



Crown-Indigenous Relations and Northern Affairs Canada

2017-18 Departmental Results Report



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TTY only 1-866-553-0554

QS-6385-200-EE-A1

Catalogue: R1-111E-PDF

ISSN: 2561-990X

©Her Majesty the Queen in Right of Canada, 2018. This publication is also available in French under the title:
Relations Couronne-Autochtones et Affaires du Nord Canada : Rapport sur les résultats ministériels de 2017-2018
(pdf)

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Note: The 2017–18 results and full narrative will only be reflected in the Departmental Results Report belonging to the applicable Department, as per the Orders-in-Council (OIC) that created Indigenous Services Canada (ISC) on November 30, 2017.

* Programs for which all elements are fully delivered by ISC.

** Programs for which elements have been split between Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) and ISC.

Ministers' Message

Achieving a fundamental and profound shift in the relationship between the Crown and Indigenous peoples is a top priority for the Government of Canada – reconciliation is central to our work. The Department has moved forward on key commitments, including accelerating the renewal of the relationship with Indigenous peoples and unlocking the potential of the North.

We are pleased to jointly present the Crown-Indigenous Relations and Northern Affairs Canada 2017–18 Departmental Report on Results.

In August 2017, the Prime Minister announced the dissolution of Indigenous and Northern Affairs Canada and the creation of two new departments: Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) and Indigenous Services Canada (ISC). The process of establishing these new departments has allowed a unique opportunity to reflect on how our partnership with Indigenous peoples has evolved and how we can ensure that we strengthen relationships and close socio-economic gaps as we move into the future. In July 2018, Northern Affairs was officially placed under the mandate of the new Minister of Intergovernmental and Northern Affairs and Internal Trade.

We have taken steps towards strengthening our relationship with Indigenous peoples in Canada by working closely with our Indigenous partners on many ongoing initiatives, including the continual implementation of the Truth and Reconciliation Commission's Calls to Action.

Building a better future through renewing the relationship between Canada and Indigenous peoples requires that we drastically improve how the federal government recognizes and implements Indigenous rights in all of our interactions with Indigenous peoples. We are committed to facilitating Indigenous discussion tables across the country to ensure that Indigenous voices guide the development of the Recognition and Implementation of Indigenous Rights Framework. We will continue to support these important discussions and explore new engagement approaches that respond to the unique rights, needs and interests of Indigenous groups across the country.

We are dedicated to ensuring that we work together in partnership with Indigenous peoples to identify and address shared priorities. Crown-Indigenous Relations and Northern Affairs Canada continues to participate in ongoing joint national distinction-based bilateral mechanisms with the Assembly of First Nations, Inuit Tapiriit Kanatami and the Métis National Council. These national tables ensure that co-developed policies and shared priorities reflect the unique concerns of First Nations, Inuit and the Métis Nation.

The Department continues to support Indigenous visions of self-determination. This past year, we continued to engage in the Recognition of Indigenous Rights and Self-Determination discussion tables, which co-develop mandates to advance interests in fostering self-determination, and work towards closing socio-economic gaps. Additionally, we worked with numerous First Nation communities in their pursuit of self-governance by participating in self-government negotiation tables across the country. We are proud to share that the largest education self-government agreement in Canada, signed with 23 Anishinabek First Nations in Ontario, came into effect on April 1, 2018.

We are modernizing institutional structures and governance to support our work. The Department continues to work with the Assembly of First Nations–Canada Joint Technical Working Group on Specific Claims to explore innovative methods and negotiation processes to settle land claims.



In response to the whole-of-government approach to modern treaty implementation, we continue to support the Cabinet Directive on the Federal Approach to Modern Treaty Implementation and have made meaningful strides to increase oversight, accountability and awareness. To this end, we continue to support other departments to develop assessments of modern treaty implications, which are required on all proposals to Cabinet, and provide support to the Deputy Ministers' Oversight Committee on Modern Treaty Implementation.

We continued our work in the North through advancing decisions on land and water management projects that contribute to social and economic development. This year, meaningful progress was made on the co-development of an Arctic Policy Framework with provincial, territorial, and Indigenous partners and other interested parties. In support of the Pan-Canadian Framework on Clean Growth and Climate Change, the Department helps Indigenous communities to realize their visions of resilience and self-determination through a suite of climate change programs. We continue to collaborate with key partners on the Nutrition North program by working closely with the working group and with the Nutrition North Canada Advisory Board to develop policies that respond to feedback from Northerners. Our Department is also committed to advancing the Nunavut devolution process which will provide the territory with more control over its economic and political future, including negotiating the transfer of public lands, rights, and resource management responsibilities.

Together, we have made meaningful progress and worked hard to both renew and strengthen our relationships with Indigenous organizations and people across the country. We have grown to understand that progress is more easily achieved when we work together, building solid partnerships based on trust and respect. It is important that we continue to work towards renewing relationships with First Nation, Inuit and Métis across Canada so that we can move forward with a shared strength and build a better future for all Canadians.

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

The Honourable Dominic LeBlanc, M.P., Q.C., P.C.
Minister of Intergovernmental and Northern Affairs and Internal Trade

Results at a glance

In August 2017, the Prime Minister announced the dissolution of Indigenous and Northern Affairs Canada, and the creation of two new departments: Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) and Indigenous Services Canada (ISC). The final structure of these two new departments is being determined in partnership with Indigenous people and CIRNAC has been leading engagements from coast-to-coast-to-coast.

CIRNAC is entrusted to accelerate progress towards self-government and self-determination agreements based on new policies, laws and operational practices, and to develop a Recognition and Implementation of Indigenous Rights Framework as well as leading the Government of Canada's work in the North.

On November 30, 2017, ISC was created, bringing together First Nation and Inuit health services (formerly with Health Canada), education, essential social services, child and family services programs as well as housing and infrastructure programs (formerly with Indigenous and Northern Affairs Canada). The 2017–18 results for these services are presented in the [2017–18 ISC Departmental Results Report](#)ⁱ.

Total actual spending: \$8,029,422,095		
Total full-time equivalents: 4,309		
Strategic Outcomes	Actual Spending	Full-time equivalents
The Government	3,015,210,223	779
The People	2,802,446,841	843
The Land and Economy	1,494,780,970	892
The North	431,617,758	361
Internal Services	285,366,303	1,434

Accelerating the Renewal of the Relationship with Indigenous peoples

In 2017–18, CIRNAC continued to advance Indigenous self-determination via three key priority areas: accelerating the renewal of the relationship with Indigenous peoples; modernizing institutional structures and governance to support Indigenous visions of self-determination; and unlocking the potential of the North.

On February 14, 2018, the Prime Minister announced that the Government of Canada will develop a [Recognition and Implementation of Indigenous Rights Framework](#)ⁱⁱ in partnership with First Nations, Inuit and Métis.

- Minister Bennett has been engaging Indigenous leaders, communities, organizations, women, youth and Elders on what they envision as part of the Framework. Between February 15, 2018 and March 31, 2018, 41 sessions were held with over 480 participants from nearly 250 organizations including 167 First Nations, two Inuit, and seven Métis groups. Engagements are continuing through 2018–19 with First Nation, Inuit, and Métis rights holders.



Progress has been made on implementing over 80 percent of the 76 [Truth and Reconciliation Commission's Calls to Action](#)ⁱⁱⁱ which fall under federal or shared purview, implicating 25 federal departments or agencies.

The Department continued to work closely with Justice Canada to settle claims out of court and resolve litigation through negotiation, where possible, instead of proceeding to trial. In 2017–18, the Department resolved litigation relating to seven First Nations in four different Provinces/Territories.

Canada is engaged in the Recognition of Indigenous Rights and Self-Determination discussion tables to explore shared priorities, and co-develop mandates to advance interests in fostering self-determination, and work towards closing socio-economic gaps ahead of formal agreements.

- As of March 2018, there were over 55 discussion tables involving over 300 First Nations, 1 Inuit community, as well as with 6 Métis groups across the country. More than 700,000 individuals (over 520,000 First Nation peoples, 200 Inuit and over 170,000 Métis individuals) are members of these communities.

In 2017–18, the Department participated in 6 meetings of the Assembly of First Nations-Canada Joint Technical Working Group on Specific Claims. The discussions, in respect of interim process reform, focussed on a more collaborative approach to resolving specific claims. The Joint Technical Working Group also began discussions on developing a broad Dialogue process that is intended to engage rights holders in examining options for longer term policy, process and legislative reform.



Ginigaaniimenaaning, Stained Glass Window in Parliament
Commemorating the Legacy of Indian Residential Schools

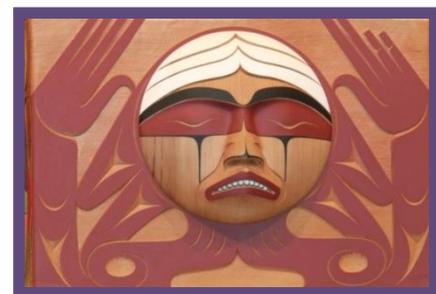
Modernizing Institutional Structures and Governance to Support Self-Determination

In May 2016, the Department agreed to a collaborative fiscal policy development process with 25 Self-Governing Indigenous Governments. A number of working groups have been set up to advance this joint policy work.

- As of March 31, 2018, the group held 20 policy steering committee meetings and more than 80 technical working group meetings. This collaboration resulted in a co-developed draft Self-Government Fiscal Policy framework produced in December 2017, for which Canada committed to seeking further instructions on in early 2018.

Since the announcement of the creation of the permanent bilateral mechanisms in 2016, there have been eleven meetings between key federal cabinet ministers and Indigenous leaders to advance joint priorities. As a result of these meetings, the Government has worked in partnership with the Assembly of First Nations, Métis Nation, and Inuit Tapiriit Kanatami to make progress in addressing key social, economic, cultural and environment issues together such as: housing, skills development, early learning and child care, health, languages and post-secondary education.

Through a whole-of-government approach, the Deputy Ministers' Oversight Committee supports nation-to-nation relationships with Indigenous peoples by providing executive oversight of the implementation of the



A Bentwood Box, carved by Coast Salish artist Luke Marston, a tribute to all Indian Residential School

Cabinet Directive on the Federal Approach to Modern Treaty Implementation. The Committee met five times over the 2017–18 fiscal year, where Indigenous partners participated in three of these meetings.

- As required under the 2015 Cabinet Directive on the Federal Approach to Modern Treaty Implementation, the Modern Treaty Implementation Office initiated work with Indigenous and federal partners on an annual report, to be tabled in 2018, to provide information on Canada's efforts to implement modern treaties.

Finally, CIRNAC provided support to other departments and agencies with the completion of the Assessment of Modern Treaty Implications, required for all Cabinet submissions pursuant to the Cabinet Directive on the Federal Approach to Modern Treaty Implementation. In 2017–18, CIRNAC assisted federal departments with the development of 69 assessments.

Advancing Work in the North

In 2017–18, CIRNAC worked with territorial, provincial and Indigenous partners, as well as other federal departments and agencies, to co-develop an Arctic Policy Framework Discussion Guide. This supported intensive public and targeted engagement with Northerners and stakeholders, including 25 engagement sessions: 10 regional roundtables held in northern locations, and 15 stakeholder sessions.

On July 9, 2016, the Government appointed a new Chief Federal Negotiator for Nunavut devolution. Upon confirmation of a renewed mandate, the Chief Federal Negotiator resumed meetings with officials from the Government of Nunavut and Nunavut Tunngavik Incorporated on specific issues to build common ground and to advance the negotiation of an Agreement-in-Principle. The achievement of an Agreement-in-Principle will lead to the next phase, which is the negotiation of a Final Agreement for the transfer of responsibilities for land and resource management to the Government of Nunavut. Negotiations are progressing.

Following the Nutrition North Canada public engagement process, the Department continued to work with key partners and stakeholders on updating the program. In May 2017, under the Nutrition North Canada Advisory Board, a meeting was held with key stakeholders to build consensus on ways the program can be more responsive to the needs of Northerners, and the Nutrition North Canada Indigenous Working Group began working together to collaboratively develop policy options to inform program updates.

In support of the Pan-Canadian Framework on Clean Growth and Climate Change, the Department supported Indigenous peoples and Northerners to increase their resilience through the identification of adaptation risks and adaptation measures.

- The Climate Change Preparedness in the North program exceeded its target with respect to the number of vulnerability assessments and adaptation plans. A number of projects conducted assessments on multiple communities, meaning more assessments could be completed than initially expected. The program sought and secured additional funds through Budget 2017 for the implementation of adaptation measures.

As of March 2018, construction of the Canadian High Arctic Research Station campus has resulted in over 219,000 hours of Inuit employment worth over \$7 million dollars. Skills development activities worth \$400,000 have been undertaken and \$51.5 million in construction contracts have been awarded to firms registered under Nunavut Tunngavik Inc.



Main Research Building of the Canadian High Arctic Research Station campus, Cambridge Bay, Nunavut, March 2018

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

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

Raison d'être

Indigenous and Northern Affairs Canada supports Indigenous peoples (First Nations, Inuit and Métis) and Northerners in their efforts to:

- Improve social well-being and economic prosperity;
- Develop healthier, more sustainable communities; and
- Participate more fully in Canada's political, social and economic development — to the benefit of all Canadians.

The Minister of Crown-Indigenous Relations and the Minister of Intergovernmental and Northern Affairs and Internal Trade are responsible for this organization.

Note: Until the establishing legislation is amended, the legal name of the department for Appropriation Acts remains Department of Indian Affairs and Northern Development.

Mandate and role

In August 2017, the Prime Minister announced plans for the dissolution of Indigenous and Northern Affairs Canada (INAC) and the creation of two new departments: Indigenous Services Canada (ISC) and Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC). On November 30, 2017, the Education and Social Development Programs and Partnership Sector and Regional Operations Sector were transferred from INAC to ISC, pursuant to the Orders-in-Council. Indigenous and Northern Affairs Canada's applied title subsequently became Crown-Indigenous Relations and Northern Affairs Canada.

For the purpose of the 2017–18 CIRNAC Departmental Results Report, the priorities and results are aligned to the 2017–18 reporting framework of the former Indigenous and Northern Affairs Canada under the following strategic outcomes:

- a) **Government** - Support good governance, rights and interests of Indigenous peoples.
- b) **People** - Individual, family and community well-being for First Nations and Inuit.
- c) **Land and Economy** - Full participation of First Nations, Métis, Non-Status Indians and Inuit individuals and communities in the economy.
- d) **North** - Self-reliance, prosperity and well-being for the people and communities of the North

For more general information about the Department, see the "Supplementary information" section of this report. For more information on the Department's organizational mandate letter commitments, see Minister Bennett's [mandate letter](#)^{iv} and Minister LeBlanc's [mandate letter](#)^v.

Operating context and key risks

Operating context

As part of the journey towards Reconciliation, the Government of Canada has taken an important step to renew the relationship with Indigenous peoples, based on the recognition of rights, respect, cooperation and partnership, by announcing a profound shift in the way the Government delivers services and supports self-determination and self-government of Indigenous peoples.

In order to develop structures that are better aligned to support Reconciliation, on August 28, 2017, the Prime Minister announced the intention to create two new departments:

- Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC), which will advance nation-to-nation, Inuit-Crown, and government-to-government relationships; support Indigenous peoples' vision of self-determination; and lead the Government of Canada's work in the North; and,
- Indigenous Services Canada (ISC), which will improve access to high-quality services for First Nations, Inuit and Métis; support and empower Indigenous peoples to control the delivery of those services; and improve the socio-economic conditions, quality of life and safety in their communities.

A key step was taken on November 30, 2017, with the creation of ISC, formalizing the creation of a new Department that brings together essential and mutually reinforcing services: First Nations and Inuit health services (formerly with Health Canada), education services, essential social services, child and family services programs, as well as housing and infrastructure services (formerly with Indigenous and Northern Affairs Canada).

The Government of Canada recognizes that the relationship between the Crown and Indigenous peoples has been built on colonial structures, which has contributed to the current unacceptable socio-economic gap. Transformation to break from the colonial past requires new approaches to how we do business. Consistent with the recommendations of the Royal Commission on Aboriginal Peoples, CIRNAC is responsible for negotiating and implementing agreements to accelerate self-determination, manage Northern programming and Arctic Policy, and leading the whole-of-government approach to renew the relationship with Indigenous peoples. On February 14, 2018, a national engagement process, led by Minister Bennett in partnership with First Nations, Inuit and Métis, was launched to lead to the development of a Recognition and Implementation of Indigenous Rights Framework. The Framework will include legislation and policy that ensures the recognition and implementation of rights as the basis for all relations between Indigenous peoples and the Government of Canada.

Following the creation of CIRNAC and ISC, there is now a historic opportunity to make lasting change and move away from colonial and paternalistic approaches — towards a new era of collaboration with Indigenous peoples – based upon respect and the recognition and implementation of rights.

Key risks

Throughout the year, CIRNAC had a well-defined governance structure with effective risk management practices to address challenges that may impact the achievement of desired outcomes. Key to these risk management practices were risk assessments and risk mitigation plans at the corporate, sector, region, program and project level. The Department updated its corporate risk profile to ensure risk mitigation activities were factored into its planning processes. In addition, special risk and audit projects were completed to identify, assess, and address the transformation risks arising from the formation of CIRNAC as a new Department. A Transformation Risk Assessment was conducted to inform transformation discussions, the development of new corporate risk profiles and update the Risk-based Audit Plan. An audit consulting project was also completed to explore the foundational elements of transformation through the lens of internal services.

The tables below outline the Department's three most significant external risks (Indigenous Relationship Risk, Environmental Risk and Legal Risk) and the status of the key mitigating strategies undertaken in 2017–18.

Indigenous Relationship Risk

Indigenous Relationship risk relates to the importance of the Department developing and maintaining nation-to-nation relationships with Indigenous peoples that break away from past colonial approaches.

