

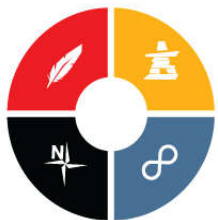


Crown-Indigenous Relations  
and Northern Affairs Canada

Relations Couronne-Autochtones  
et Affaires du Nord Canada

# Crown-Indigenous Relations and Northern Affairs Canada

## Departmental Plan 2021–22



Canada

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## Table of contents

From the Ministers .....	1
Plans at a glance.....	5
Core responsibilities: planned results and resources, and key risks .....	9
Crown-Indigenous Relations.....	9
Northern Affairs.....	18
Internal Services: planned results .....	27
Spending and human resources .....	31
Planned spending .....	31
Planned human resources .....	33
Estimates by vote .....	34
Future-oriented condensed statement of operations .....	34
Corporate information .....	37
Organizational profile.....	37
Raison d'être, mandate and role: who we are and what we do.....	37
Operating context .....	37
Reporting framework .....	38
Supporting information on the program inventory .....	39
Supplementary information tables .....	39
Federal tax expenditures .....	40
Organizational contact information .....	40
Appendix: definitions .....	41
Endnotes.....	45



## From the Ministers

The COVID-19 pandemic has presented challenges to everyone in Canada, especially First Nations, Inuit and Métis communities. The priority of Indigenous leadership has been to keep their people safe. From the beginning, the Government of Canada has been there to support First Nations, Inuit and Métis communities through the fight against COVID-19, and we will be there as we work together towards recovery and building back better – socially, economically and environmentally.

Reconciliation and self-determination are essential to a strong recovery. No one wants to go ‘back to normal’. We now have the opportunity to bring all Canadians with us as we accelerate the progress to self-government and supporting Indigenous communities as they implement their vision.

After the death of Joyce Echaquan, Canadians can no longer ignore the systemic racism that exists in all of our institutions. Eliminating systemic racism is imperative and essential to saving lives, closing the gaps in health, education and economic outcomes, and reducing the over-incarceration of Indigenous peoples.

Canada is committed to renewing the relationships and partnerships in the spirit of respect, cooperation, partnership, and the affirmation and implementation of Indigenous rights as is articulated in the mandate letters of all Ministers. In cooperation and partnership with Indigenous communities, we are making progress in the development and implementation of treaties, self-government agreements and other constructive arrangements, and to address specific claims. By working with Indigenous partners, we have been able to find innovative and creative solutions to replace outdated policies and actions that have harmed Indigenous peoples and communities. And we are always looking at more respectful ways of working together, especially by listening to elders, women and young Indigenous leaders.

Reconciliation and self-determination are about building trust. Trust is built by listening. For too long there was no real respect or understanding of Indigenous cultures and ways of thinking, traditional laws and governance. For reconciliation to be durable, all Canadians must be part of the journey. All Canadians must take the opportunity to better understand not only Indigenous rights, but the beauty of the teachings and the importance of the land.

We will continue to advance the Truth and Reconciliation Commission’s 94 Calls to Action. I am pleased – but not satisfied yet – to say that 80% of the 76 Calls to Action under federal or shared jurisdiction have been completed or are well underway.

Our Government will continue to work with our partners to end violence against Indigenous women, girls and 2SLGBTQQIA+ people through the National Action Plan, including a comprehensive federal plan. We will accelerate the progress on self-determination as we implement the United Nations Declaration on the Rights of Indigenous Peoples. It’s important for Indigenous peoples. It’s important for Canada.



The Departmental Plan outlines our vision, the collaboration with Indigenous partners and across all government departments on the journey ahead towards reconciliation.

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

As Minister of Northern Affairs, I am pleased to present the Departmental Plan for Crown-Indigenous Relations and Northern Affairs Canada, along with my colleague, the Minister of Crown-Indigenous Relations.



At Northern Affairs Canada, our responsibility is to foster greater economic opportunity and support a higher quality of life in the North, which includes Nunavut, the Northwest Territories and Yukon, as well as northern parts of Newfoundland and Labrador, Quebec, and Manitoba. Canada's North and Arctic is defined by its people. And it continues to play a significant part in defining who we are as Canadians. By working in partnership with provincial, territorial and Indigenous partners, we will ensure that the North will continue to grow and to thrive.

