### Lands and Economic Development – Community Infrastructure

Summative Evaluation of the Capital Facilities Maintenance Program (08/45)

PROJECT RECOMMENDATIONS	ACTION PLAN	EXPECTED COMPLETION DATE	PROGRAM RESPONSE	
The CFM program should be renewed on the basis of demonstrated relevance, accomplishments, ongoing need, and First Nation priorities.	a) Community Infrastructure Branch to proceed with steps to renew the CFM Program.  b) Community Infrastructure Branch to respond to Budget 2010's commitment to undertake a comprehensive review of the current approach to financing First Nations' infrastructure by developing a new approach to funding infrastructure on reserves and supporting First Nations in improving the lifecycle management of their infrastructure assets.	31/03/2010	Update/Rationale: As of 31/03/2011  a) Completed/Ongoing – The CFM Program was renewed by Treasury Board on April 2, 2010.  b) Ongoing – CIB has completed a series of consultations with First Nations regarding alternative financing and will continue to consult with various stakeholders throughout 2011 on advancing the alternative financing file. CIB is also continuing to work on developing options for program reform to support alternative financing, procurement and operation of community infrastructure.  AES: Closed	
2. INAC, in consultation with First Nations and tribal councils, should revisit and modernize the formula underlying O&M funding to ensure it reflects current day realities and cost structures and creates incentives for adequate maintenance of community infrastructure.	a) Community Infrastructure Branch to work with Operations and Planning Support Branch and Chief Financial Office Sector to develop options to modernize O&M funding formulas, including measures to improve outcomes with O&M funding.  b) Community Infrastructure Branch to engage key stakeholders in discussing proposed options for modernizing O&M funding.	31/03/2011 31/12/2011	Status: Underway  Update/Rationale: As of 30/09/2011:  Community Infrastructure Branch is engaging key stakeholders to finalize an O&M Strategy which outlines options to modernize O&M funding formulae, including measures to improve outcomes with O&M funding.	

### Lands and Economic Development – Community Infrastructure

Summative Evaluation of the Capital Facilities Maintenance Program (08/45)

		EXPECTED	
PROJECT RECOMMENDATIONS	ACTION PLAN	COMPLETION DATE	PROGRAM RESPONSE
	c) Operations and Planning Support Branch to work with Community Infrastructure Branch, Chief Financial Office Sector and Regional Offices to implement recommended approach to modernizing O&M funding.	31/03/2012	AES:  While there has been some progress against this recommendation, further follow-up is required.
<ol> <li>INAC should improve cost and performance measures related to infrastructure (financial and non- financial information).</li> </ol>	a) Community Infrastructure Branch developed new performance indicators (financial and non-financial, output and outcome).	8/12/2009	A) Status: Underway  Update/Rationale: As of 30/09/2011:
	b) Community Infrastructure Branch to work with Operations and Planning Support Branch and Regional Offices to amend reporting tools and improve inspection regimes so that information for new performance indicators can be properly collected.	31/03/2011	Community Infrastructure Branch developed and / or updated new performance indicators. The new targets will be incorporated into the department's 2012-13 Performance Measurement, Resources and Results Structures (MRRS), Report on Plans and Priorities (RPP), and Departmental Progress Report (DPR). The
	c) Operations and Planning Support Branch to work with Community Infrastructure Branch and Regional Offices to fully implement the National Planning Process associated with the new First Nations Infrastructure Investment Plan.	31/03/2011	CFMP Performance Measurement Strategy has identified 2015 as the date for the Program to achieve full implementation of these targets.  B) Status: Underway
	minastructure investment Fian.		Update/Rationale: As of 30/09/2011:
			Community Infrastructure Branch is currently working with Operations and Planning Support Branch and Regional Offices to amend reporting tools and improve inspection regimes so that information for new performance indicators can be properly collected.
			A review of the Asset Condition Reporting System (ACRS) inspection process is underway and new tools,

### Lands and Economic Development – Community Infrastructure

Summative Evaluation of the Capital Facilities Maintenance Program (08/45)

PROJECT RECOMMENDATIONS	ACTION PLAN	EXPECTED COMPLETION DATE	PROGRAM RESPONSE
			such as a paperless inspection tool are being developed and/or tested.
			The ACRS manual is being revised and a new version is expected by December 2011.
			C) Status: Completed, request to close.
			Update/Rationale: As of 30/09/2011:
			The National Planning Process associated with the First Nations Infrastructure Investment Plan (FNIIP) has been fully implemented. In 2010-2011 FNIIP report was published and the 2011-2012 FNIIP report was approved by AANDC's Operations Committee in June 2011 to be published online. Community Infrastructure Branch will continue to work with regional offices on minor changes to the FNIIP, as required.
			AES:
			While there has been progress against this recommendation, further follow-up is required.
<ol> <li>INAC and First Nations should work together, in consultation with tribal councils, to:         <ul> <li>a) improve the timeliness of communications at the regional</li> </ul> </li> </ol>	a) Community Infrastructure Branch to work with Regional Operations and Planning Support Branch and Regional Offices to develop service standards relating to communication protocols with First Nations,	31/03/2011	A) Status: Underway  Update/Rationale: As of 30/09/2011:
level; and	including the enhancement of program communication through improvements to the		Work is currently underway to develop service