Mitigating Strategy and Effectiveness	Link to CIRNAC's Programs	Link to mandate letter commitments, government-wide and departmental priorities
<p>On February 14, 2018, the Prime Minister announced that the Government of Canada will develop a Recognition and Implementation of Indigenous Rights Framework in partnership with First Nations, Inuit and Métis. Between February 15, 2018 and March 31, 2018, CIRNAC held 41 engagement sessions to hear perspectives on what legislative and policy changes are necessary to ensure that the constitutional commitments made to Indigenous peoples are respected. There were over 480 participants from nearly 250 organizations including 176 First Nations, Inuit, and Métis groups at these sessions.</p>	<p>Governance and Institutions of Government</p> <p>Rights and Interests of Indigenous Peoples</p> <p>First Nations Individual Affairs</p>	<p>Support the implementation of the Truth and Reconciliation Commission's Calls to Action and the establishment of a National Council for Reconciliation</p>
<p>The distinctions-based permanent bilateral mechanisms have been effective at developing strong, productive, and respectful relationships with Indigenous peoples, communities, organizations and governments. The permanent bilateral mechanism process has been instrumental in leveraging results on a number of challenges facing Indigenous peoples, e.g. in First Nations Policing, Child and Family Services, working to eliminate tuberculosis across Inuit Nunangat, and Métis Veterans, by providing a forum for discussion at the highest level on issues of importance for all parties. The process has also been able to help advance files which may have faced challenges in the past when dealt with through traditional, departmental-specific approaches. As a result, progress is being achieved on key commitments in the mandate letters.</p>	<p>Northern Governance and People</p>	<p>Lead whole-of-government approach to renewal of nation-to-nation, Inuit-Crown, and government-to-government relationship</p> <p>Increase the number of modern treaties and new self-government agreements</p>
<p>The Government of Canada is working with Indigenous communities at over 55 discussion tables (as of March 2018) across the country to explore new ways of working together to advance the recognition of Indigenous rights and self-determination. These discussions represent over 300 First Nation communities, 1 Inuit community, as well as with 6 Métis groups across the country, with a total population of approximately 700,000 people.</p>		<p>Launch the engagement strategy for a National Reconciliation Framework</p>

Mitigating Strategy and Effectiveness	Link to CIRNAC's Programs	Link to mandate letter commitments, government-wide and departmental priorities
<p>In May 2016, CIRNAC agreed to a collaborative fiscal policy development process with Self-Governing Indigenous Governments. As of March 31, 2018, the working group held 20 policy steering committee meetings and more than 80 technical working group meetings. This collaboration effort has resulted in a co-developed draft Self-Government Fiscal Policy framework produced in December 2017, for which Canada committed to seeking further instructions on in early 2018.</p>		<p>Undertake a review of laws and policies to ensure the Crown is fulfilling its obligations and commitments to the recognition and implementation of Indigenous peoples' rights</p> <p>Establish a new fiscal relationship with self-governing First Nations</p> <p>Work with the Métis Nation to advance reconciliation and renew the relationship</p>
<p>As part of the Government of Canada's commitment to develop a Recognition and Implementation of Indigenous Rights Framework, the Minister of CIRNAC has held seven distinct engagement sessions with Métis groups.</p>		
<p>Canada is also engaged in Recognition of Indigenous Rights and Self-Determination discussion tables with each of the five governing members of the Métis National Council and the Metis Settlements General Council to explore shared priorities and work towards closing socio-economic gaps ahead of formal agreements, and to co-develop mandates to advance interests in fostering self-determination.</p>		
<p>Through significant additional funding the Department has bolstered, its support from Budget 2018 of Métis Nation governance, including funding to support the maintenance and operation of objectively verifiable membership systems.</p>		

Environmental Risk

Environment risk refers to the risk to the Department posed by human activities that impact the environment and the risk of environmental processes such as climate change.

Mitigating Strategy and Effectiveness	Link to CIRNAC's Programs	Link to mandate letter commitments, government-wide and departmental priorities
Working with territories and co-management boards as set out in Northern Land Claim Agreements to pursue Regional Strategic Environmental Assessment work in regions of high oil and gas resource potential.	Infrastructure and Capacity	<p>Undertake a review of laws and policies to ensure the Crown is fulfilling its obligations and commitments to the recognition and implementation of Indigenous peoples' rights</p> <p>Implement the Pan-Canadian Framework on Clean Growth and Climate Change and support northern communities confronting immediate climate adaption challenges</p> <p>Develop a new Arctic Policy Framework and a shared Arctic Leadership model for the government's work in the North</p>
Participated in eight environmental assessments to contribute federal expertise and understand environmental risks from proposed projects, in order to provide sound advice for ministerial decisions.	Northern Governance and People	
Two climate change adaptation programs (First Nation Adapt and Climate Change Preparedness in the North) were launched in 2016–17 and were expanded in 2017–18. The Indigenous Community-Based Climate Monitoring program was launched in 2017–18.	Northern Science and Technology	
The Department supports energy coordinators in lower capacity northern regions to directly engage communities and develop clean energy projects.	Northern Land, Resources and Environmental Management	
The Department continued to work with Environment and Climate Change Canada as a custodian partner with the Federal Contaminated Sites Action Plan. CIRNAC participated in the horizontal initiative by participating in working group meetings, reporting and information sharing, which enabled the Department to maintain a consistent approach to managing contaminated sites in the North.		
The Department conducted annual updates to project risk registers to identify all environmental risks and outline respective mitigation measures. CIRNAC also continued to hold project-specific management boards and oversight committees to ensure effective and ongoing monitoring of risks and risk treatment actions. For example, progress on the site stabilization plan was addressed at the quarterly Giant Mine Management Board meetings and at the bi-weekly Project Management Team meetings.		
Northern regional diagnostics were developed through collaborative work with other federal departments and regional partners.		
A draft framework for the Northern Adaptation Strategy was developed and further engagement is underway and completion is expected in late 2018.		
The development of a review strategy for the Mine Site Reclamation Policy for Nunavut is ongoing with input from northern stakeholders through preliminary discussions with industry and the Regional Inuit Associations.		
Legislative and regulatory improvement in the three territories is ongoing in response to comments and concerns from stakeholders, and in response to new developments in technology and changing practices.		
The Department engaged First Nations on issues related to solid waste management through meetings with the First Nations Solid Waste Management National Advisory Committee and through targeted engagement sessions. Between May 4, 2017 and June 29, 2017, the Department held seven regional face-to-face engagement sessions across the country with representatives from 161 First Nation communities, discussing environmental issues including solid waste infrastructure. The engagement sessions resulted in a First Nations ranked priority list.		

Legal Risk

Legal risk recognizes that departmental policies, programs and activities may result in litigation.

Mitigating Strategy and Effectiveness	Link to CIRNAC's Programs	Link to mandate letter commitments, government-wide and departmental priorities
<p>The Government of Canada is working with Indigenous communities across the country to explore new ways of working together to address past wrongs and resolve outstanding claims/litigation. The Recognition of Indigenous Rights and Self-Determination processes are providing a venue to advance positions in co-operative dispute resolution processes that are consistent with the resolution of past wrongs toward Indigenous peoples.</p> <p>The Department works internally to strategically manage the effective and efficient resolution of litigation. The Department also disseminates court decisions that may impact departmental obligations, so that sectors can update practices and policies as required to comply with legal opinions.</p> <p>The Department's preference remains to resolve Indigenous grievances through negotiation rather than litigation. As such, the Department fulfilled seven out-of-court settlement agreements. The Department continues to work with Justice Canada, other federal government departments, provinces, territories, Indigenous groups and implicated stakeholders to explore interests and options to resolve litigation through out-of-court settlements, where possible.</p> <p>The Department worked with Justice Canada to ensure that contingency planning is undertaken from a legal and departmental perspective for all significant litigation. Contingency plans identify key potential outcomes, risks and possible departmental responses.</p> <p>The Department implemented a Senior Management Litigation Committee to discuss litigation with implications across the Department, and manage risk. The Department also established a quarterly review of litigation which enables the Department to identify key cases requiring risk management.</p> <p>Sectors within the Department consult regularly through various litigation committees and working groups to discuss key legal risks that could affect departmental programs or policies. The Department consistently works to develop risk management strategies, including possible program or policy responses to prevent future litigation.</p> <p>The Department undertook an in depth review of litigation across various thematic groupings (e.g. operational/policy/program, Section 35, consultation and accommodation and historic land transaction litigation) These analyses identified various trends and risks. The Department discussed operational and policy shortcomings related to these litigation groupings, as well as prevention and mitigation strategies with implicated sectors and programs.</p> <p>Sectors also actively participated in litigation management committees and working groups to discuss and advise on court decisions implicating a particular program or policy, and any needed policy or program responses.</p> <p>In addition, the Department regularly consults with Indigenous groups with the aim of developing programs and policies that meet their needs and avoid implementation risks.</p> <p>Programs and sectors are consulted on these plans. All contingency plans are brought forward to the Directors General Litigation Committee for discussion and to Senior management for approval as needed.</p>	<p>Rights and Interests of Indigenous Peoples</p> <p>Management and Implementation of Agreements and Treaties</p> <p>Other Claims</p>	<p>Undertake a review of laws and policies to ensure the Crown is fulfilling its obligations and commitments to the recognition and implementation of Indigenous peoples' rights</p> <p>Advance positions in co-operative dispute resolution processes that are consistent with the resolution of past wrongs toward Indigenous peoples. Update elements of the treaty relationship to ensure consistency with a recognition of rights approach</p>

Mitigating Strategy and Effectiveness	Link to CIRNAC's Programs	Link to mandate letter commitments, government-wide and departmental priorities
The Department considered the advice of Justice Canada on whether to appeal court decisions. In deciding whether or not to appeal, the Department took into consideration the Principles respecting the Government of Canada's relationship with Indigenous peoples, the most important relationship to Canada, as well as legal, policy, program, financial and reputational risks.		

Results: what we achieved

Strategic Outcome: The Government

Support good governance, rights and interests of Indigenous peoples

Program 1.1: Governance and Institutions of Government**

Description

This Program provides support to First Nation governments, as well as Indigenous governance institutions and organizations. The intent of this support is to facilitate capacity development in the Indigenous public service, the elected leadership, and entities that administer aggregate services on behalf of or to First Nation governments and their communities. Transparent and accountable First Nation governments attract investment, create opportunities, and effectively support their citizens. Transparent and accountable institutions and organizations strengthen the fabric of Indigenous governments across Canada, assist Indigenous communities and their governments in attracting investment, and support Indigenous participation in the Canadian economy. Ultimately, good governance practices are essential for active Indigenous participation in Canadian society and the economy.

All 1.1 Program elements belong to CIRNAC with the exception of: support to First Nations government, support for capacity development, and support for aggregate services, which belong to ISC. Information and results on these ISC programs are reported in the [2017–18 Indigenous Services Canada Departmental Results Report](#). Information is available on both websites: [ISC^{vi} Program: Governance and Institutions of Government](#), [CIRNAC^{vii} lower-level Program 1.1](#) and in the [GCInfobase^{viii}](#).

Results

The Prime Minister announced permanent bilateral mechanisms with national Indigenous organizations in December 2016. In 2017–18, there have been 11 meetings between key cabinet ministers and Indigenous leaders. As a result of these meetings, Canada and the Métis Nation have signed sub-accords on various subjects, such as housing, which will guide the delivery of funds, and the Inuit Crown Partnership Committee pledged to eliminate tuberculosis (TB) across Inuit Nunangat by 2030 with a 50 percent reduction in active TB cases by 2025, as well as advancing the early learning and Inuit housing priorities. In addition, the First Nations policing program, delivered in partnership between provinces/territories, First Nations, Inuit communities and the Government of Canada, through Public Safety Canada, received long term funding commitment of \$291 million over five years.

The Truth and Reconciliation Commission identified 94 Calls to Action, 76 of which fall under federal or shared responsibility with other partners, implicating 25 federal departments or agencies. Progress has been made on implementing over 80 percent of the Calls to Action under federal or shared purview. Four Calls to Action are complete, with at least 29 others expected to be completed within the next 18 months. Information on the implementation status of all 76 Calls to Action within federal or shared responsibility can be found on the new Calls to Action webpage entitled [Delivering on Truth and Reconciliation Commission Calls to Action^{ix}](#). Important progress has already been made and will lead to greater and more equitable access to quality education, health care, clean water, housing and employment services for Indigenous peoples. This includes the announcement in May 2016 of Canada's unequivocal support to the

United Nations Declaration on the Rights of Indigenous Peoples, which directly relates to Calls to Action number 43 and 44. The Calls to Action are extensive and some require longer-term, transformative change. Many involve multiple parties and require significant consultation and coordination. Taking into account the scope of the task and the wide range of partners involved, it will take time to ensure it is done right, with careful consideration of how best to support ongoing healing. The Government of Canada is also working with other jurisdictions and partners to advance implementation of those 18 Calls to Action outside of the federal purview. The establishment of the [National Council for Reconciliation](#)^x will support the efforts to advance the Calls to Action. To this end, on December 14, 2017, the Government of Canada announced the creation of a six member interim board that will provide advice on the establishment of the Council, the scope and scale of its proposed mandate, and will undertake independent engagement. The Interim Board submitted their interim report on May 14, 2018 and their final report on June 12, 2018. The Government is examining proposed next steps.

In 2017–18, CIRNAC helped to build the financial, fiscal and governance capacity of First Nation governments through its support for the three *First Nations Fiscal Management Act* (FNFMA) institutions (the First Nations Tax Commission, the First Nations Financial Management Board, and the First Nations Finance Authority). These institutions assist First Nation governments in building capacity and exercising greater control over core government functions, such as the generation of own-source revenues, local taxation, governance, financial management, and access to long-term financing through the issuance of bonds on capital markets.

In addition to existing core operational funding of \$12.3 million for these institutions, CIRNAC, through internal re-allocations, provided additional support of over \$6 million for the First Nations Financial Management Board, the First Nations Finance Authority, and the First Nations Tax Commission. These additional funds contributed towards the addition of 18 new First Nations to the schedule of the FNFMA, and the collection of \$80 million in property tax revenues in 150 First Nations. Budget 2018 also committed \$50 million over five years and \$11 million per year ongoing, to strengthen the First Nations Financial Management Board, the First Nations Finance Authority, and the First Nations Tax Commission's operational funding base.

The Department, the institutions, the province of British Columbia, treaty and self-governing First Nations continued regulatory co-development to enable treaty and self-governing First Nations to access the FNFMA regime. Other proposed changes will enable the First Nations Financial Management Board to work with First Nations not yet scheduled to the FNFMA and provide them with a compliance report on their financial management performance and financial administration laws. These proposed changes are subject to parliamentary approval and regulatory development through the Governor-in-Council.

Given that ISC was established as per the Orders in Council, effective November 30, 2017, the Public Accounts for ISC only covered the period of November 30, 2017 to March 31, 2018. Therefore the financial and human resources were split accordingly in the tables below:

Budgetary financial resources (dollars)				
2017-18 Main Estimates	2017-18 Planned Spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual minus planned)
413,808,860	413,808,860	305,462,440	305,462,440	(108,346,420)

The difference between Planned Spending and Actual Spending primarily reflects the deemed appropriations to ISC as per the Orders in Council (-\$156.7 million). This reduction is offset by incremental funding provided through an internal reallocation from other programs for Indian Government Support activities to meet demand for Indigenous Governance Institutions and Organizations services.

Human resources (full-time equivalents)		
2017-18 Planned	2017-18 Actual	2017-18 Difference (actual minus planned)
409	285	(124)

The difference between Planned and Actual full-time equivalents primarily reflects the deemed appropriations to ISC as noted above.

Program 1.2: Rights and Interests of Indigenous Peoples

Description

This Program seeks to strengthen collaboration between governments and Indigenous groups through mutual respect, trust, understanding, shared responsibilities, accountability, dialogue and negotiation concerning the rights and interests of Indigenous peoples. Partnerships will be established helping to contribute to the strengthening of the social, economic and cultural well-being of Indigenous communities to support conditions for more active participation in Canadian society. The Program also addresses reconciliation objectives, constitutional and historic obligations and public policy by: negotiating agreements that achieve clarity with respect to law-making authority and the ownership, use and control of lands and resources; addressing specific claims; dealing with special claims; developing multi-partner processes in areas identified by Indigenous groups and the federal government; and supporting effective and meaningful consultation and accommodation with Indigenous groups and their representation in federal policy and program development.

Results

On February 14, 2018, the Prime Minister announced the Government of Canada's commitment to developing a Recognition and Implementation of Indigenous Rights Framework in full partnership with First Nations, Inuit and Métis peoples. While the contents of the Framework are being determined through national engagement activities led by Minister Bennett, as a starting point, it may include new legislation such as, the foundation for rights recognition and implementation and a new policy to replace the Comprehensive Land Claims and Inherent Right policies.

In 2017–18, CIRNAC supported calls from Indigenous groups for venues to meaningfully discuss their rights and self-determination interests. As of March 31, 2018, over 55 discussions tables were underway with Indigenous communities across the country to explore new ways of working together. These discussions represent over 300 First Nations, 1 Inuit community, and with 6 Métis groups across the country. More than 700,000 people (over 520,000 First Nation peoples, 200 Inuit, and over 170,000 Métis individuals) are members of these communities. A number of milestone documents, including Memoranda of Understanding and Framework Agreements to advance reconciliation, were concluded through these processes in 2017–18. Through Recognition of Indigenous Rights and Self-Determination discussions, the Government is working with Indigenous people to co-develop mandates that better address their needs and priorities and help advance, in partnership, community-identified priorities. These discussions provide a forum for the Government to support the reconstitution of Indigenous nations, as well as self-determination and self-government.