The Canadian North faces a number of unique challenges, many of which were exacerbated by the COVID-19 pandemic, including food security, transportation and infrastructure, housing and economic development. Our government continues to be there to support Northerners in getting to the other side of the pandemic.

Climate change remains one of the most significant challenges facing the North and Arctic. Warming is occurring in the North at about three times the global average rate, affecting livelihoods, economic opportunities, biodiversity, cultures and traditions. The Government of Canada continues to take action with partners to lower emissions, develop innovative clean-energy solutions that are locally led, and support science and research that is inclusive of Indigenous traditional knowledge.

Changes in the North also present new opportunities. Northern regions cover nearly 40 per cent of Canada's landmass, and offers unparalleled opportunity for advancement, growth, and prosperity. It is a resource-rich region with breathtaking landscapes. It has untapped tourism potential and international trade opportunities.

These new and renewed challenges require strong collaboration with provincial, territorial, and Indigenous partners in all aspects of decision making, including resource management, to ensure better opportunities and outcomes for all. At this particular time, where the pandemic exacerbated the vulnerabilities and gaps in the North, it is even more important to strengthen nation-to-nation, Inuit-Crown, and government-to-government relationships with Indigenous peoples based on affirmation of rights, respect, cooperation and partnership.

In order to accomplish this, in September 2019, we launched Canada's Arctic and Northern Policy Framework which lays out a vision for the region through to 2030 and beyond. This Framework provides a long-term foundation for transformative change, for the social and economic benefit of the Arctic, Indigenous peoples, northern residents and all Canadians. The Framework was co-developed in cooperation with over 25 Indigenous partners representing First Nations, Inuit and Métis of the North as well as provincial and territorial partners. It is our shared vision of the future where Arctic and northern people are thriving, strong and safe. In the co-development of the Framework, Indigenous and northern partners have offered insightful, innovative, adaptive solutions that call for trust, inclusiveness and transparency. Building on this collaboration, this Departmental Plan contains the initiatives that we are implementing with our partners in 2021–22 to make this happen.

Our firm intention is to address the unique challenges of the North and close the gaps that exist between the North and the rest of Canada. By working together, I am confident that we can lay the groundwork for a future that is more sustainable and prosperous for Northerners and all Canadians.

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



## Plans at a glance

Harmful policies of the past contributing to systemic racism, such as residential and day schools, control over Indigenous identity, appropriations of Indigenous lands, and land management, continue to impact Indigenous peoples today. These impacts manifest in many ways, including socio-economic gaps, intergenerational trauma, and discrimination. We need a fundamental and foundational change. It's about righting historical wrongs, shedding our colonial past, and eliminating systemic racism. It's about writing the next chapter with First Nations, Inuit and Métis peoples, together as partners.

In the context of the challenges brought forward by the COVID-19 pandemic, the Government is working with Indigenous partners to face the public health and economic recovery issues, and to sustain the momentum on the path of reconciliation. The Government remains committed to meeting the various needs and responding to the unique realities of all Indigenous peoples and Northerners in these unprecedented times.

In 2021–22, CIRNAC will continue to work in partnership with Indigenous communities so that they are better positioned to govern their own affairs and their visions of self-determination, as well as to promote the self-reliance, prosperity and well-being of residents and communities in the North. This work is always conducted in partnership with other government departments to achieve a coherent whole-of-government approach to the Crown-Indigenous relationship.

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

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

### **Accelerating the renewal of the relationship with Indigenous peoples**

CIRNAC will continue discussions to co-develop modern treaties, self-government agreements and other constructive arrangements, and explore new ways of working with First Nations, Inuit and Métis communities.

CIRNAC will advance ongoing work with First Nations, Inuit and Métis to redesign the Comprehensive Land Claims and Inherent Right policies.

Canada, as represented by CIRNAC and other federal departments, will progress in the implementation of the [Recognition and Reconciliation of Rights Policy for Treaty Negotiations in British Columbia](#)<sup>i</sup>, in partnership with the other Principals of the British Columbia treaty process (the First Nations Summit and the Province of British Columbia). Where there is interest, Canada is ready to discuss using the approaches found in this policy with negotiation partners elsewhere in the country.