### Lands and Economic Development – Community Infrastructure

Summative Evaluation of the Capital Facilities Maintenance Program (08/45)

EXPECTED				
PROJECT RECOMMENDATIONS	ACTION PLAN	COMPLETION	PROGRAM RESPONSE	
b) integrate reporting requirements (including performance measures).	INAC intranet website.  b) Community Infrastructure Branch to work with Regional Operations and Planning Support Branch to integrate / align reporting requirements with performance indicator information requirements.	31/03/2011	standards relating to communication protocols with First Nations.  B) Status: Underway  Update/Rationale: As of 30/09/2011:  Community Infrastructure Branch is currently working with Operations and Planning Support Branch to integrate / align reporting requirements with performance indicator information requirements. CIB engaged in the Departmental process of reviewing and adjusting the Management, Resources and Results Structure (MRRS) for 2012-2013.  AES: Agree	
<ul> <li>5. INAC and First Nations should pursue those practices identified by the evaluation as demonstrating good management and effective delivery. These include, but are not limited to:</li> <li>a) Letters of comfort to secure bank financing on the basis of project approval, in order to avoid unnecessary delays in project implementation;</li> <li>b) Improved training in project management and technical areas to augment the skill base within First Nation administrations, which will enable those First Nations to reduce their</li> </ul>	a) Community Infrastructure Branch to undertake a comprehensive review of the current-approach to financing First Nations infrastructure, including the identification of best practices that can support effective financing and delivery of capital projects in a timely manner.  b) Community Infrastructure Branch will continue to emphasize the use of the capacity development funding stream within the First Nations Infrastructure Fund. Subject to resource availability, Community Infrastructure Branch will look at options to expand existing capacity development programs.	31/03/2011 31/03/2011	A) Status: Underway  Update/Rationale: As of 30/09/2011:  AANDC has undertaken targeted discussions with First Nations, Aboriginal Organizations, private sector construction firms and financial institutions with the goal of identifying the challenges First Nations currently face when looking to secure financing for infrastructure development.  Earlier this year, two Minister's Special Representatives were appointed to explore new ways to engage the private sector in the financing of infrastructure on reserve. These Representatives will	

### Lands and Economic Development – Community Infrastructure

Summative Evaluation of the Capital Facilities Maintenance Program (08/45) APPROVAL DATE: 24/09/10

PROJECT RECOMMENDATIONS	ACTION PLAN	EXPECTED COMPLETION DATE	PROGRAM RESPONSE	
expenditures on outside consultants and speed up their project application processes, and expand the certification elements of the Circuit Rider Program to other capital-related areas; and  c) Provide funding on a multi-year basis and/or re-profile funding to compensate for construction delays.	c) Chief Financial Office to develop multi- year funding arrangement models (flexible contribution) as part of department's implementation of the new Transfer Payment Policy.	31/03/2011	consult with departmental officials, Aboriginal organizations and private sector entities to develop a number of options and recommendations for proceeding.  AANDC has also been working with PPP Canada Inc to explore the applicability of the Public–Private Partnership (P3) model for infrastructure on reserve. AANDC has supported the development of several Aboriginal applications to PPP Canada's P3 Fund. Working with the early adopters of this model is helping AANDC to develop a forward strategy on the use of P3s.  B) Status: Underway  Update/Rationale: As of 30/09/2011:  During the three Calls for Proposals, all funds from the First Nations Infrastructure Fund were allocated including investments in community planning and/or skills development projects that will support long-term sustainable development of First Nation communities.  Community Infrastructure Branch is continuing to work with stakeholders to build up existing capacity development programs and ensure that CFMP capacity programs align with INAC-wide capacity programming initiatives.	

### Lands and Economic Development – Community Infrastructure

Summative Evaluation of the Capital Facilities Maintenance Program (08/45)

PROJECT RECOMMENDATIONS	ACTION PLAN	EXPECTED COMPLETION DATE	PROGRAM RESPONSE
			C) Status: Completed, request to close.  Update/Rationale: As of 30/09/2011:  The new Transfer Payment Policy has been implemented. Capital Facilities and Maintenance Program has been assessed for compliance. Risk Assessment of First Nation recipients has been conducted using the General Assessment tool, funding relationships are tailored to the results. CIB is supporting regions in implementing the risk-based governance framework and processes.
			AES:  While there has been progress against this recommendation, further follow-up is required.