Through these processes, Canada is also engaging new partners. For example, Canada is engaged in Recognition of Indigenous Rights and Self-Determination discussion tables with each of the five governing members of the Métis National Council and the Metis Settlements General Council to explore shared priorities and to co-develop mandates to advance interests in fostering self-determination. The parties are adopting a phased approach which will employ a series of incremental measures to move the parties towards lasting reconciliation while advancing the Métis vision of self-determination.

In 2017–18, CIRNAC exceeded its target of having 594 departmental processes and programs in place that support Crown and Indigenous groups in addressing rights and interests of Indigenous peoples by 90 (684 in total). More specifically, there was an increase of 10 Recognition of Indigenous Rights and Self-Determination tables (55 tables instead of 46 tables and an increase in the number of specific claims resolved by means of negotiated settlement agreements from 19 in 2016–17 to 31 in 2017–18. However,

there was a decrease in the number of consultations by 30 (150 instead of 180, which includes Aboriginal and Treaty Rights Information System training sessions, Duty to Consult training sessions, Interdepartmental meetings and meetings with Consultation protocol holders (negotiation/implementation) and a decrease in the number of comprehensive land claim and self-government negotiations tables by 28 (52 tables instead of 80). For the most part, the decrease in the number of comprehensive land claim and self-government negotiations tables can be attributed to a shift to Recognition of Indigenous Rights and Self-Determination discussions and others that have concluded processes. Significant progress is also being achieved in the negotiation of comprehensive claims and self-government agreements with Indigenous groups and provincial and/or territorial governments at over 52 active negotiation tables representing 185 Indigenous communities with a population of about 195,000. New tools and processes are being developed to help advance negotiations. CIRNAC is also engaging with Indigenous groups with overlapping claims and/or territories to consult on and accommodate overlapping interests affecting over a dozen active negotiation tables.

CIRNAC achieved major agreement milestones in 2017–18. For example, on December 14, 2017, Bill C-61, the *Anishinabek Nation Education Agreement Act*, received Royal Assent, marking the first self-government agreement in Ontario with 23 Anishinabek First Nations. The Agreement, the largest education self-governing agreement in Canada, came into effect on April 1, 2018, recognizes Anishinabek law-making powers and authority over kindergarten through the 12th grade education on reserve and a new education system grounded in Anishinabek culture and language. A bilateral stand-alone self-government agreement-in-principle was also signed with the Whitecap Dakota First Nation on April 27, 2017 to advance their vision of self-determination. The *Cree Nation Governance Agreement Act* received Royal Assent on March 29, 2018. This Act gives effect to the Cree Nation Governance Agreement which advances self-determination for approximately 18,000 Cree on their communities' land. Pursuant to the 2008 New Relationship Agreement, Canada has provided the final settlement payment of \$200 million dollars to the Cree.

CIRNAC worked closely with British Columbia and the First Nations Summit to improve and expedite modern treaty negotiations in the BC treaty process. In the process of implementing the proposals in the Multilateral Engagement report, the tripartite technical working group met regularly and continued to develop proposals and work plans. The working group focused on, among others, key recommendations to establish a forum on rights recognition approach to certainty and to develop a document that clarifies the roles and responsibilities of the BC Treaty Commission. The technical working group and senior officials group drafted and advanced work on a political accord to be signed by the Principals to the BC treaty process.

Since May 2016, the Government and Self-Governing Indigenous Governments have been engaged in the Collaborative Self-Government Fiscal Policy Development Process, to develop a new policy framework for the provision of federal financial support to self-government. A co-developed draft policy proposal was completed in December 2017.

CIRNAC has continued to advance reconciliation through relationship building by supporting the negotiation of new consultation protocols with several communities and organizations, including in the context of Recognition of Indigenous Rights and Self-determination discussions. CIRNAC also supported an additional two consultation resource centres, which support the capacity needs in Indigenous communities by providing access to consultation-related resources and services to facilitate community involvement in consultation processes.

CIRNAC delivered training to approximately 475 federal officials in 17 sessions to improve their understanding of their legal duty to consult obligations. CIRNAC also provided federal support on Indigenous consultation issues related to the environmental assessment and regulatory reviews.

CIRNAC continued to enhance the functionality of the Aboriginal and Treaty Rights Information System, through the addition of 631 new records and the updating of 2,808 existing records, with a major focus on the update of records for Métis groups to provide more complete information to support consultation and, where appropriate, accommodation.

The Department continued to participate in the Assembly of First Nations – Canada Joint Technical Working Group on Specific Claims in 2017–18. Discussions in respect of interim process reform focussed on a more collaborative approach to Specific claim resolution. Based on direction received from stakeholders, the Working Group began discussing a proposal to explore an independent mechanism to oversee the assessment of claims and negotiation processes.

Results achieved			
Expected results	Performance indicators	Targets	Actual results
Certainty and/or clarity of rights and interests of Indigenous peoples through strengthened collaboration between governments and Indigenous groups	Number of departmental processes and programs in place that support the Crown and Indigenous groups in addressing rights and interests of Indigenous peoples, and other Crown obligations ^a	594 by March 31, 2018	2017–18: 683 ^b 2016–17: 684

^a Indicator created in 2016–17.

^b 55 Recognition of Indigenous Rights and Self-Determination tables; 426 specific claims; 150 consultations (including Aboriginal and Treaty Rights Information System training and Duty to Consult training sessions; Interdepartmental meetings and meetings with Consultations protocol holders (both for negotiation and implementation of agreements); and 52 comprehensive land claim and self-government negotiation tables.

Budgetary financial resources (dollars)				
2017–18 Main Estimates	2017–18 Planned Spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (actual minus planned)
1,035,735,011	1,035,735,011	1,684,014,236	1,561,299,599	525,564,588

The difference between Planned Spending and Actual Spending primarily reflects incremental funding provided through Supplementary Estimates for the settlements of specific claims (+\$498.8 million); to continue the negotiation and implementation of comprehensive land claim, treaty-related and self-government agreements (+\$49.5 million); to support Métis rights and relationships with the intent of building a government-to-government relationship with the Métis Nation (+\$21.3 million); for the specific claims program (Budget 2017) (+\$19.7 million); internal reallocation from other program for the National Centre for Truth and Reconciliation (+\$10 million); and for the table discussions on Recognition of Indigenous Rights and Self-Determination (+\$10.1 million). This increase also reflects additional funding provided through internal reallocation of resources from other programs. This increase is partially offset by the deferral of the funds for the specific claims settlements (-\$115.6 million). These funds were not required in 2017–18 and will be re-profiled to future years when it would be available for the intended purpose. Specific claims settlement funding cannot be used for any other purpose than for settling specific claims but can be re-profiled to future years to be available for the intended purpose.

.Human resources (full-time equivalents)		
2017-18 Planned	2017-18 Actual	2017-18 Difference (actual minus planned)
254	397	143

The difference between Planned and Actual full-time equivalents primarily reflects incremental funding provided through Supplementary Estimates as noted above.

Information on Program 1.2 lower-level is available on [CIRNAC's website](#) and in the [GCInfobase](#).

Program 1.3: Management and Implementation of Agreements and Treaties

Description

This Program aims to create and maintain ongoing partnerships to support fulfillment of Canada's legal obligations pursuant to both pre- and post-1975 treaties, while considering ongoing rights and interests of Indigenous peoples. This Program supports Indigenous communities in articulating their interests, participating in economic activities, and managing and developing land and resources, where applicable. It also helps to demonstrate the importance of treaties and related partnerships between the Crown and Indigenous peoples. This is achieved by honouring Canada's obligations as set out in final settlement agreements and treaties, and by improving collaboration between Canada and Indigenous peoples, and between Canada and pre- and post-1975 Treaty groups. Creating and maintaining relationships and partnerships that honour pre- and post-1975 treaties contributes to strengthened, healthy, self-reliant and sustainable Indigenous communities while promoting delivery of programs and services vital to the health and advancement of Indigenous peoples.

Results

CIRNAC continued to support nation-to-nation, Inuit-Crown, and government-to-government relationships with its treaty partners this year. It successfully met its treaty obligations to represent the federal government in all implementation committee/panel meetings for modern treaties and self-government agreements. In 2017–18, 55 implementation committee/panel meetings were held for 32 modern treaty partners and self-governing First Nations. It should be noted that the Yukon Implementation Working Group meetings were held jointly with 11 First Nations and the Maa-nulth Implementation Committee meetings were held jointly with five First Nations.

CIRNAC has continued the negotiation, coordination and administration of financial arrangements and implementation plans with respect to comprehensive land-claim agreements and self-government agreements by administering and negotiating Fiscal Financing Agreements, which provide the funding to support the responsibilities and obligations established under these agreements.

Through a Whole-of-Government approach, the Deputy Ministers' Oversight Committee supports nation-to-nation relationships with Indigenous peoples by providing executive oversight of the implementation of the Cabinet Directive on the Federal Approach to Modern Treaty Implementation. The Committee met five times over the 2017–18 fiscal year, where Indigenous partners participated in three of these meetings.

The Modern Treaty Management Environment enables federal officials to create and manage activity records related to obligation implementation. In 2017–18, 116 training sessions were delivered to 23 departments/agencies. In addition to training federal officials on how to use the system, work remains ongoing to improve and make it a more user-friendly tool. In 2017–18, five system updates were implemented.

As required under the 2015 Cabinet Directive on the Federal Approach to Modern Treaty Implementation, the Modern Treaty Implementation Office initiated work with Indigenous and federal partners on an annual report to provide information on Canada's efforts to implement modern treaties and self-government agreements. Also, the Modern Treaty Implementation Office continued its collaborative work, with the Indigenous modern treaty partners, on developing the Modern Treaty Implementation performance measurement framework. As a result, the Indigenous modern treaty partners and the Modern Treaty

Implementation Office co-identified six common objectives of modern treaties for use in the development of performance indicators.

In support of the implementation of the Cabinet Directive on the Federal Approach to Modern Treaty Implementation and the Government of Canada's broader commitment to reconciliation, CIRNAC provides training to federal officials on the Assessment of Modern Treaty Implications and Modern Treaty Implementation. In 2017–18, 191 federal officials participated in 13 training sessions in the National Capital Region. Working with the Land Claims Agreements Coalition, the Department is redesigning the Modern Treaty Implementation Course for delivery in 2018–19. CIRNAC also supported the Land Claims Agreements Coalition in the development of an on-line course on Modern Treaties and Land, which will be available to the public.

Through the Department's partnership with the Treaty Relations Commission of Manitoba and the Office of the Treaty Commissioner in Saskatchewan, these Commissions have continued to advance greater understanding and awareness of historic treaties, increased partnerships and supported reconciliation through a number of initiatives including: treaty education in public schools and training for teachers; treaty awareness sessions with private industry and the general public; facilitated discussions on treaty issues; and, research and publications.

Results achieved			
Expected results	Performance indicators	Targets	Actual results
Creation and maintenance of ongoing partnerships to support treaty structures ^a	Percentage of meetings (implementation committee or panel meetings) held with modern treaty partners, per the terms of the treaties, in order to maintain and support open and productive intergovernmental relationships and collaborate on implementation priorities ^b	80% by March 31, 2018	2017–18: 100% 2016–17: 100%
	Percentage of completed initiatives supporting improved understanding of pre-1975 treaties: treaty awareness sessions; facilitated dialogue between private sector and First Nations; and, facilitated dialogue between treaty partners	80% by March 31, 2018	2017–18: 80% ^c 2016–17: 100% 2015–16: 90%

^a Examples of treaty structures include tripartite implementation committees or panels where signatories collaborate on implementation.

^b Indicator created in 2016–17.

^c Number of treaty related activities and initiatives committed to in the work plans vary according to the interests and capacity of the partners, and are reviewed on an annual basis. The number of activities was partially impacted by the appointment of the Treaty Commissioner for the Office of the Treaty Commissioner of Saskatchewan by agreement of the Government of Canada and the Federation of Saskatchewan Indian Nations on January 29, 2018, which was near to the end of the fiscal year.

Budgetary financial resources (dollars)				
2017–18 Main Estimates	2017–18 Planned Spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (actual minus planned)
873,311,740	873,311,740	1,159,119,192	1,146,409,565	273,097,825

The difference between Planned Spending and Actual Spending primarily reflects incremental funding provided through Supplementary Estimates for the final settlement payment to the Crees of Eeyou Istchee (+\$200.0 million) and to continue the negotiation and implementation of comprehensive land claim, treaty-related and self-government agreements (+\$37.8 million). The increase also reflects incremental funding provided for court awards (+\$33.4 million).

Human resources (full-time equivalents)		
2017-18 Planned	2017-18 Actual	2017-18 Difference (actual minus planned)
86	97	11

The difference between Planned and Actual full-time equivalents primarily reflects incremental funding provided through Supplementary Estimates as noted above.

Information on Program 1.3 is available in the [GCInfobase](#).

Program 1.4: Other Claims**

Description

This Program addresses payments related to the resolution of litigation and/or out-of-court settlements for any claim that cannot be designated to any other existing CIRNAC program. Key activities could include: the assessment of the merits of the claim; the completion of a settlement agreement where appropriate; payment of any monetary compensation and funding and implementation of related activities pursuant to the terms of a settlement agreement and/or direction by a Tribunal or court.

Information and results regarding out-of-court settlements, pertaining specifically to ISC, is reported in the [2017–18 Indigenous Services Canada Departmental Results Report](#). Information is also available in the [GCInfobase](#).

Results

The Government of Canada is committed to ongoing reconciliation and to renewing Canada's relationship with First Nations, Inuit and Métis, based on recognition, rights, cooperation and partnership.

The Department continued to work closely with Justice Canada to settle claims out of court and resolve litigation through negotiation, where possible, instead of proceeding to trial. In 2017–18, the Department resolved seven litigation cases initiated by eight First Nations in four different provinces/territories. The Department also supported Justice Canada in its review of litigation strategies and court pleadings. The Department worked with Justice Canada to make earlier decisions to end appeals or positions not consistent with Canada's commitments, values or the Charter of Rights. The Department also worked with Justice Canada to discuss options on streamlining the settlement process where possible.

The Department worked with Justice Canada to engage Indigenous groups, other parties and stakeholders to explore interests and options, and resolve litigation where possible. Additionally, the Department worked with Justice Canada and other federal departments to explore the potential resolution of multi-departmental litigation where possible. The Department also maintained an internal mechanism to track, monitor and report on litigation settlement and resolution activities.

The program tracks and monitors settlement and resolution activities to report on this work. In 2017–18, the program sought 11 financial settlement mandates and concluded eight out-of-court settlements, seven of which were settled by CIRNAC, while one was settled by ISC (no out-of-court settlements were shared between CIRNAC and ISC). By the end of March 2018, the Program had 18 approved mandates to support out-of-court settlement negotiations.

On November 30, 2017, the parties signed a proposed settlement agreement as the first step in resolving [the Sixties Scoop class litigation](#)^{xi}. In addition to providing individual compensation, the proposed settlement established a Foundation to support healing, wellness, education, commemoration, and language and culture.

Given that ISC was established as per the Orders in Council, effective November 30, 2017, the Public Accounts for ISC only covered the period of November 30, 2017 to March 31, 2018. Therefore the financial and human resources were split accordingly in the tables below:

Budgetary financial resources (dollars)				
2017-18 Main Estimates	2017-18 Planned Spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual minus planned)
0	0	2,038,619	2,038,619	2,038,619

The difference between Planned Spending and Actual Spending primarily reflects incremental funding provided for the out of court settlements and court awards (+\$2.0 million).

Human resources (full-time equivalents)		
2017-18 Planned	2017-18 Actual	2017-18 Difference (actual minus planned)
0	0	0

This Program addresses payments related to the resolution of litigation and/or out-of-court settlements. Expenditures relate to the settlement amounts only; no full-time equivalents are associated with this Program.

Strategic Outcome: The People

Individual, family and community well-being for First Nations and Inuit

Program 2.1: Education*

All information and results for Program 2.1 are reported in the [2017-18 Indigenous Services Canada Departmental Results Report](#). Program: Education lower level information is available on the [ISC](#) website and in the [GCInfobase](#).

Given that ISC was established as per the Orders in Council, effective November 30, 2017, the Public Accounts for ISC only covered the period of November 30, 2017 to March 31, 2018. Therefore the financial and human resources were split accordingly in the tables below:

Budgetary financial resources (dollars)				
2017-18 Main Estimates	2017-18 Planned Spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual minus planned)
2,203,184,787	2,203,184,787	1,479,336,467	1,479,336,467	(723,848,320)

The difference between Planned Spending and Actual Spending primarily reflects the deemed appropriations to ISC as per the Orders in Council (-\$769.7 million). This reduction is offset by incremental funding provided through Supplementary Estimates for the First Nations and Inuit Youth Employment Strategy (Budget 2017) (+\$37.9 million).

Human resources (full-time equivalents)		
2017-18 Planned	2017-18 Actual	2017-18 Difference (actual minus planned)
300	212	(88)

The difference between Planned and Actual full-time equivalents primarily reflects the deemed appropriations to ISC as noted above.

Program 2.2: Social Development*

All information and results for Program 2.2 are reported in the [2017-18 Indigenous Services Canada Departmental Results Report](#). Program: Social Development lower level information is available on the [ISC website](#) and in the [GCInfobase](#).

Given that ISC was established as per the Orders in Council, effective November 30, 2017, the Public Accounts for ISC only covered the period of November 30, 2017 to March 31, 2018. Therefore the financial and human resources were split accordingly in the tables below:

Budgetary financial resources (dollars)				
2017-18 Main Estimates	2017-18 Planned Spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual minus planned)
1,876,199,107	1,876,199,107	1,205,249,408	1,205,249,408	(670,949,699)

The difference between Planned Spending and Actual Spending primarily reflects the deemed appropriations to ISC as per the Orders in Council (-\$724.2 million). This reduction is offset by incremental funding provided through Supplementary Estimates for the on-reserve Income Assistance program (Budget 2017) (+\$39.2 million), and by an internal reallocation of resources from other programs to meet the increased demand for social development program and services, including rate increases in accordance with provincial/territorial rates.

