims and Self-Government Agreements Other Claims Residential Schools Resolution Specific Claims
	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	
2. Indigenous peoples advance their governance institutions and regimes	Percentage of First Nations with fiscal bylaws or laws	
	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	
3. 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	

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

Supporting information on the program inventory

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

Supplementary information tables

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

- [Reporting on Green Procurement](#)^{lxiv}
- [Details of transfer payment programs](#)^{lxv}
- [Gender-based Analysis Plus](#)^{lxvi}
- Horizontal initiatives
 - [Nutrition North Canada](#)^{lxvii}
 - [Arctic and Northern Policy Framework](#)^{lxviii}
- [Response to parliamentary committees and external audits](#)^{lxix}

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#)^{lxx}. This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs, as well as evaluations and GBA Plus of tax expenditures.

Organizational contact information

[Crown-Indigenous Relations and Northern Affairs Canada](#)^{lxxi}

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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 an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority (priorité)

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

departmental result (résultat ministériel)

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

departmental result indicator (indicateur de résultat ministériel)

A quantitative measure of progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

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

Departmental Results Report (rapport sur les résultats ministériels)

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

experimentation (expérimentation)

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

full-time equivalent (équivalent temps plein)

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

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

An analytical 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 2019–20 Departmental Results Report, those high-level themes outlining the government's agenda in the 2019 Speech from the Throne, namely: Fighting climate change; Strengthening the Middle Class; Walking the road of reconciliation; Keeping Canadians safe and healthy; and Positioning Canada for success in an uncertain world.

horizontal initiative (initiative horizontale)

An initiative where 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 to the expected result.

planned spending (dépenses prévues)

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

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

program (programme)

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

program inventory (répertoire des programmes)

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

result (résultat)

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

statutory expenditures (dépenses législatives)

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

target (cible)

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

voted expenditures (dépenses votées)