Human resources (full-time equivalents)		
2017-18 Planned	2017-18 Actual	2017-18 Difference (actual minus planned)
159	104	(55)

The difference between Planned and Actual full-time equivalents primarily reflects the deemed appropriations to ISC as noted above.

Program 2.3: First Nations Individual Affairs

Description

This Program contributes to ensuring federal stewardship of the legislative and administrative responsibilities of the federal government pertaining to registration, membership, status cards and estates. Results are achieved through direct client services and partnerships with First Nations to determine eligibility for registration under the *Indian Act*, issuing proof of registration documents such as the Secure Certificate of Indian Status, and administering estates under the *Indian Act*. Through client-centric service delivery, the sound administration of individual affairs contributes to the well-being of First Nation individuals, families and communities.

Results

In 2017–18, the Department continued efforts to offer Indian Registration and Secure Certificate of Indian Status program application processes electronically. This year, to support the creation of a seamless, client-centric delivery model for secure certificates, CIRNAC implemented simplified, integrated application forms for Indian Registration and Secure Certificate of Indian Status, through online PDF fillable forms. This was done with a view to implementing a portal access application process in upcoming years as more permanent sources of funding become available.

Bill S-3, *An Act to amend the Indian Act in response to the Superior Court of Quebec decision in Descheneaux c. Canada (Procureur général)*, received Royal Assent on December 12, 2017. All provisions, except those related to the removal of the 1951 cut-off, came into force on December 22, 2017. The removal of the 1951 cut-off will come into force once consultations with First Nations, on how best to implement this change, are completed. The provision will effectively extend entitlement to Indian status, to descendants of women who were removed from band lists or who were not considered an Indian due to marriage going back to 1869. The Department created a team to be trained prior to implementation of the Bill, as well as a recruitment strategy to provide additional resources for the increased applications for registrations expected once the Bill came into force.

In 2017–18, the percentage of complete registration applications for which a decision was rendered was 62 percent, which was below the target of 80 percent by March 31, 2018. This result is due to more time being allotted to accommodate cases where additional documentation was required rather than requiring applicants to reapply at a later date.

Since the coming into force of the Bill S-3 legislative amendments, the Department has received 6,150 applications for registration, of which 256 decisions were rendered as of March 31, 2018. These numbers will continue to increase steadily over the course of the upcoming years.

The design of the Collaborative Process on Indian registration, band membership and First Nation citizenship was launched on October 31, 2017 and concluded on March 31, 2018. The design of this consultation process provided First Nations and Indigenous organizations an opportunity to determine how the consultation process would take place, the issues to be examined, and the types of activities undertaken by participants. It was recommended by some participants that there should be Indigenous involvement in consultation development. As a result, the government has created an Indigenous advisory panel to provide guidance throughout the consultation process. Five themes emerged following analysis of the input: information sharing, inclusiveness, flexibility, timing and duration, and support. Comprehensive consultations under the Collaborative Process were launched on June 12, 2018. Issues relating to children of same-sex parents and non-cisgender identities, such as transgender identity, as they relate to eligibility to Indian registration and Band membership were identified in the legislation for further discussion. There is

a need for further analysis and broader discussions with First Nations and impacted individuals on these matters, and the issues will be included in the consultations with a focus on the key themes such as inclusiveness and support.

Efforts to emphasize the value of the Secure Certificate of Indian Status have resulted in an increased intake, but not at the desired levels. The percentage of Registered Indians with an active Secure Certificate of Indian Status reached 23 percent in fiscal year 2017–18. As the Secure Certificate of Indian Status is voluntary, the Department will continue to promote the advantages of possessing a Secure Certificate, security features, as well as other positive aspects of the card through outreach and increased communications with First Nations.

The Department met with its provincial counterparts during the annual meeting of the National Association of Public Guardians and Trustees, and participates in various estates-specific joint working groups and subcommittees with the Association and with the Canada Revenue Agency. In addition, the Department continues to participate in federal-provincial consultations on the development and establishment of a centralized national framework and policy on death notifications.

The Department has partnered with Indigenous organizations like the National Aboriginal Lands Managers Association to develop educational and reference materials for stakeholders on estates issues, and to participate in engagement sessions with First Nations on Matrimonial Real Property.

The Department updated its survey questions for regional offices concerning the program delivery aspect of the Dependent Adult program. The Department also produced a report/guide on developing partnerships with various stakeholders such as the First Nations Inuit Health Branch (FNIHB) in ISC and AFOA Canada. Talks will continue in 2018–19 with FNIHB.

On August 31, 2017, the Minister's Special Representative issued his report on First Nations' Canada-United States Border Crossing Issues. In collaboration with other government departments (ISC; Public Safety Canada; Immigration, Refugees and Citizenship Canada; the Canada Border Services Agency; Global Affairs Canada; and Transport Canada), the Department pursued its detailed review of the proposed solutions identified in the report of the Minister's Special Representative in order to develop recommendations for the Government on next steps that might be taken in partnership with First Nations to address their border crossing concerns. These recommendations are to be presented to the Government early in 2018–19.

Identity factors were central considerations in the themes discussed with First Nations representatives in the engagement process on border crossing issues – with First Nations participants underscoring the role that perceptions of race and ethnicity may play in the treatment they are accorded at ports of entry to Canada and the United States.

Results achieved			
Expected results	Performance indicators	Targets	Actual results
Eligible, voluntary applicants are registered as Status Indians	Percentage of complete registration applications for which a decision was rendered ^a	80% by March 31, 2018	2017-18: 62% ^b 2016-17: 84%
Registered Indians are enabled to demonstrate eligibility for programs, services and benefits to which they are entitled	Percentage of Registered Indians with an active Secure Certificate of Indian Status	80% by March 31, 2020	2017-18: 23% 2016-17: 19% 2015-16: 17%

^a Indicator created in 2016-17.

^b This result is due to more time being allotted to accommodate cases where additional documents were requested from applicants.

Budgetary financial resources (dollars)				
2017-18 Main Estimates	2017-18 Planned Spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual minus planned)
28,961,879	28,961,879	36,183,226	35,411,958	6,450,079

The difference between Planned Spending and Actual Spending primarily reflects incremental funding provided through an internal reallocation of resources from other programs to meet the demand for registration and membership as well as estate management activities.

Human resources (full-time equivalents)		
2017-18 Planned	2017-18 Actual	2017-18 Difference (actual minus planned)
259	265	6

Information on Program 2.3 is available in the [GCInfobase](#).

Program 2.4: Residential Schools Resolution

Description

The Indian Residential Schools Settlement Agreement (IRSSA) – a multi-party negotiated settlement monitored by the courts – is a commitment to a fair and lasting resolution to the legacy of Indian Residential Schools. The IRSSA supports the Government of Canada's goal of reconciliation with former students, their families and communities, and other Canadians. The Independent Assessment Process – the one remaining component of the IRSSA is a non-adversarial, out-of-court process for claims of sexual abuse, serious physical abuse, and other wrongful acts causing serious psychological consequences to the claimant. The IAP aims to bring a fair and lasting resolution to harm caused by residential schools through a claimant-centered and neutral process. Updates on the IAP are posted quarterly on the Department's website.

Results

Through the Residential Schools Resolution Program, CIRNAC continued to help implement the Indian Residential Schools Settlement Agreement by participating as a defendant in the remaining Independent Assessment Process (IAP) claims in a timely manner. Implementation activities included: attending hearings; processing payments within the 20-day service standard; and providing corporate and administrative services to support the Adjudication Secretariat's mandate to deliver the IAP.

During 2017–18, the service standard for processing payments was exceeded by 2.5 percentage points. The 85 percent target for this service standard is considered to be a minimum acceptable target; therefore the program strives to exceed this target.

Former residents of Indian residential schools, including all First Nations, Inuit, Metis and Non-Status individuals, regardless of sex/gender or geography are eligible under the IAP. Female and male former students have applied to the IAP in numbers that resemble the overall Indigenous population. The largest number of claims is from the western provinces due to the large number of residential schools in these provinces historically.

CIRNAC worked with FNIHB in ISC to ensure mental health and emotional support services, including a crisis line, continued to be available to approximately 80,000 eligible former students and their families for the duration of the Settlement Agreement (prior to the creation of ISC, these services were at Health Canada). These services help to mitigate health risks, such as substance abuse, depression, suicide, and family violence arising from the rates of unresolved trauma experienced by this population and the heightened stress that may be experienced by those reliving the past through Settlement Agreement events and processes. Further information on these services is available in supplementary tables.

The National Indian Residential School Crisis Line is operated by trained crisis counsellors. Callers may select Indigenous or non-Indigenous, male or female counsellors, and, services are available in both official languages, Cree, Inuktitut and Ojibway. Since its inception, 47 percent of callers identified as female, 36 percent as male and 17 percent did not disclose their sex/gender.

As of March 31, 2018, the Adjudication Secretariat (an independent, arm's-length organization funded and administratively supported by the Government of Canada through CIRNAC) had resolved 37,660 of 38,098 applications received (98.9 percent). Per projections, fewer than 30 first claimant hearings remained. All applications received have now received an admissions decision. Challenges to resolution, including procedural and legal questions, real and potential impacts of court actions, and individual file complexities, have continued through the year; however, thanks to ongoing work with parties, the Oversight Committee, and other stakeholders and partners, the Adjudication Secretariat has made great strides in

resolving barriers to resolution for these cases, which represent some of the most difficult and complex in the IAP. In the summer of 2017, the Chief Adjudicator submitted an updated Completion Strategy to the Courts outlining timeline projections for the completion process, risks to the wind-down process, and measures underway to address these risks.

The Adjudication Secretariat has also continued the implementation of the Group IAP contribution program, which this year provided funding totalling \$997,500 to 20 groups of IAP claimants to engage in healing and mutual support activities such as ceremonies, traditional crafts, healing circles, and workshops.

A great deal of progress has been made in planning the implementation of the Supreme Court of Canada's 2017 decision on the disposition of IAP records, which affirmed claimants' control of their private documents. This has involved outreach and consultation efforts with parties, stakeholders and community groups to design an effective, comprehensive Notice Program to claimants, supporting informed decisions while ensuring respectful treatment of each claimant's cultural and individual dignity. The Chief Adjudicator has submitted two Requests for Direction to the Courts, which were pending decision as of March 31, 2018.

As the end of its mandate approaches, the Adjudication Secretariat is finalizing two comprehensive retrospective reports: an administrative report examining its challenges and successes as an independent, arm's-length organization administratively supported by the Government of Canada; and a comprehensive IAP Final Report to the Oversight Committee. The preparation of the IAP final report has been a multi-year project gathering perspectives from claimants, parties, stakeholders, and others involved in the creation and implementation of the Process.

Results achieved			
Expected results	Performance indicators	Targets	Actual results
Canada's obligations for the Independent Assessment Process, as per the terms of the Settlement Agreement, are fulfilled	Percentage of decisions with awards processed for payments within 20 calendar days following the appeal period ^a	85% by March 31, 2018	2017–18: 87.5%

^a Indicator created in 2017–18.

Budgetary financial resources (dollars)				
2017–18 Main Estimates	2017–18 Planned Spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (actual minus planned)
196,289,577	196,289,577	195,414,052	82,449,008	(113,840,569)

The variance between Planned Spending and Actual Spending primarily reflects a lower than anticipated number of the Independent Assessment Process settlement payments (-\$96.5 million). Delivery costs for the continued implementation of the Indian Residential Schools Settlement were lower than anticipated (-\$16.5 million). These amounts will be re-profiled to future years and therefore diminish the need for additional new funding.

Human resources (full-time equivalents)		
2017-18 Planned	2017-18 Actual	2017-18 Difference (actual minus planned)
260	262	2

Information on Program 2.4 is available in the [GCInfobase](#).

Strategic Outcome: The Land and Economy

Full participation of First Nations, Métis, Non-Status Indians and Inuit individuals and communities in the economy

Program 3.1: Indigenous Entrepreneurship

Description

This Program supports and strengthens the long-term viability of Indigenous entrepreneurial business, greater participation in the economy, and improved economic prosperity for Indigenous peoples. This Program — guided by the Federal Framework for Aboriginal Economic Development — helps create and grow viable Indigenous businesses through increasing access to capital, capacity, networks, business development services and business opportunities.

Results

The transition of the Indigenous Entrepreneurship Program from CIRNAC to the National Aboriginal Capital Corporations Association (Association) and the Aboriginal Financial Institutions Network, initiated in 2014-15, continues to evolve with increased success. In 2017–18, CIRNAC established a five-year funding agreement with the Association (2017–22). This agreement manages and delivers key initiatives, including the Aboriginal Developmental Loan Allocation, the Aboriginal Business Financing Program, the Enhanced Access Loan Fund, the Interest Rate Buy-Down and the Aboriginal Capacity Development Program. Through the course of this agreement, CIRNAC will engage with Aboriginal Financial Institutions (AFIs) and other key stakeholders to determine how to define and measure success, design financial instruments and policies to sustain the network, and foster the diversification of capital sources and business lines. The Association has demonstrated its capacity to manage enhanced programming in support of AFIs and Indigenous business development.

In 2017–18, CIRNAC provided a total of \$5 million to eight Métis provincial organizations and capital corporations for the following activities: establishing and capitalizing the first Métis Capital Corporation in British Columbia; re-capitalizing three prairie-based Métis Capital Corporations; re-capitalizing and expanding the Métis Infinity Investments; and supporting the Métis National Council to provide leadership and strategic implementation of a Métis Nation Economic Development Strategy.

In addition, the Department continues to implement the five-year Métis Economic Development Strategy announced in Budget 2016. This innovative policy initiative supports the diversification and enhancement of Métis AFIs' business lines.

In 2016–17, the most recent year for which data is available, AFIs advanced \$108 million in loans, supporting 1,206 businesses, while creating over 4,400 jobs and contributing approximately \$391 million to the Gross Domestic Product. Approximately 23 percent of businesses created and/or maintained with the support of NACCA and the AFI network are owned and operated by Indigenous women. The two percent target for Indigenous businesses created and/or expanded has not been achieved with a 13 percent decrease from the previous year, the result of less capital being available to meet the needs and rising costs of Indigenous entrepreneurship. The Association continues to successfully implement a new information management system that will make performance reporting more efficient and consistent.

In addition, the Aboriginal Entrepreneurship Program supported key Indigenous business organizations (including the Indigenous Tourism Association of Canada, Canadian Council for Aboriginal Business and Indigenous Works) through grants and contributions. The program helps to develop economic strategies that will assist in creating and developing Indigenous businesses. In 2017–18, these grants and

contributions were worth a total of more than \$6.5 million. This program cultivates a culture of entrepreneurship in the Indigenous business community; improves opportunities for Indigenous businesses; enhances the capacity of Indigenous business organizations (e.g. Canadian Council for Aboriginal Business); informs employers about the advantages of hiring Indigenous peoples; and, supports Indigenous business women and youth.

The Procurement Strategy for Aboriginal Business (PSAB) aims to increase federal contracting opportunities and to gain access to the overall federal procurement process for Indigenous businesses. Set-asides contracts by Government of Canada departments and agencies under the PSAB had a dollar amount of \$93.5 million in 2015, which is the most recent data available. To strengthen the performance of PSAB, the Department reviewed current procurement policies, guidelines and mechanisms; examined best practices in other jurisdictions; and, conducted one engagement session with Indigenous economic development organizations. The result was a better understanding of program gaps and an improved way forward for the PSAB program. Additional engagements are scheduled for fiscal year 2018–19 to co-develop a new Indigenous procurement strategy in support of Canada's procurement modernization agenda.

In 2017–18, CIRNAC, Treasury Board Secretariat (TBS), and Public Service and Procurement Canada (PSPC) developed and presented the Nunavut Land Claim Procurement Directive to the Nunavut Tunngavik Inc. (NTI). NTI perceived the Directive to fall short of their expectations. CIRNAC, TBS, and PSPC then held exploratory sessions with the NTI to clarify the language of the Directive and its guidance. In January 2018, the NTI invoked the dispute resolution mechanism article of the land claim, and negotiations are taking place to rectify the Directive to address their concerns. As per the first stage of the dispute resolution process, discussions between the Parties via the Nunavut Implementation Panel were held on shared concepts to inform a revised federal Directive. Discussions are ongoing in 2018–19.

Results achieved			
Expected results	Performance indicators	Targets	Actual results
Viable Indigenous businesses are created and/or expanded	Percentage increase of Indigenous businesses created and/or expanded through the support of Aboriginal Financial Institutions	2% average year-to-year increase over 5 years (from 2012 to 2016) by March 31, 2018	2017–18: To come in Winter 2019 2016–17: 13% decrease 2015–16: 6% increase

Budgetary financial resources (dollars)				
2017–18 Main Estimates	2017–18 Planned Spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (actual minus planned)
47,280,254	47,280,254	47,850,801	47,745,484	465,230

Human resources (full-time equivalents)		
2017-18 Planned	2017-18 Actual	2017-18 Difference (actual minus planned)
30	28	(2)

Information on Program 3.1 lower-level is available on [CIRNAC's website](#) and in the [GCInfobase](#).

Program 3.2: Community Economic Development **

Description

This Program promotes conditions that will help improve community economic development and prosperity for Indigenous peoples. Guided by the Federal Framework for Aboriginal Economic Development — and its vision of “Enhancing the Value of Indigenous Assets” — this Program promotes greater self-reliance and participation in the mainstream economy and community well-being. This is achieved through supports to institutions and First Nations for land and environmental management and economic development.

Information on the following program element, Indian economic development loan guarantees, is reported in the [2017–18 Indigenous Services Canada Departmental Results Report](#). All other Program elements are reported under CIRNAC and highlighted below. Information on Program 3.2 lower-level is available on [CIRNAC’s website](#) and in the [GCInfobase](#).

Results

In 2017–18, the Community Economic Development Program supported First Nations across Canada in developing partnerships with the private sector and pursuing economic development opportunities. CIRNAC has invested approximately \$39.6 million in 35 projects with values over \$250,000 (i.e., industrial parks, commercial centres, heritage parks, a community store, a sports complex). For every dollar invested by the Department through this program, more than three dollars was leveraged from the private sector, as well as from other sources outside the Department. These 35 projects were regionally distributed as follows: Atlantic (10), British Columbia (7), Manitoba (7), Quebec (4), Alberta (3), Ontario (2), and Saskatchewan (2).

CIRNAC is also taking part in the Major Project Management Office Initiative with other federal departments including: ISC, Natural Resources Canada, Fisheries and Oceans Canada, Transport Canada, Environment and Climate Change Canada and others to support the efforts of Indigenous peoples and Northerners in developing self-sufficient communities and playing a bigger role in the achievement of Canada’s economic and social development objectives. CIRNAC is mandated to foster and promote full partnership and consultation, meaningful engagement, and participatory capacity of Indigenous people to take part in the monitoring of major resource development projects.

In 2017–18, CIRNAC continued the multi-year process of revising the *Indian Act* Land Management policies in collaboration with First Nation stakeholders. Through a number of joint working sessions, new policy concepts were co-developed in Lands Management. The primary goal of these sessions was to develop an updated, user friendly manual that will streamline reserve land development processes to better meet the needs of all stakeholders. The revisions aim to facilitate economic development on reserve, promote good governance, and encourage the development of First Nation land use plans. The Department will continue working with the National Aboriginal Lands Management Association (NALMA) in anticipation of a draft manual completed by the end of 2019.

CIRNAC has continued to make progress in the fulfillment of Canada’s legal obligations established by land claims and Treaty Land Entitlement Agreements through the approval of 96 additions to reserve, under the legal obligation category, in 2017-18, totalling more than 73,200 acres of land. This represents the highest number of approved legal obligation additions to reserve, in the legal obligation category, since 2008.

In addition, a draft Indigenous Land Registry Standard was developed by the Canadian General Standard Board on behalf of the Department to set a standard for future Indigenous land registries. The draft standard was disseminated for public comment by the Canadian General Standards Board in May 2018. Furthermore, line entry guidelines for the Indian Land Registry System were developed and disseminated to all regional offices to regularize the registration of land instruments and improve accuracy.

The Land Use Planning Initiative is being implemented in partnership with Indigenous Organizations such as NALMA, the Tulo Centre of Indigenous Economics and the Nishnawbe Aski Development Fund. In 2017–18, these partnerships supported 55 First Nations communities with the development of land use plans and the completion of nine land survey projects, and provided capacity building activities in these fields, benefiting over 150 First Nations communities.

On reserve, the Department supported contamination assessment and remediation activities on 90 high-priority sites in 47 communities benefitting approximately 76,000 people. This resulted in decreased risk to human health and safety, an increase in land available for development, and a reduction in federal liability related to contaminated sites. The number of sites completely remediated is 33, and the reduction in financial liabilities \$54.3 million greatly exceeded the targets due to higher than normal levels of financial support through the Federal Contaminated Sites Action Plan and Budget 2016. Funding amounts are lower in 2018–19 and will be lower again in 2019–20, which should bring the results back in line with the target amounts.

Additionally, the Department conducted a series of regional engagement sessions across the country in May and June 2017 to ensure that the Environmental Review Process is meeting the needs of First Nation communities. Approximately 200 First Nations representatives from over 160 communities participated in the discussions. As a result, the Department is undertaking a comprehensive review of its Environmental Review Process to better align with recent legislative changes to the federal impact assessment process and facilitate increased participation and ownership of Indigenous communities in this process.

CIRNAC, in partnership with Fisheries and Oceans Canada, Transport Canada and Natural Resources Canada, also led an innovative, single-window mechanism to streamline the funding process for Indigenous communities and organizations that wished to take part in discussions on the review of environmental assessment processes. In 2017–18, \$2.3 million was provided to Indigenous groups through 195 contribution agreements. This supported the development of proposed legislation to enact better rules for major project reviews to protect Canada's environment and grow the economy. The new approach proposes to work in partnership with Indigenous peoples throughout the process, to lead to better project decisions.

Moreover, the Department partnered with NALMA to engage with First Nation leaders and land managers on how to make Reserve Land and Environment Management Program more responsive to First Nation needs. Between May and September 2017, 351 participants from 224 First Nations, attended eight engagement sessions. At this time, a total of 125 First Nations are participating in the Reserve Land and Environment Management Program.

The target of 35 percent was not met as the target included the accumulative number of First Nations under Reserve Land and Environment Management Program and First Nation Lands Management Regime (both operational and developmental First Nations). The target incorrectly included all FNLM Developmental First Nations becoming operational although some First Nations only began this stage in 2017–18 (53 FNLM Developmental First Nations completing the two year stage).

In 2017–18, 26 new entrants entered FNLM, exceeding the target of 15 First Nations to join the Regime and underscoring Canada's commitment to this historic Nation-to-Nation partnership.

The new operational funding formula was jointly negotiated between the Lands Advisory Board and the Government of Canada and announced in Budget 2018. This operational funding will be in effect for a five year period ending in 2023.

Budget 2016 committed to improving waste management on reserve by investing a historical \$409 million over five years starting in 2016. With this investment, the Department has been able to support more waste projects (458 in 2016–17 and 2017–18) than before. The implementation of the First Nations Solid Waste Management Initiative has been widely supported by First Nation communities, Tribal Councils and other organizations. The key factors that contributed to the better-than-projected-results in waste management include the investment of additional financial and human resources, better project tracking systems, and active participation of First Nation communities in the waste initiative with support from headquarters and regional offices.

Through the [Lands and Economic Development Services sub-program](#)^{xii}, the Department has provided more than \$50 million directly to First Nation and Inuit communities to enhance their delivery of economic development services, while supporting activities that create the conditions for economic development to occur. In addition, targeted investments have been used to support communities through institutions (e.g., Council for the Advancement of Native Development Officers, National Aboriginal Forestry Association), which strengthen community capacity to identify and develop economic opportunities. There is a growing demand for economic resources, particularly to support smaller and more remote communities, which have, historically, struggled economically due to lack of proximity to urban centers and a diversity of economic prospects.

The successful Community Economic Development Initiative with the Federation of Canadian Municipalities and the Council for the Advancement of Native Development Officers has been extended for five more years. This Initiative supports strategic joint economic development planning between municipalities and neighboring First Nation communities, leading to stronger ties and mutually beneficial economic and community development. The resulting collaborative relationships between First Nations and municipalities help promote reconciliation.

Results achieved			
Expected results	Performance indicators	Targets	Actual results
First Nation communities have the capacity to pursue economic development	Percentage of Band-generated revenue in relation to total revenue ^a	13% by March 31, 2018	2017–18: to come August 2019 2016–17: 14% 2015–16: 15%

^a Inuit community generated revenue is not included as the majority of their economic development funding is delivered by the [Canadian Northern Economic Development Agency](#)^{xiii}.

Given that ISC was established as per the Orders in Council, effective November 30, 2017, the Public Accounts for ISC only covered the period of November 30, 2017 to March 31, 2018. Therefore the financial and human resources were split accordingly in the tables below:

Budgetary financial resources (dollars)				
2017-18 Main Estimates	2017-18 Planned Spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual minus planned)
373,226,056	373,226,056	421,550,875	395,809,015	22,582,959

The difference between Planned Spending and Actual Spending primarily reflects incremental funding provided through Supplementary Estimates for out-of-court settlements (+\$8 million) as well as funding for court award (+\$2.8 million). The increases also reflect additional funding provided through an internal reallocation of resources from other programs. This increase is offset by the deferral of the funding for Federal Contaminated Sites Action Plan (-\$7.4 million) and Waste Management (-\$13.5 million) to future years. These funds were not required in 2017-18 and will be re-profiled to future years when it would be available for the intended purpose.

Human resources (full-time equivalents)		
2017-18 Planned	2017-18 Actual	2017-18 Difference (actual minus planned)
456	489	33

The difference between Planned and Actual full-time equivalents primarily reflects incremental funding provided through Supplementary Estimates as noted above.

Program 3.3: Strategic Partnerships

Description

This Program supports Indigenous community preparedness activities to engage with partners in economic opportunities, including the Strategic Partnerships Initiative (SPI) — an innovative, horizontal program intended to align federal efforts to support Indigenous participation in complex economic opportunities, particularly large regional opportunities and major resource developments. The Strategic Partnership Initiative provides a mechanism for federal partners to collectively identify emerging opportunities, target investment decisions and streamline program application and approval processes to support Indigenous communities at the early stages of large and complex economic opportunities. In doing so, closer partnerships with non-federal partners, including provincial and territorial governments, the private sector and Indigenous communities can be built. By addressing gaps in programming, this ensures that Indigenous peoples can participate in and benefit from priority regional opportunities and major resource developments.

Results

Multi-year projects under the Strategic Partnerships Initiative (SPI) that recently ended in 2017–18 made way for new investments to emerge in areas such as freshwater fisheries, food security, and Indigenous tourism. For example, the commercial freshwater fishing industry in Manitoba is a major provider of employment and a significant contributor to the economy. The SPI Prairie Regional Commercial Fisheries Initiative (PRCFI) is a coordinated effort of the federal and provincial government to support activities which will best allow Manitoba Indigenous fishers to take advantage of this opportunity. The Indigenous Agriculture and Food System Initiative aims to support Indigenous communities and entrepreneurs to become “opportunity-ready” in the agriculture and Agri-food system sector, supporting local value chains and participation in economic development opportunities. The SPI’s on-going, single-window funding approach to simplify applications and reporting has shown to be an effective option in determining how some federal partners administer project funding.

Since its launch in 2010, the Strategic Partnerships Initiative has invested more than \$101 million over 38 large-scale initiatives; leveraged an additional \$190 million; and fostered the creation of more than 125 partnerships. These efforts are benefitting over 400 Indigenous communities and organizations across the country in various sectors of the economy such as tourism, clean energy and fisheries.

Regional economic opportunities and large resource development projects impacting Indigenous communities are pursued in partnerships with public and private sectors. The values of these investments are gauged by looking at the funding that the SPI generates from other partners. For every \$1 of SPI investment, an additional \$1.50 is leveraged from other sources, including private and other public sectors. By the end of Fiscal 2017–18, the SPI’s target was exceeded, a direct impact of participation by other government departments, provincial ministries, and the private sector, in initiatives that focus on opportunities not only in natural resources, but in growing sectors of the economy such as those mentioned above.

Results achieved			
Expected results	Performance indicators	Targets	Actual results
Regional economic opportunities and large resource development projects impacting Indigenous communities are pursued in partnership with public and private sectors	Value of federal and non-federal investments leveraged under the community readiness phase of the Strategic Partnership Initiative ^a	1:1.5 leveraging over three years (For every \$1 Strategic Partnership Initiative investment an additional \$1.50 is leveraged from other sources including private and other public sectors) by March 31, 2018	2017–18: 1:3.2 ^b 2016–17: 1:≈ 2.3

^a Indicator created in 2016–17.

^b Actual result is calculated based upon \$15.1 million invested by CIRNAC and \$48.4 million leveraged from other sources, including private and other public sector sources.

Budgetary financial resources (dollars)				
2017–18 Main Estimates	2017–18 Planned Spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (actual minus planned)
32,407,433	32,407,433	43,883,014	43,575,680	11,168,247

The difference between Planned Spending and Actual Spending primarily reflects incremental funding provided through an internal reallocation of resources from other programs to meet the Strategic Partnerships Initiative activities.

Human resources (full-time equivalents)		
2017–18 Planned	2017–18 Actual	2017–18 Difference (actual minus planned)
70	66	(4)

Information on Program 3.3 is available in the [GCInfobase](#).

Program 3.4: Infrastructure and Capacity**

Description

This Program provides funding and advisory assistance to First Nation communities for the construction, acquisition, operation and maintenance of community infrastructure assets on reserves. These assets include drinking water systems, wastewater systems and community buildings. The Program also includes support for emergency management assistance, climate change adaptation projects, and funding and advisory support for water and wastewater systems, education facilities, housing and other community infrastructure such as roads and bridges, electrification, and community buildings (these four sub-programs are collectively known as the Capital Facilities and Maintenance Program). Ultimately, this Program enables First Nations to participate more fully in the Canadian economy by establishing infrastructure that meets established standards, and the needs of First Nation communities.

All information and results for Program 3.4 are reported in the [2017–18 Indigenous Services Canada Departmental Results Report](#) with the exception of climate change, which is reported under CIRNAC and highlighted below. Information is available on both websites: [ISC Program: Infrastructure and Capacity](#), [CIRNAC](#) lower-level Program 3.4 and in the [GCInfobase](#).

Results

In support of the Pan-Canadian Framework on Clean Growth and Climate Change, the Department is supporting First Nation peoples to increase their resilience through the identification of adaptation risks and adaptation measures.

The First Nation Adapt program has exceeded its target with respect to the number of community risk and adaptation plans completed. A number of projects conducted assessments on multiple communities, meaning that more assessments could be completed than initially expected. The program sought and secured additional funds through Budget 2017 to address the impacts of flooding.

The program is also on track to meet its future targets. Many communities already have adaptation measures identified and are ready to move forward on implementation.

The program strongly encourages involvement from a diverse range of community members, including women, men, elders and youth. With regard to gender, in 2017–18, First Nation Adapt funded 49 projects with 53 people listed as leads or co-leads, 24 (45 percent) of which were women. In 2016–17, 9 (53 percent) out of 17 project leads were women.

The program is innovative in its design, using an ongoing and non-competitive intake process for project proposals. This differs greatly from the “call for proposals” process that is implemented for most targeted funding programs, as there are no deadlines to submit applications for funds. Initial feedback on this innovative model from communities has been very positive.

Through the First Nation Adapt program, Ontario First Nations Technical Services Corporation, in partnership with Engineers Canada and the Ontario Centre for Climate Impacts and Adaptation Resources, received \$345,000 for a two year pilot project to develop First Nations Public Infrastructure Engineering Vulnerability Committee (PIEVC) protocol for assessing the climate related risks and resilience of specific pieces of infrastructure. This tool was piloted and refined in three First Nations communities who used it to assess climate impact on a school, housing and water and wastewater facilities (Moose Factory, Oneida Nation of the Thames, and Mohawks of Akwesasne). Moving forward, training on the use of the tool will be available to all 133 Ontario First Nations. In addition, there are plans to share the tool with other First Nations, including 12 First Nations in British Columbia.

Given that ISC was established as per the Orders in Council, effective November 30, 2017, the Public Accounts for ISC only covered the period of November 30, 2017 to March 31, 2018. Therefore the financial and human resources were split accordingly in the tables below:

Budgetary financial resources (dollars)				
2017-18 Main Estimates	2017-18 Planned Spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual minus planned)
2,223,946,873	2,223,946,873	992,051,029	992,024,005	(1,231,922,868)

The difference between Planned Spending and Actual Spending primarily reflects the deemed appropriations to ISC as per the Orders in Council (-\$1,108.4 million) and through internal reallocation of resources to other programs. This reduction is offset by incremental funding provided through Supplementary Estimates for Operation Return Home (+\$111.1 million); to continue the negotiation and implementation of comprehensive land claim, treaty-related and self-government agreements (+\$6.0 million) and for climate change adaptation (Budget 2017) (+\$4.5 million).

Human resources (full-time equivalents)		
2017-18 Planned	2017-18 Actual	2017-18 Difference (actual minus planned)
450	299	(151)

The difference between planned and actual full-time equivalents primarily reflects funding provided through Supplementary Estimates as noted above.

Program 3.5: Urban Indigenous Participation*

All information and results for Program 3.5 are reported in the [2017-18 Indigenous Services Canada Departmental Results Report](#). Program: Urban Indigenous Participation lower level information is available on the [ISC](#) website and in the [GCInfobase](#).

Given that ISC was established as per the Orders in Council, effective November 30, 2017, the Public Accounts for ISC only covered the period of November 30, 2017 to March 31, 2018. Therefore the financial and human resources were split accordingly in the tables below:

Budgetary financial resources (dollars)				
2017-18 Main Estimates	2017-18 Planned Spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual minus planned)
29,582,303	29,582,303	15,626,786	15,626,786	(13,955,517)

The difference between Planned Spending and Actual Spending primarily reflects the deemed appropriations to ISC as per the Orders in Council (-\$13.5 million).

Human resources (full-time equivalents)		
2017-18 Planned	2017-18 Actual	2017-18 Difference (actual minus planned)
13	10	(3)

The difference between Planned and Actual full-time equivalents primarily reflects the deemed appropriations to ISC as noted above.

Strategic Outcome: The North

Self-reliance, prosperity and well-being for the people and communities of the North

Program 4.1: Northern Governance and People

Description

This Program strengthens the North's communities and people by: devolving responsibilities for lands and natural resources to territorial governments; fostering effective intergovernmental relations with territorial and Inuit governments; collaborating with Inuit organizations and providing support to Territorial Commissioners; subsidizing the costs of nutritious perishable foods and other essential items in isolated northern communities; providing grants for hospital and physician services in Nunavut and the Northwest Territories; working with northern communities, governments, and organizations to address the risks and challenges posed by climate change and reduce reliance on diesel; and advancing Canadian and northern interests through circumpolar forums such as the international Arctic Council. Canadians and Northerners will benefit from territorial governments ultimately having more control over their own affairs.

Results

In 2017–18, CIRNAC worked with territorial, provincial and Indigenous partners, as well as other federal departments and agencies, to advance the co-development of a new Arctic Policy Framework. A co-developed discussion guide supported broad public engagement and targeted engagement with Northerners and stakeholders, including 25 engagement sessions: 10 regional roundtables held in northern locations, and 15 stakeholder sessions focussed on youth, non-governmental organizations, the private sector, and science and research.