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

Endnotes

- i Truth and Reconciliation Commission Calls to Action, <https://www.rcaanc-cirnac.gc.ca/eng/1524494530110/1557511412801>
- ii *Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA+ People*, <https://www.rcaanc-cirnac.gc.ca/eng/1622233286270/1622233321912>
- iii *National Action Plan: Ending Violence Against Indigenous Women, Girls, and 2SLGBTQIA+ People*, <https://mimiwg2splus-nationalactionplan.ca/>
- iv Indian Residential Schools Settlement Agreement, <https://www.rcaanc-cirnac.gc.ca/eng/1100100015576/1571581687074#sect1>
- v Recognition and Reconciliation of Rights Policy for treaty negotiations in British Columbia, <https://www.rcaanc-cirnac.gc.ca/eng/1567636002269/1567636037453>
- vi Canada's Arctic and Northern Policy Framework, <https://www.rcaanc-cirnac.gc.ca/eng/1560523306861/1560523330587>
- vii Nutrition North Canada, <https://www.nutritionnorthcanada.gc.ca/eng/1415385762263/1415385790537>
- viii Northern Abandoned Mine Reclamation Program, <https://www.rcaanc-cirnac.gc.ca/eng/1565968579558/1565968604553>
- ix Pre-1975 Treaties, <https://www.rcaanc-cirnac.gc.ca/eng/1370362690208/1544619449449>
- x 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>
- xi Schedule A: Commitments to further work, <https://www.rcaanc-cirnac.gc.ca/eng/1567636002269/1567636037453#sec16>
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- xiii ICPC joint priorities, <https://pm.gc.ca/en/news/news-releases/2021/04/08/inuit-crown-partnership-committee-continues-progress-shared>
- xiv Arctic Regions, <https://www.canada.ca/en/fisheries-oceans/news/2021/03/fisheries-and-oceans-canada-and-canadian-coast-guard-confirm-new-regions-boundaries-to-improve-services-to-the-arctic.html>
- xv Key priorities in the Canada-Métis Nation Accord, <https://pm.gc.ca/en/canada-metis-nation-accord>
- xvi *Daniels Decision*, <http://www.abo-peoples.org/en/daniels-decision/>
- xvii COVID-19 Economic Response Plan, <https://www.canada.ca/en/department-finance/economic-response-plan.html>
- xviii Indigenous Community Support Fund, <https://www.sac-isc.gc.ca/eng/1585189335380/1585189357198>
- xix Standing Committee on Indigenous and Northern Affairs, <https://www.ourcommons.ca/Committees/en/INAN>
- xx Evaluation of the Cabinet Directive on the Federal Approach to Modern Treaty Implementation, <https://www.rcaanc-cirnac.gc.ca/eng/1613055829578/1613055860135>
- xxi Canada-Congress of Aboriginal Peoples Political Accord, <http://www.abo-peoples.org/en/canada-congress-of-aboriginal-peoples-political-accord/>
- xxii Newfoundland Aboriginal Women's Network, <https://nawn-nf.com/>
- xxiii Quebec Native Women Inc., <https://www.faq-qnw.org/en/>
- xxiv Institute for Advancement of Aboriginal Women, <https://iaaw.ca/>
- xxv *First Nations Fiscal Management Act*, <https://laws-lois.justice.gc.ca/eng/acts/F-11.67/>
- xxvi First Nations Finance Authority, <https://www.fnfa.ca/en/>
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- xxxvi Call to action 53 of the Truth and Reconciliation Commission, <https://www.rcaanc-cirnac.gc.ca/eng/1524503926054/1557514163015>
- xxxvii Sixties Scoop Settlement Agreement, <https://sixtiesscoopsettlement.info/>
- xxxviii Federal Indian Day Schools Settlement Agreement, <https://www.rcaanc-cirnac.gc.ca/eng/1552427234180/1552427274599>
- xxxiv Sixties Scoop Healing Foundation, <https://www.nationalhealingfoundation.com/>
- xxxv McLean Day Schools Settlement Corporation, <https://www.rcaanc-cirnac.gc.ca/eng/1552427234180/1552427274599#sec5>
- xxxvi Indian Residential Schools Settlement Agreement, <https://www.rcaanc-cirnac.gc.ca/eng/1100100015576/1571581687074#sect1>
- xxxvii Call to action 46 of the Truth and Reconciliation Commission, <https://www.rcaanc-cirnac.gc.ca/eng/1524503097736/1557513982301>
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- xl *The Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA+ People*, <https://www.rcaanc-cirnac.gc.ca/eng/1622233286270/1622233321912>
- xli Principles Respecting the Government of Canada's Relationship with Indigenous Peoples, <https://www.justice.gc.ca/eng/csj-sjc/principles-principes.html>
- xlii Attorney General of Canada's Directive on Civil Litigation Involving Indigenous Peoples, <https://www.justice.gc.ca/eng/csj-sjc/ijr-dja/dclip-dlcpa/litigation-litiges.html>
- xliii Native Women's Association of Canada, <https://www.nwac.ca/nwac/>
- xliv Pauktuutit Inuit Women of Canada, <https://www.pauktuutit.ca/>
- xlvi Les Femmes Michif Otipemisiwak, <https://en2.metiswomen.org/>
- xlvii Canada's 2030 Agenda National Strategy: Moving forward together, <https://www.canada.ca/en/employment-social-development/programs/agenda-2030/moving-forward.html>
- xlviii Sustainable Development Goal 16 – Peace, justice and strong institutions, <https://www144.statcan.gc.ca/sdg-odd/goal-objectif16-eng.htm>
- xlix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#orgs/dept/129/infograph/intro>
- l Transitional Human Resources Development Strategy, <https://www.rcaanc-cirnac.gc.ca/eng/1565186303207/1565186324673#chp9>
- i Canada's Arctic and Northern Policy Framework, <https://www.rcaanc-cirnac.gc.ca/eng/1560523306861/1560523330587>
- ii Canada's Strengthened Climate Plan, <https://www.canada.ca/en/services/environment/weather/climatechange/climate-plan/climate-plan-overview/healthy-environment-healthy-economy.html>
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- iiii Harvesters Support Grant, <https://www.nutritionnorthcanada.gc.ca/eng/1586274027728/1586274048849>
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- lvi *Work Place Harassment and Violence Prevention Regulations*, <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2020-130/>
- lvii 2020–21 Public Accounts of Canada, <https://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- lviii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#orgs/dept/129/infograph/intro>
- lix *Department of Crown-Indigenous Relations and Northern Affairs Act*, <https://laws-lois.justice.gc.ca/eng/acts/C-49.8/FullText.html>
- lx CIRNAC mandate, <https://www.rcaanc-cirnac.gc.ca/eng/1539285232926/1539285278020>

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- lxv Details of transfer payments programs, <https://www.rcaanc-cirnac.gc.ca/eng/1634050776476>
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- lxviii Horizontal initiative: Arctic and Northern Policy Framework, <https://www.rcaanc-cirnac.gc.ca/eng/1634059188252>
- lxix Response to parliamentary committees and external audits, <https://www.rcaanc-cirnac.gc.ca/eng/1634052818070>
- lxx Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>
- lxxi Department of Crown-Indigenous Relations and Northern Affairs, <https://www.canada.ca/en/crown-indigenous-relations-northern-affairs.html>