On July 9, 2016, the Minister announced the appointment of a Chief Federal Negotiator to reconvene negotiations on an Agreement-In-Principle for the devolution of management responsibilities for lands and resources in Nunavut, and negotiations were officially re-started in October 2016. Previous devolution negotiations were halted due to the 2015 federal election, leading to an expiration of the negotiating mandate. Following the October 2016 mandate renewal, negotiation sessions occurred regularly throughout the year. The timeline for reaching an Agreement-in-Principle is October 2019, with implementation of devolution projected by March 31, 2023. In order to support their participation in the negotiation process, CIRNAC signed a grant agreement with Nunavut Tunngavik Incorporated to participate in this negotiation process.

In 2017–18, the Department and Inuit partners collaborated to develop a common vision and strategies to address joint priorities, including Nanilavut, the Qikiqtani Truth Commission, and Inuit housing. The Department also concluded a memorandum of understanding with the Pauktuutit Inuit Women of Canada to ensure increased horizontal collaboration on key issues impacting Inuit women and children.

The Department continued support for the Inuit Art Foundation, which has resulted in the transfer of responsibility for management of the Igloo Tag trademark to the Inuit Art Foundation and the release of a study on the impact of the Inuit arts economy for Inuit producers and art consumers alike. This helped to increase the Inuit art community's ability to regulate art in a way that benefits Inuit artists and helps preserve the value of Inuit cultural heritage for future generations. Continued support of "A Taste of the Arctic"; "Seal Day on the Hill"; and National Seal Products Day also brings attention to the significance of the seal harvesting industry for northern and coastal communities.

Through participation in the September 2017 Northern Development Minister's Forum and other intergovernmental fora in each northern territory, CIRNAC continued collaborating to build and maintain

effective relationships with Northerners, territorial governments, Indigenous, Inuit and Metis organizations and other partners necessary to advance issues that pertain to them. Topics addressed at the Northern Development Ministers' Forum included: alternative heating sources for remote northern communities; impacts of labour force development strategies to better take advantage of economic opportunities and the implications for understanding and advancing development in the North through the use of regional data. The Government of Canada will host the Northern Development Ministers' Forum in 2018–19.

CIRNAC continued to ensure Canadian interests are advanced through international circumpolar cooperation activities, including leading Canada's engagement in the activities of Arctic Council's Sustainable Development Working Group. In addition to leading on the development and approval of the group's first ever Strategic Framework, the Department (through the Circumpolar Affairs Directorate) supported Canadian contributions to 14 multi-stakeholder circumpolar initiatives spanning a range of thematic areas of mutual importance to Arctic Council member states and Arctic Indigenous Peoples organizations. Of these initiatives, 100 percent reflected collaborative engagement from federal and territorial governments, and Canadian Indigenous stakeholders.

CIRNAC contributed to lower food prices in Canada's isolated northern communities through the provision of the Nutrition North Canada (NNC) food subsidy. Between March 2017 and March 2018, the cost of the Revised Northern Food Basket increased by 2.16 percent; remaining below the 2011 baseline value established when the program was launched. In addition, the weight of nutritious perishable food shipped to eligible communities increased by 8.84 percent, continuing to improve the availability of perishable, nutritious foods in these communities. To support the sharing of program information with the public, compliance reviews, shipping data and price reports were posted to the program website.

Following the NNC community engagement process, the Department continued to work with key stakeholders and program partners to collaboratively develop policy options to inform program updates.

In support of the implementation of the Pan-Canadian Framework on Clean Growth and Climate Change and to build resilience of Northerners, the Climate Change Preparedness in the North program funded 45 risk assessments and adaptation plans, and funded the implementation of 14 non-structural adaptation measures.

In order to identify northern priorities, a draft framework for the Northern Adaptation Strategy was developed. Further engagement is underway and completion is expected in late 2018 (rather than by March 31, 2018, as previously anticipated). The revised timeline is due to an enhanced engagement process that has been aligned to the diverse needs of stakeholders.

Northern Regional diagnostics, which identify diesel reduction priorities, were developed through collaborative work with other federal departments and regional partners to replace the federal plan and timeline, as they better met our stakeholder's needs. Further engagement with regional stakeholders is required to validate the diagnostics and develop regional action plans to reduce reliance on diesel in the North.

In support of reducing the reliance on diesel and reducing greenhouse gas emissions, the Northern REACHE (Responsible Energy Approach for Community Heat and Electricity) program funded 29 renewable energy and/or energy efficiency projects. The projects funded by Northern REACHE are increasingly large and complex and often require negotiations between utilities, governments and other stakeholders as well as extended planning. As a consequence these projects are staying in the planning stage (52 percent) for a longer period of time than expected and lowered the percentage of projects that are in the construction stage (24 percent) and operational (24 percent).

Results achieved			
Expected results	Performance indicators	Targets	Actual results
Northerners have greater control over their economic and political affairs	Number of final devolution agreements fully implemented with territorial governments on land and resource management	3 by March 31, 2023	2017–18: 2 2016–17: 2 2015–16: 2
Affordability of perishable, nutritious food in eligible communities is strengthened	Annual trend of the Revised Northern Food Basket	At or below the annual trend (increase/decrease) for the Consumer Price Index basket for food by March 31, 2018	2017–18: above annual trend 2016–17: above annual trend 2015–16: below annual trend
Northern communities, governments, and organizations identify priorities for adaptation activities and reducing reliance on diesel	Strategic planning identifying Northern priorities is developed ^a	Northern Adaptation Strategy completed by March 31, 2018	2017–18: in progress 2016–17: in progress
		Federal plan and timeline to reduce reliance on diesel completed by March 31, 2018	2017–18: not completed ^b 2016–17: in progress

^a Indicator created in 2016–17.

^b The Federal plan and timeline have been replaced by regional diagnostics.

Budgetary financial resources (dollars)				
2017–18 Main Estimates	2017–18 Planned Spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (actual minus planned)
176,213,122	176,213,122	197,812,103	181,866,689	5,653,567

The difference between Planned Spending and Actual Spending primarily reflects incremental funding provided through Supplementary Estimates for Budget 2017 investments for climate change adaptation and mitigation (+\$13.9 million) and for the Nunavut Devolution Agreement-in-Principle (+\$2.7 million), as well as funding provided through internal reallocation of resources. This increase is offset by the deferral of the funding for Nutrition North Canada (-\$14.7 million) to future years. These funds were not required in 2017–18 and will be re-profiled to future years when it would be available for the intended purpose.

Human resources (full-time equivalents)		
2017–18 Planned	2017–18 Actual	2017–18 Difference (actual minus planned)
88	83	(5)

Information on Program 4.1 lower-level is available on [CIRNAC's website](#) and in the [GCInfobase](#).

Program 4.2: Northern Science and Technology

Description

This Program supports scientific research and technology in the North through programs and infrastructure to ensure domestic and international policy on key northern issues is better informed by a scientific knowledge base. The focus of this Program is to: research and monitor contaminants and their impacts on the ecosystem and human health through the Northern Contaminants Program; assess, manage and communicate scientific data and results, and contribute expertise to help inform public policy making and international controls on certain contaminants; and support the construction of the Canadian High Arctic Research Station. Northerners and all Canadians will benefit from a knowledge base that supports health and sustainable development and the positioning of Canada as an international leader in Arctic science and technology.

Results

The Northern Contaminants Program Results Workshop was held in Yellowknife, September 26-28, 2017. It brought together scientists, Northerners, Indigenous organizations, and governments to review and discuss the current state of knowledge vis-à-vis contaminants from long-range sources and their connection to country foods. This event marked a significant milestone: the program's 25th anniversary. It provided an occasion to reflect on achievements over that time, including the efforts that led to the Stockholm Convention on Persistent Organic Pollutants and the Minamata Convention on Mercury; and the Program's enduring commitment to partnerships with Indigenous people and organizations, based on mutual respect.

CIRNAC-led and coordinated Canada's engagement in the Arctic Council's Arctic Monitoring and Assessment Programme, contributing to the development and release of reports on issues of pollution, climate change, adaptation and resilience for the 2017 Arctic Council Ministerial Meeting. By the target date for completion, (July 1, 2017), the Canadian High Arctic Research Station (CHARS) campus was largely operational. The substantial performance inspections, including those for the mechanical and electrical systems of the Main Research Building occurred in the fourth quarter of 2017–18. In June 2018, partial substantial performance was granted and access was allowed to the Main Research Building. The final phase of construction is focused on outstanding items, including aspects of the mechanical systems and civil works (i.e. outside road and landscaping).

Community integration has been a key objective for the CHARS project, involving a mutually beneficial relationship between the CHARS campus and the community of Cambridge Bay. In 2017–18, CIRNAC provided over \$1.5 million in funding for a sewage truck, a garbage truck and a fire truck to reduce stress on the existing fleet with the addition of the CHARS campus' needs. CIRNAC worked with the local power authority, Qulliq Energy Corporation, to ensure the CHARS campus integrated seamlessly into the community, and does not place undue pressure on utilities. In support of the Government's commitment to the North, an Inuit Benefits Plan developed by the Construction Management Firm was put in place to meet obligations under the Nunavut Land Claims Agreement.

As of March 2018, construction of the CHARS campus has resulted in over 219,000 hours of Inuit employment worth over \$7 million dollars. Skills development activities worth \$400,000 have been undertaken and \$51.5 million in construction contracts have been awarded to firms registered under Nunavut Tunngavik Inc.

CIRNAC continues to support Polar Knowledge Canada on meeting requirements for the transition of the CHARS campus and is working collaboratively with Polar Knowledge Canada to ensure alignment between infrastructure and science and technology program needs. Amendments to the CHARS Act received Royal Assent on June 21, 2018, allowing the transfer of all real property associated with the station to Polar Knowledge Canada. The transfer of title through Order in Council by March 31, 2019, will mark CIRNAC's last step in establishing Polar Knowledge Canada.

Results achieved			
Expected results	Performance indicators	Targets	Actual results
Domestic and international policy on northern health and sustainable development is better informed by a scientific knowledge base	Percentage of Northern Contaminants Program datasets used in regional, national and international policy-relevant assessments and obligations under international conventions	80% by March 31, 2018	2017–18: 90% 2016–17: 90% 2015–16: 100%
Canada is positioned as an international leader in Arctic science and technology	Launch of the Canadian High Arctic Research Station ^a	Research station is operational by July 1, 2017	2017–18: 90% complete 2016–17: on target

^a Indicator created in 2016–17.

Budgetary financial resources (dollars)				
2017–18 Main Estimates	2017–18 Planned Spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (actual minus planned)
47,546,846	47,546,846	57,354,893	38,663,724	(8,883,122)

The difference between Planned Spending and Actual Spending primarily reflects incremental funding provided through Supplementary Estimates and capital budget carry forward for the Canadian High Arctic Research Station (+\$10.0 million). This increase is offset by the deferral of activities associated with the Canadian High Arctic Research Station (-\$18.5 million) to future years. These funds were not required in 2017–18 and will be re-profiled to future years when it would be available for the intended purpose.

Human resources (full-time equivalents)		
2017–18 Planned	2017–18 Actual	2017–18 Difference (actual minus planned)
45	38	(7)

The difference between Planned and Actual full-time equivalents reflects incremental funding provided through Supplementary Estimates as noted above.

Information on Program 4.2 lower-level is available on [CIRNAC's website](#) and in the [GCInfobase](#).

Program 4.3: Northern Land, Resources and Environmental Management

Description

This Program focuses on the management, sustainable development and regulatory oversight of the land, water, natural resources, and environment of the North, delivering on the Department's role as the Government of Canada's natural resource manager in Nunavut and the northern offshore and its post-devolution responsibilities in the Northwest Territories and Yukon. This Program involves: managing oil and gas resources development; supporting the sustainable management of active mineral exploration and development; supporting the sound management of contaminated sites and the few remaining CIRNAC-managed land and water areas in the North; and ensuring the completion of territorial land-use planning including zones for conservation, development and other uses. Northerners and Canadians will benefit from economic opportunities and sustainable development.

Results

Amendments to the Yukon Environmental and Socio-economic Assessment Act (Bill C-17) received Royal Assent on December 14, 2017. The amendments responded to concerns of Yukon First Nations, and included: the removal of the beginning-to-end time limits on environmental assessments; removal of a provision that exempted projects from re-assessment unless the project had been significantly changed; removal of Ministerial policy direction to the Board; and removal of a provision which would have allowed the Minister to delegate any of his/her powers under the Act to a territorial minister.

Potential amendments to address Indigenous Governments' concerns with the *Mackenzie Valley Resource Management Act (MVRMA)* in the Northwest Territories have been the subject of consultation with Indigenous organizations and the territorial government.

Revised targets for the development of Administrative Monetary Penalties Regulations (AMPs) were achieved in 2017–18 for policy consultations. Completion of first draft of regulations under the MVRMA, and the conclusion of consultations on that first draft were also achieved.

Targets were revised in 2017–18 due to a shortage of regulatory drafting resources. A revised plan was instituted to draft the three separate sets of AMPs regulations for each of the MVRMA, the *Territorial Lands Act (TLA)* and the *Nunavut Waters and Nunavut Surface Rights Act (NWNSRTA)* separately.

In 2017, the percentage of Canadian Frontier Lands under license managed by CIRNAC increased to 25 percent because of decreases in the total number of hectares under licence.

In 2017, out of a total of \$2,111.3 million in Canadian exploration and deposit appraisal expenditures, 8 percent or \$169.3 million were made in Nunavut.

In September 2017, Canada, the Kivalliq Inuit Association and Agnico Eagle Mines Limited signed a security management agreement to enable the Department and the Inuit land owner to co-manage financial assurance for mine site reclamation of Agnico's Whale Tail mining project.

One year consultation process was completed with existing oil and gas licence holders in the Beaufort Sea, and other key Northern and Indigenous stakeholders, focusing on the status of the rights and interests of the licence holders within the context of an emerging policy framework for the Arctic.

CIRNAC worked closely with Indigenous communities to implement work on the Beaufort Regional Strategic Environmental Assessment and the Strategic Environmental Assessment for Baffin Bay and Davis Strait.

The Beaufort Regional Strategic Environmental Assessment and the Strategic Environmental Assessment for Baffin Bay and Davis Strait are using science and traditional knowledge to inform decision making around potential future oil and gas activity in these regions. Traditional knowledge is being gathered by the Inuvialuit Regional Corporation and the Qikiqtani Inuit Association for inclusion in these assessments.

In 2017–18, the Department, using a risk-based approach, successfully undertook a program of inspections to ensure that proponents were complying with their land and water authorizations. This work helps to ensure that environmental impacts were minimized and that Crown interests were addressed.

Ensuring that the Department's views on the marine offshore are known and respected requires the participation in various national and international fora. Towards that end, the Department has been actively engaged in various federal interdepartmental committees related to ocean management as well as the Arctic Council's Protection of the Arctic Marine Environment Working Group as a member of the Canadian delegation and a co-lead of the Meaningful Engagement of Indigenous Peoples and Local Communities in Marine Activities (MEMA) Project.

CIRNAC participated throughout four project reviews submitted for Ministerial approval in 2017–18, including the final hearings for all. The Report of Environmental Assessment for the Prairie Creek project was submitted for the responsible Ministers' consideration on September 12, 2017; while the Tlicho All Season Road was submitted March 29, 2018. On January 19, 2018, the responsible Ministers issued an information request to the Prairie Creek proponent, in an effort to address issues raised by Indigenous groups. Decision on both projects are pending, however both are still within regulated timelines under the MVMRA. In Nunavut, positive decisions were made on the Back River Gold Mine and the Whale Tail Pit; only the latter was subject to regulated timelines.

CIRNAC undertook remediation and/or risk management activities at 22 contaminated sites, to ensure the protection of human and environmental health and safety.

The Department continued to engage with Indigenous partners and interested stakeholders in remediation planning and implementation for contaminated sites, 213 community consultation events held in 2017–18 throughout the North. Events included public meetings, meetings with affected First Nations, site tours and school outreach. Feedback from these engagement sessions was used to inform key project decisions within the contaminated sites remediation process. For example, CIRNAC conducted a number of community consultations in the area surrounding Faro Mine in order to develop a list of environmental and socio-economic interests linked to the contaminated site that local stakeholders would like to see examined during site's assessment phase. At the Giant Mine, input from community engagement meetings informed the Department's decision making on remediation and closure activities, and supported community-based monitoring programs, training programs, archaeological impact assessments, stress assessments, and traditional knowledge studies.

CIRNAC updated risk assessments for every active project in the Northern Contaminated Sites Program's portfolio to identify risks to project management and delivery. The results of risk assessments informed the project planning process, including the development of risk contingencies, and the implementation of risk treatments and mitigation strategies were subject to regular reporting and senior-level oversight. Below are descriptions of risk management activities at the Department's two largest contaminated sites:

- At the Faro Mine, CIRNAC undertook a number of important risk mitigation and care and maintenance activities. Notably, the Department continued to work on the design of the North Fork Rose Creek Diversion. As well, experts have begun to remove fish from a contaminated waterway near the site. CIRNAC also continued to engage with local communities with the goal of having a remediation plan submitted to the Yukon Environmental and Socio Economic Assessment Board in the fall 2018. Finally, based on significant schedule delays, CIRNAC took over the lead on all work to procure the urgent works Construction Manager which will now be awarded in summer 2018.
- For Giant Mine, CIRNAC tendered a contract to Nahanni Construction Ltd in order to stabilize the mine's last high-risk stope complex. Additionally, contractors continued repairs to heads covers, ground control upgrades and improvements to power feeds and communication lines to ensure that the underground mine was safe for workers to access. In preparation for remediation work, the Department undertook significant consultation and engagement with Indigenous and other stakeholders to assist in developing a draft closure and reclamation plan. The draft plan has been provided to the public for comment prior to submitting as part of the water licencing process in 2018–19. The Department also hired a construction manager in December 2017 and continued work to address requirements from the 2014 environmental assessment that must be fulfilled in advance of water licensing, such as the Human Health and Ecological Risk Assessment, exploring options for long-term funding for the projects, and finalizing options for the new water treatment plant.

Results achieved			
Expected results	Performance indicators	Targets	Actual results
Canada's responsibilities to support effective regulatory regimes in the territories are carried out in a manner that provides certainty for Indigenous people, Northerners, and project proponents	Number of new or amended pieces of legislations brought into law	1 by March 31, 2018	2017–18: 1 2016–17: 0 2015–16: 1
	Number of new or amended pieces of regulation brought into law	1 by March 31, 2018	2017–18: 2 2016–17: 1 2015–16: 2
	Percentage of Nunavut and NWT projects for which the Minister is a decision maker approved within regulated timelines	100% by March 31, 2018	2017–18: 100% 2016–17: 100% 2015–16: 100%
Environmental stewardship of contaminated sites is responsible and sustainable	Percentage of contaminated sites projects' risks rated as "very high" or "high" with mitigation strategies in place ^a	100% by March 31, 2018	2017–18: 87% 2016–17: 100%

^a Indicator created in 2016–17.

Note: The 2016–17 Departmental Results Report had an error in the actual results for "Nunavut's, Northwest Territories', and Yukon's ratings on the Policy Perception Index" as reported in the Fraser Institute. Annual Survey of Mining Companies (provided annually and not by fiscal year). The results should have been as follows: Northwest Territories - 72.77 (for 2016), 64.46 (for 2015); Yukon - 84.81 (for 2016), 76.66 (for 2015); and Nunavut - 68.80 (for 2016), 68.85 (for 2015). This indicator was discontinued for 2017–18.

Budgetary financial resources (dollars)				
2017-18 Main Estimates	2017-18 Planned Spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual minus planned)
264,322,708	264,322,708	278,503,245	211,087,345	(53,235,363)

The difference between Planned Spending and Actual Spending primarily reflects incremental funding provided through Supplementary Estimates for the assessment, management and remediation of federal contaminated sites (+\$1.1 million) as well as funding provided through an internal reallocation of resources from other programs (+\$7.5 million). This increase is partially offset by the deferral of activities associated with the Federal Contaminated Sites Action Plan (-\$67.0 million) to future years. The associated funding was not required in 2017-18 and will be re-profiled to future years when it would be available for the intended purpose.

Human resources (full-time equivalents)		
2017-18 Planned	2017-18 Actual	2017-18 Difference (actual minus planned)
230	240	10

Information on Program 4.3 lower-level is available on [CIRNAC's website](#) and in the [GCInfobase](#).

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: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Results

In August 2017, the Prime Minister announced that the Department of Indigenous and Northern Affairs Canada would be dissolved and replaced by two departments, namely CIRNAC and ISC. CIRNAC is focusing on advancing nation-to-nation, Inuit-Crown, and government-to-government relationships, supporting Indigenous Peoples' visions of self-determination; and leading Canada's work in the North. ISC is improving access to high-quality services for First Nations, Inuit and Métis peoples, supporting and removing barriers to the Indigenous control of the delivery of services, and working to improve health and socio-economic outcomes in First Nations, Inuit and Métis communities. The transformation process is being supported through common internal services. Therefore, the internal services results section is the same for both departments.

Management and Oversight Services

In our commitment to evidence-based policy making, the Department continued strengthening its demographic and socio-economic research and analytical capacity. Significant investments were made in 2017–18, both in the collection and dissemination of Indigenous survey data, including the Aboriginal Peoples Survey and the First Nations Labour and Employment Development Survey. As part of these efforts, the Department continued working with partners such as the First Nations Information Governance Center, Statistics Canada, and academia to better understand socio-economic gaps between Indigenous and non-Indigenous peoples. With the recent release of the 2016 Census of Population data, the Department is updating many measurement tools and research products, including the Community Well Being Index, the Community Remoteness and Environmental Indices, and Indigenous demographic projections.

The Department exceeded its goal of 35 projects and carried out over 38 major initiatives related to data development, analytics, targeted research, and knowledge transfer projects. These projects ensure the sharing and dissemination of results with a variety of partners and stakeholders.

The Department also strengthened its efforts towards ensuring greater performance transparency and accountability. In this regard, the Department successfully implemented the Policy on Results, introduced by Treasury Board on July 1, 2016. This involved the development and subsequent approval of two transitional Departmental Results Frameworks for both CIRNAC and ISC. The Department also developed forty-nine Program Performance Information Profiles to facilitate performance monitoring and evaluation. In addition, a total of 113 performance indicators have been made publicly available through the Government of Canada InfoBase system to enable a clearer communication of results to Indigenous and non-Indigenous peoples. The Department also supports reporting the progress of the [Minister Bennett's](#) and [Minister LeBlanc's](#) Mandate Letter Commitments via the [Mandate Letter Commitment Tracker](#)^{xiv}.

Internally, departmental efficiency and effectiveness were strengthened in CIRNAC and ISC through a number of assurance activities, including: six internal audits projects; seven evaluation projects; sixteen risk management projects and seventeen financial reviews and investigations. Specific audit and risk assessment work was completed to support transformation activities.

In 2017–18, the Evaluation, Performance Measurement and Review Branch managed an internship project entitled “Why Aren’t Some First Nations Moving Beyond the *Indian Act*?” that explored the path to self-determination envisioned by First Nations. In 2018–19, interns are exploring how the departments can better co-develop evaluations and work with Indigenous partners.

Communications Services

In 2017–18, several innovative activities were undertaken in order to continue building bridges between Indigenous and non-Indigenous peoples, especially young people. These activities included extensive awareness-raising through Web and social media on #IndigenousSuccess and innovation, celebrating Indigenous language and culture, progress on Government of Canada commitments to Indigenous peoples and Northerners (for example, infrastructure progress through mapping) and on the Truth and Reconciliation Calls to Action. Web, social media and outreach activities also focused on amplifying Indigenous voices, whether it was through #IndigenousReads, #IndigenousSuccess or work with Indigenous youth groups, and groups that support Indigenous youth, such as Canadian Roots Exchange, We Matter, [Indspire](#)^{xv} and youth involved in the North American Indigenous Games.

Human Resources Management Services

The organization’s desire to have a workforce that is culturally sensitive and representative of Indigenous communities is directly related to its mission. It employed focused, innovative, strategic and culturally considerate recruitment approaches while increasing awareness of employment opportunities among Indigenous peoples and communities. Language training targeted to Indigenous employees under the Deputy Minister’s Aboriginal Workforce Initiative is also well underway, with both French and English groups being trained. The Aboriginal Leadership Development Initiative continued to build strong Indigenous leaders within the Public Service through the graduation of its Cohort 4 and the launch of Cohort 5, with ten other government departments participating in Cohort 5.

Prior to the dissolution of INAC, the Department’s work on the development of its Workplace Well-Being and Mental Health Strategy was nearing completion. Following extensive engagement, both departments built upon the work already accomplished and seized the opportunity to develop their own workplace strategies reflective of their new mandate and employee culture.

The Departments continue to address the pay issues related to the implementation of the Phoenix Pay System. The in-house Phoenix Response Team provided support to employees and the organizations on pay and other issues associated with the challenges resulting from the transformation. The process of integrating employees into the newly created ISC was started, including the transfer of employees from the Regional Operations and Education, Social Development Programs and Partnerships sectors of the former INAC and from the First Nations and Inuit Health Branch of Health Canada.

Financial Management Services

In 2017–18, the Department modernized and enhanced its funding processes to ensure funding was allocated to First Nations in a more timely and efficient manner. In this regard, the Department improved its Federal Budget process and was successful in securing Federal Budget funding to improve the lives of Indigenous peoples. It also further developed its Costing Centre of Expertise, which was instrumental in providing cost estimation direction, assistance and guidance to stakeholders.

Information Management and Information Technology Services

The Department continues to move forward with the implementation of key initiatives, outlined in the 2016-19 Information Management Strategy, and has established an Information Management Transformation Office to support implementation of the Strategy. In support of the Government of Canada-led E-mail Transformation Initiative, the Department has completed onboarding efforts. In addition, GCDOCS implementation is progressing as planned, scheduled for completion in 2019–20. The Department also continues to support Shared Services Canada with Government of Canada-led Workload Migration work specific to operating system upgrades (Win2003) and other infrastructure-related initiatives. The overall number of corporate systems in the Department continues to be reduced through decommissioning and rationalization efforts. The Department continues to mature data management practices through the implementation of key governance, processes and tools.

Real Property Services; Materiel Services; and Acquisition Services

As part of its commitment to improving service delivery and advancing the Government's procurement modernization agenda, the Department's procurement Case Management System (implemented in 2016) was successfully automated in 2017–18. The Case Management System is fully in line with the Government's information technology modernization strategy, and will improve service levels to Departmental clients by increasing the effectiveness and efficiency of procurement services.

In 2017–18, the Department also continued the implementation of its three-year 2016-19 Real Property Management Action Plan to address the Department's real property issues, including health and safety risks in the Department's off-reserve structures. Significant progress was made in a number of areas, including fire protection inspections, designated substances surveys (including asbestos), and building condition assessments. Remedial measures to address the results of these assessments have been implemented, with the remaining recommendations and asset-specific strategic planning expected to be implemented in the final year of the Real Property Management Action Plan (2018–19).

Budgetary financial resources (dollars)				
2017–18 Main Estimates	2017–18 Planned Spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (actual minus planned)
234,773,957	234,773,957	316,280,777	285,366,303	50,592,346

The difference between Planned Spending and Actual Spending primarily reflects incremental funding provided through Supplementary Estimates for advancing reconciliation in Canada (+\$4.2 million) as well as funding provided for compensation adjustments (+\$12.3 million) and the operating and capital budget carry forward (+\$10.5 million). The difference also reflects the deemed appropriations to ISC as per the Orders in Council (-\$12.2 million), and internal reallocations to address funding pressures in: Information Technology; Legal Services (billings from the Department of Justice for work on litigation files of CIRNAC and ISC); Management and Oversight; Financial Management; and Material Management.

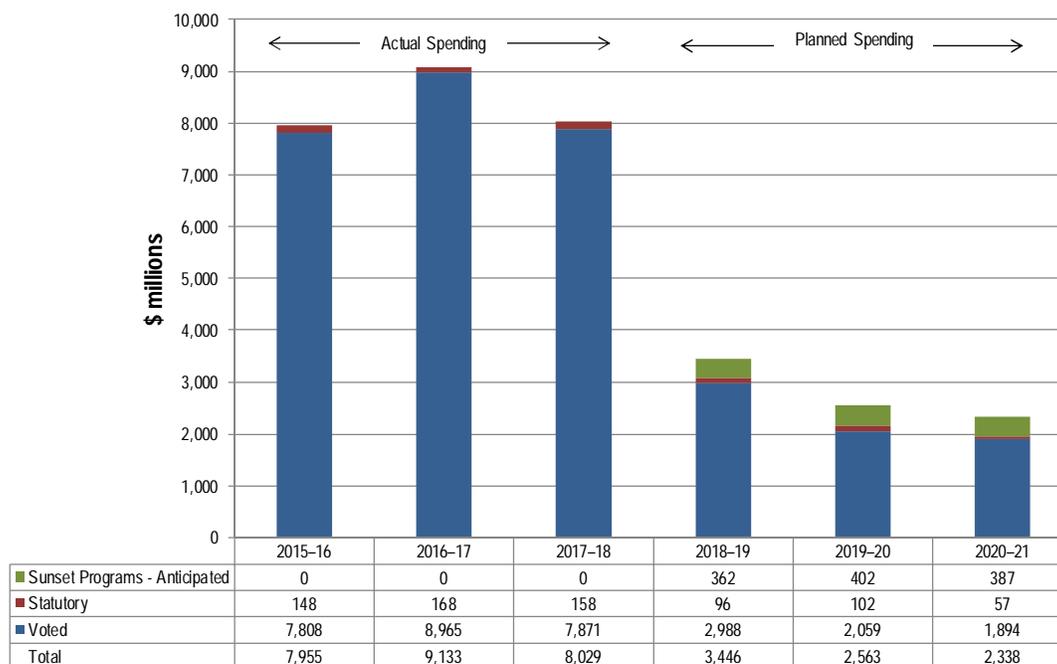
Most of internal support services funding for ISC is reported under CIRNAC, pending future transfers once the structure and funding levels are finalized for ISC.

Human resources (full-time equivalents)		
2017-18 Planned	2017-18 Actual	2017-18 Difference (actual minus planned)
1518	1434	(84)

Analysis of trends in spending and human resources

Actual expenditures

Departmental Spending Trend



Notes:

- Due to rounding, figures may not add to totals shown.
- Decisions on the future of sunset programs will be taken in future budgets and reflected in future Estimates.

For the period 2015–16 to 2017–18

CIRNAC's actual spending for 2017–18 was \$8,029.4 million, a net increase of approximately \$74.1 million over a three-year period from 2015–16. This is due in large part to:

- Major investments under Budget 2016 to improve the socio-economic conditions of Indigenous peoples and communities in the areas of education, child services, infrastructure, training and other programs (+\$1,574.1 million);
- An increase in spending for specific claims settlements (+\$1,268.7 million);
- An increase in spending for special and other claims settlements (+\$266.6 million);
- The transfer of the Education and Social Development Programs and Partnerships and Regional Operations Sectors to ISC as of November 30, 2017 pursuant to Orders in Council (-\$2,805.1 million); and
- A decrease in spending related to the implementation of the Indian Residential Schools Settlement Agreement as the program approaches completion; (-\$237.5 million).

For the period 2017–18 to 2020–21

Spending is expected to decrease by \$5,691.4 million in 2020–21, compared to 2017–18, primarily due to:

- The transfer of the Education and Social Development Programs and Partnerships and Regional Operations Sectors to ISC as of November 30, 2017 pursuant to Orders in Council (-\$3,948.3 million).
- The sunset of funding for specific claims settlements (-\$1,266.9 million);
- The sunset of funding for special and other claims settlements (-\$238.7 million); and
- Decrease in spending related to the implementation of the Indian Residential Schools Settlement Agreement as the program approaches completion (-\$85.5 million).

Renewal of the sunset initiatives will be sought in the near future and reflected in future estimates.

Estimates by Vote

For information on CIRNAC's organizational Votes and/or statutory expenditures, please see the [Public Accounts of Canada 2017](#)^{xvi} on the Public Services and Procurement Canada website.

Budgetary performance summary for Programs and Internal Services (dollars)

Strategic Outcomes, Programs and Internal Services	2017-18 Main Estimates	2017-18 Planned Spending	2018-19 Planned Spending	2019-20 Planned Spending	2017-18 Total Authorities available for use	2017-18 Actual Spending (authorities used)	2016-17 Actual Spending (authorities used)	2015-16 Actual Spending (authorities used)
Strategic Outcome: The Government								
Governance and Institutions of Government	413,808,860	413,808,860	Reported under the Core Responsibilities below.	Reported under the Core Responsibilities below.	305,462,440	305,462,440	448,123,980	422,158,084
Rights and Interests of Indigenous Peoples ¹	1,035,735,011	1,035,735,011			1,684,014,236	1,561,299,599	566,517,198	176,996,399
Management and Implementation of Agreements and Treaties	873,311,740	873,311,740			1,159,119,192	1,146,409,565	852,598,746	1,058,167,714
Other Claims ²	0	0			2,038,619	2,038,619	50,000,000	-
Strategic Outcome: The People								
Education ³	2,203,184,787	2,203,184,787	Reported under the Core Responsibilities below.	Reported under the Core Responsibilities below.	1,479,336,467	1,479,336,467	2,146,512,812	1,805,134,484
Social Development ³	1,876,199,107	1,876,199,107			1,205,249,408	1,205,249,408	1,880,636,118	1,767,363,171
First Nations Individual Affairs	28,961,879	28,961,879			36,183,226	35,411,958	32,933,548	29,564,330
Residential Schools Resolution	196,289,577	196,289,577			195,414,052	82,449,008	168,268,485	316,813,828
Strategic Outcome: The Land and Economy								
Indigenous Entrepreneurship ⁴	47,280,254	47,280,254	Reported under the Core Responsibilities below.	Reported under the Core Responsibilities below.	47,850,801	47,745,484	47,172,438	40,562,630
Community Economic Development	373,226,056	373,226,056			421,550,875	395,809,015	280,792,274	293,179,002
Strategic Partnerships	32,407,433	32,407,433			43,883,014	43,575,680	48,106,479	39,648,489
Infrastructure and Capacity	2,223,946,873	2,223,946,873			992,051,029	992,024,005	1,893,671,648	1,294,213,707
Urban Indigenous Participation	29,582,303	29,582,303			15,626,786	15,626,786	49,414,504	50,336,798
Strategic Outcome: The North								
Northern Governance and People	176,213,122	176,213,122	Reported under the Core Responsibilities below.	Reported under the Core Responsibilities below.	197,812,103	181,866,689	157,628,707	147,466,620
Northern Science and Technology	47,546,846	47,546,846			57,354,893	38,663,724	53,832,299	64,447,283
Northern Land, Resources and Environmental Management	264,322,708	264,322,708			278,503,245	211,087,345	169,918,169	180,587,234
Core Responsibilities								
Rights and Self-Determination ⁵	-	-	2,232,915,663	1,351,665,931	-	-	-	-

Strategic Outcomes, Programs and Internal Services	2017–18 Main Estimates	2017–18 Planned Spending	2018–19 Planned Spending	2019–20 Planned Spending	2017–18 Total Authorities available for use	2017–18 Actual Spending (authorities used)	2016–17 Actual Spending (authorities used)	2015–16 Actual Spending (authorities used)
Community and Regional Development ⁵	-	-	646,610,036	613,112,173	-	-	-	-
Subtotal	9,822,016,556	9,822,016,556	2,879,525,699	1,964,778,104	8,121,450,386	7,744,055,792	8,846,127,405	7,686,639,773
Internal Services	234,773,957	234,773,957	204,678,749	196,037,768	316,280,777	285,366,303	286,377,646	268,654,893
Total	10,056,790,513	10,056,790,513	3,084,204,448	2,160,815,872	8,437,731,163	8,029,422,095	9,132,505,051	7,955,294,666

¹ Previously entitled Aboriginal Rights and Interests in the former INAC 2016–17 Program Alignment Architecture.

² Created in 2016–17, and therefore, there is no planned spending information.

³ This program has been moved to ISC in 2017–18, as per Orders in Council (effective November 30, 2017).

⁴ Previously entitled Aboriginal Entrepreneurship in the former INAC 2016–17 Program Alignment Architecture.

⁵ This is a new core responsibility under the Departmental Results Framework that takes effect starting in 2018–19.

The \$1,619.1 million difference between Planned Spending (\$10,056.8 million) and Total Authorities Available for Use (\$8,437.7 million) in 2017–18 primarily reflects: the deemed appropriations to ISC (-\$2,805.1 million) pursuant to the Orders in Council. This reduction is offset by incremental funding provided through Supplementary Estimates for: the specific claims program (+\$519.3 million); the final settlement payment to the Crees of Eeyou Istchee (+\$200.0 million); the Operation Return Home: Manitoba Interlake Flood Remediation and Settlement (+\$174.7 million); the negotiation and implementation of comprehensive land claim, treaty-related and self-government agreements (+\$93.3 million); the out of court settlements and court awards (+\$45.8 million); the First Nation communities and organizations to deliver the on-reserve Income Assistance program (Budget 2017) (+\$39.2 million); the First Nations and Inuit Youth Employment Strategy (Budget 2017) (horizontal item) (+\$38.7 million); the Métis rights and Métis relationships with the federal government (+\$21.8 million); the climate change adaptation and mitigation (+\$18.7 million); and the table discussions on Recognition of Indigenous Rights and Self-Determination (+\$10.3 million). Additional funding is provided to the department during the fiscal year for compensation adjustments, operating and capital budget carry forwards (+\$62.5 million).

The \$408.3 million difference between Total Authorities Available for Use (\$8,437.7 million) and Actual Spending (\$8,029.4 million) in 2017–18 primarily reflects the deferral of funds to future years, such as specific claims settlements (-\$115.6 million); Independent Assessment Process settlement payments and delivery funding for continued implementation of the Indian Residential Schools Settlement Agreement (-\$113.0 million); funding related to the assessment, management and remediation of federal contaminated sites (-\$74.4 million); Canadian High Arctic Research Station (-\$18.5 million); Nutrition North Canada (-\$14.7 million); and waste management infrastructure (-\$13.5 million). Funding for these initiatives were not required in 2017–18 and has been re-profiled to future years when it will be available for the intended purpose.

Additional details by program are provided in Section III and details by sub-program are provided in Section IV.

Actual human resources

Human resources summary for Programs and Internal Services (full-time equivalents)

Strategic Outcomes, Programs and Internal Services	2015-16 Actual	2016-17 Actual	2017-18 Planned	2017-18 Actual	2018-19 Planned	2019-20 Planned
Strategic Outcome: The Government						
Governance and Institutions of Government	407	399	409	285	Reported under the Core Responsibilities below.	Reported under the Core Responsibilities below.
Rights and Interests of Indigenous Peoples	364	376	254	397		
Management and Implementation of Agreements and Treaties	80	87	86	97		
Other Claims	-	-	-	-		
The Government Subtotal	851	862	749	779		
Strategic Outcome: The People						
Education	272	292	300	212	Reported under the Core Responsibilities below.	Reported under the Core Responsibilities below.
Social Development	144	150	159	104		
First Nations Individual Affairs	238	258	259	265		
Residential Schools Resolution	458	333	260	262		
The People Subtotal	1,112	1,033	978	843		
Strategic Outcome: The Land and Economy						
Indigenous Entrepreneurship	34	29	30	28	Reported under the Core Responsibilities below.	Reported under the Core Responsibilities below.
Community Economic Development	434	438	456	489		
Strategic Partnerships	72	68	70	66		
Infrastructure and Capacity	244	363	450	299		
Urban Indigenous Participation	13	13	13	10		
The Land and Economy Subtotal	797	911	1,019	892		
Strategic Outcome: The North						
Northern Governance and People	65	83	88	83	Reported under the Core Responsibilities below.	Reported under the Core Responsibilities below.
Northern Science and Technology	42	39	45	38		
Northern Land, Resources and Environmental Management	226	239	230	240		
The North Subtotal	333	361	363	361		

Strategic Outcomes, Programs and Internal Services	2015-16 Actual	2016-17 Actual	2017-18 Planned	2017-18 Actual	2018-19 Planned	2019-20 Planned
Core Responsibilities						
Rights and Self Determination ¹	-	-	-	-	1,021	923
Community and Regional Development ¹	-	-	-	-	856	847
Internal Services	1,431	1,476	1,518	1,434	1,231	1,206
Total	4,524	4,643	4,627	4,309	3,108	2,976

¹ This is a new core responsibility under the Departmental Results Framework that takes effect starting in 2018-19.

Expenditures by vote

For information on CIRNAC's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2017–18](#)^{xvii}.

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](#).

Financial statements and financial statements highlights

Financial statements

CIRNAC's financial statements [unaudited] for the year ended March 31, 2018, are available on the [departmental website](#)^{xviii}.

Financial statements highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2018 (dollars)

Financial Information	2017–18 Planned Results ^a	2017–18 Actual ^b	2016–17 Actual	Difference (2017–18 Actual minus 2017–18 Planned)	Difference (2017–2018 Actual minus 2016–17 Actual)
Total Expenses	8,581,940,621	13,660,622,348	12,251,649,396	5,078,681,727	1,408,972,952
Total Revenues	4,001,113	3,620,773	4,185,257	(380,340)	(564,484)
Net cost of operations before government funding and transfers	8,577,939,508	13,657,001,575	12,247,464,139	5,079,062,067	1,409,537,436

Totals may not match financial statements due to rounding.

^a Please refer to the Future-Oriented Statement of Operations on [CIRNAC's website](#)^{xix}.

^b Actuals include the results of programs transferred to ISC from April 1, 2017 to November 29, 2017.

Expenses by Type

Total expenses were \$13,661 million in 2017–18, representing a 12 percent increase from the previous year's expenses of \$12,252 million. \$3,936 million of total expenses relate to the results of programs transferred to ISC on November 30, 2017. Transfer payments, the majority to Indigenous peoples and for claims and litigation, amounted to \$6,453 million (47 percent of total expenses). Other significant operating expenses included claims and litigation of \$2,581 million (19 percent) and salaries and employee future benefits totaling \$366 million (3 percent).

Revenues by Type

Total revenues for 2017–18 amounted to \$3.6 million, representing a 14 percent decrease over the previous year's total revenues of \$4.2 million. Respendable revenues earned for the provision of financial and administrative services represent \$2.4 million (67 percent). Respendable revenues from the proceeds from the sale of surplus Crown assets, included in miscellaneous revenue, account for most of the remaining \$1.3 million (36 percent). The total revenues earned on behalf of Government totaled \$4.7 million.

Significant changes

The change in total expenses is largely due to an increase in the provision for claims and litigation of \$2,272 million due to increases in the estimated settlement amounts as well as an increase of \$1,221 million in transfer payment to Indigenous peoples and organizations. This increase was slightly offset due to the transfer of some programs to ISC on November 30, 2017.

The change in total revenues is mainly attributed to a decrease of \$3,879 million in miscellaneous revenues which is offset by an increase of \$3,494 million in revenues earned on behalf of Government.

Condensed Statement of Financial Position (unaudited) as of March 31, 2018 (dollars)

Financial information*	2017–18	2016–17	Difference (2017–18 minus 2016–17)
Total net liabilities	24,915,856,971	20,227,345,045	4,688,511,926
Total net financial assets	595,669,324	1,569,183,247	(973,513,923)
Departmental net debt	24,320,187,647	18,658,161,798	5,662,025,849
Total non-financial assets	219,461,798	212,795,394	6,666,404
Departmental net financial position	(24,100,725,848)	(18,445,366,404)	(5,655,359,444)

Totals may not match financial statements due to rounding.

Liabilities by Type

Total net liabilities were \$24,916 million at the end of 2017–18, which is an increase of \$4.689 million (23 percent) from the previous year's total net liabilities of \$20,227 million. The provision for claims and litigation represents the largest portion of liabilities at \$20,836 million (84 percent) of total liabilities. Other significant liabilities include environmental liabilities of \$3,320 million (13 percent), accounts payable of \$583 million (2 percent), and the liability for settled claims of \$142 million (0.6 percent).

Net Financial Assets by Type

Total net financial assets at the end of 2017–18 were \$596 million, which represents a decrease of \$974 million (62 percent) from the previous year's total net financial assets of \$1,569 million. Of the total net assets, the asset due from the Consolidated Revenue Fund accounted for \$578 million (97 percent) and accounts receivable and advances accounted for \$17 million (3 percent).

Non-Financial Assets by Type

Total non-financial assets were \$219 million at the end of 2017–18 which represents an increase of \$6.7 million (3 percent) from the previous year's total non-financial assets of \$213 million. Tangible capital assets represent \$174 million (79 percent) of total non-financial assets while land held for future claims settlements represents \$44 million (20 percent).

Significant changes

The change in total liabilities is primarily due to an increase in contingent liabilities of \$5,770 million which is due to the increase in the provision for claims and litigations. This increase was slightly offset by a decrease of \$754 million in trust accounts and \$43 million in other liabilities resulting from transfers to ISC.

The change in total net financial assets is due to a decrease of \$924 million in the assets of due from the consolidated revenue fund and a decrease of \$50 million in accounts receivable and advances. These decreases resulted from the transfers of assets and liabilities to ISC.

Supplementary information

Corporate information

Organizational profile

Appropriate ministers: The Honourable Carolyn Bennett and the Honourable Dominic LeBlanc

Ministerial portfolio: Department of Indian Affairs and Northern Development

Enabling instrument: [Department of Indian Affairs and Northern Development Act, R.S.C.1985, c.I-6^{xx}](#)

Year of incorporation: 1880

Other: None

Special operating agency: Indian Oil and Gas Canada

Administrative tribunals and agencies:

- Indian Residential Schools Truth and Reconciliation Commission
- Polar Knowledge Canada

Adjudicative and advisory bodies:

- Specific Claims Tribunal Canada
- National Indigenous Economic Development Board

Reporting framework

CIRNAC's Strategic Outcomes and Program Alignment Architecture of record for 2017–18 are shown below.



Note: The 2017-2018 Results and full narrative will only be reflected in the Departmental Results Report belonging to the applicable Department, as per the Orders-In-Council that created ISC on November 30, 2017.

* Programs for which all elements are fully delivered by ISC.

** Programs for which elements have been split between CIRNAC and ISC.

Supporting information on lower-level programs

Supporting information on lower-level programs is available in [GC InfoBase](#).

Supplementary information tables

The following supplementary information tables are available on [CIRNAC's website](#).

- [Departmental Sustainable Development Strategy](#)
- [Details of transfer payment programs of \\$5 million or more](#)
- Horizontal initiatives
 - [Aboriginal Economic Development Strategic Partnerships Initiative](#)
 - [Indian Residential Schools Settlement Agreement — Health Support component](#)
 - [Nutrition North Canada](#)
- [Internal audits and evaluations](#)
- [Response to parliamentary committees and external audits](#)
- [Status Report on projects operating with specific Treasury Board approval](#)
- [Status report on transformational and major Crown projects](#)
- [Fees](#)

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](#)^{xxi}. This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

Crown-Indigenous Relations and Northern Affairs Canada

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

Mailing Address: Ottawa, Ontario K1A 0H4

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

Email: aadnc.webmestre-webmaster.aandc@canada.ca

General and statistical inquiries and publication distribution

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

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

Email: aadnc.infopubs.aandc@canada.ca

Departmental library

Telephone: 819-997-0811

Email: aadnc.reference.aandc@canada.ca

Media inquiries — Communications

Telephone: 819-953-1160

Email: aadnc.publicaffairsteam.aandc@canada.ca

Appendix: definitions

appropriation (crédit)

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

budgetary expenditures (dépenses budgétaires)

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

Core Responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

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

Departmental Result (résultat ministériel)

A Departmental Result represents the change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

Departmental Result Indicator (indicateur de résultat ministériel)

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

Departmental Results Framework (cadre ministériel des résultats)

Consists of the department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (rapport sur les résultats ministériels)

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

Evaluation (évaluation)

In the Government of Canada, the systematic and neutral collection and analysis of evidence to judge merit, worth or value. Evaluation informs decision making, improvements, innovation and accountability. Evaluations typically focus on programs, policies and priorities and examine questions related to relevance, effectiveness and efficiency. Depending on user needs, however, evaluations can also examine other units, themes and issues, including alternatives to existing interventions. Evaluations generally employ social science research methods.

Experimentation (expérimentation)

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision making by learning what works and what does not.

full-time equivalent (équivalent temps plein)

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

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

An analytical approach used to assess how diverse groups of women, men and gender-diverse people may experience policies, programs and initiatives. The “plus” in GBA+ acknowledges that the gender-based analysis goes beyond biological (sex) and socio-cultural (gender) differences. We all have multiple identity factors that intersect to make us who we are; GBA+ considers many other identity factors, such as race, ethnicity, religion, age, and mental or physical disability. Examples of GBA+ processes include using data disaggregated by sex, gender and other intersecting identity factors in performance analysis, and identifying any impacts of the program on diverse groups of people, with a view to adjusting these initiatives to make them more inclusive.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2017–18 Departmental Results Report, those high-level themes outlining the government’s agenda from the 2015 Speech from the Throne, namely; Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada’s Strength; and Security and Opportunity.

horizontal initiatives (initiative horizontale)

An initiative where two or more departments are given funding to pursue a shared outcome, often linked to a government priority.

Management, Resources and Results Structure (Structure de la gestion, des ressources et des résultats)

A comprehensive framework that consists of an organization’s inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

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.

plans (plans)

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

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

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

priorities (priorité)

A plan or project that an organization 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 Strategic Outcome(s) or Departmental Results.

program (programme)

A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (architecture d'alignement des programmes)

A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Program Inventory (Répertoire des programmes)

Identifies all of the department's programs and describes how resources are organized to contribute to the department's Core Responsibilities and Results.

result (résultat)

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

statutory expenditures (dépenses législatives)

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

Strategic Outcome (résultat stratégique)

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

sunset program (programme temporisé)

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

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 2017–18 Indigenous Services Canada Departmental Results Report, <https://www.sac-isc.gc.ca/eng/1538147955169/1538148052804>
- ⁱⁱ Recognition and Implementation of Indigenous Rights Framework, <https://www.rcaanc-cirnac.gc.ca/eng/1518191643212/1539886008371>
- ⁱⁱⁱ Truth and Reconciliation Commission's Calls to Action, http://www.trc.ca/websites/trcinstitution/File/2015/Findings/Calls_to_Action_English2.pdf
- ^{iv} Minister Caroline Bennett's Mandate Letter, <https://pm.gc.ca/eng/minister-crown-indigenous-relations-and-northern-affairs-mandate-letter>
- ^v Minister Dominic LeBlanc's Mandate Letter, <https://pm.gc.ca/eng/minister-intergovernmental-and-northern-affairs-and-internal-trade-mandate-letter-august-28-2018>
- ^{vi} Indigenous Services Canada Lower-Level Programs, <https://www.sac-isc.gc.ca/eng/1538154166265/1538154312961>
- ^{vii} Crown-Indigenous Relations and Northern Affairs Canada Lower-Level Programs, <https://www.rcaanc-cirnac.gc.ca/eng/1539040512866/1539040609457>
- ^{viii} GCInfobase, <http://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#orgs/dept/129/infograph/>
- ^{ix} Delivering on Truth and Reconciliation Commission Calls to Action, <https://www.aadnc-aandc.gc.ca/eng/1524494530110/1524494579700>
- ^x National Council for Reconciliation, <https://www.aadnc-aandc.gc.ca/eng/1524234256810/1524234275434>
- ^{xi} Sixties Scoop class litigation, <https://www.aadnc-aandc.gc.ca/eng/1517425414802/1517425436379>
- ^{xii} Sub-Program 3.2.1: Lands and Economic Development Services, <https://www.rcaanc-cirnac.gc.ca/prev-prev/eng/1539040512866/1539040609457>
- ^{xiii} Canadian Northern Economic Development Agency, <https://www.cannor.gc.ca/eng/1351104567432/1351104589057>
- ^{xiv} Mandate Letter Commitment Tracker, <https://www.canada.ca/en/privy-council/campaigns/mandate-tracker-results-canadians.html>
- ^{xv} Indspire, <http://indspire.ca/>
- ^{xvi} Public Accounts of Canada 2017, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- ^{xvii} Public Accounts of Canada 2017–18, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/2018/index-eng.html>
- ^{xviii} CIRNAC's financial statements [unaudited] for the year ended March 31, 2018, <https://www.rcaanc-cirnac.gc.ca/eng/1536851156555/1537974453913>
- ^{xix} Crown Indigenous Relations and Northern Affairs – Future-Oriented Statements of Operations for the Year Ending March 31, 2019, <https://www.aadnc-aandc.gc.ca/eng/1519230087594/1519230155001>
- ^{xx} Department of Indian Affairs and Northern Development Act, R.S.C.1985, c.I-6, <http://laws-lois.justice.gc.ca/eng/acts/I-6/page-1.html>
- ^{xxi} Report on Federal Tax Expenditures, <https://www.fin.gc.ca/taxexp-depfisc/2018/taxexp18-eng.asp>