CIRNAC oversees the whole-of-government approach to coordinating, public reporting and monitoring the [Truth and Reconciliation Commission's Calls to Actions](#)<sup>ii</sup>. The department will collaborate with partners to advance all Calls to Action, specifically those linked to the Speech from the Throne and/or addressing systemic racism, and to identify measures to accelerate progress.

CIRNAC will work with First Nations and federal partners, in collaboration with the Assembly of First Nations-Canada Joint Technical Working Group and other First Nations representatives, on

process, policy and legislative reforms to the [specific claims process](#)<sup>iii</sup>. This work will include exploring options on enhancing the independence of the process.

CIRNAC will innovate and collaborate with First Nations to accelerate the pace of assessment and negotiations to better achieve resolution of specific claim grievances put forward by First Nations, addressing past wrongs and advancing reconciliation efforts with First Nations.

In collaboration with First Nations, Inuit, and Métis partners, and based on affirmation of rights, respect and co-operation, CIRNAC will address the root causes of violence and advance the development of a National Action Plan to address violence against Indigenous women, girls and two-spirit, lesbian, gay, bisexual, transgender, queer, questioning, intersex and asexual plus (2SLGBTQIA+) people. The National Action Plan will align with Canada's Strategy to Address and Prevent Gender-Based Violence.

CIRNAC will ensure the resolution of Indigenous Childhood Claims Litigation, the implementation of Childhood Claims settlements and the finalization of the implementation of the [Indian Residential Schools Settlement Agreement](#)<sup>iv</sup>. The Indian Residential Schools Adjudication Secretariat will be closing in 2021–22, after finalizing its few remaining Independent Assessment Process claims. Through this work, CIRNAC remains committed to supporting multi-generational and community healing for all Indigenous peoples harmed by past government policies.

CIRNAC will collaborate with the Department of Justice on legislation supporting the implementation of the United Nations Declaration on the Rights of Indigenous Peoples and the development of an Action Plan in close consultation with Indigenous peoples.

CIRNAC will continue working with Indigenous peoples to establish a framework for Indigenous participation in federal Crown engagement processes.

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

### **Modernizing institutional structures and governance to support Indigenous visions of self-determination**

In an effort to improve Canada's relationship with Indigenous peoples, CIRNAC will support Indigenous organizations, communities and governments in advancing their governance institutions and regimes.

The department will continue to support First Nations in exercising jurisdiction in the areas of land and financial management, taxation, and access to capital through established First Nations institutions and organizations, and will advance the development of an emerging institution, the [First Nations Infrastructure Institute](#)<sup>v</sup>.

CIRNAC, in partnership with other federal departments, will continue to close the infrastructure gap in Indigenous communities, particularly with respect to affordable housing, working on a distinctions basis with First Nations, Inuit and the Métis Nation to accelerate the Government's 10-year commitment.

The department will work with First Nations and First Nations organizations on strategic approaches to reform policies relating to additions to reserve and reserve creation, as well as First Nations citizenship and membership.

CIRNAC will collaborate with representatives of the Assembly of First Nations (AFN) and First Nations, the Inuit Tapiriit Kanatami (ITK) and the 4 Inuit Nunangat Regions, and the Métis National Council and its governing members through the permanent bilateral mechanisms to advance joint priorities, co-develop policies and monitor ongoing progress.

### **Advancing work in the North**

CIRNAC remains committed to the pursuit of a strong, inclusive, vibrant, prosperous, and self-sufficient North. The Government of Canada works with territorial, provincial, and Indigenous partners to advance co-developed priorities for the North and to ensure Northerners' needs are met. Building on the successful launch of [Canada's Arctic and Northern Policy Framework](#)<sup>vi</sup> in November 2020, CIRNAC affirmed a national governance structure with its partners, and is establishing regional governance mechanisms and implementation plans with territorial, Indigenous and provincial partners.

Through consultation with northern communities and partners, CIRNAC has implemented new and expanded programs to address food insecurity in the North. The department will build on the success of the expanded [Nutrition North Canada](#)<sup>vii</sup> (NNC) subsidy program and on the [Harvesters Support Grant](#)<sup>viii</sup> which supports harvesters and communities in reducing the financial burden associated with traditional hunting and harvesting via a community grant, so that more individuals can participate.

In addition, CIRNAC will advance risk management and remediation activities on contaminated sites in the North in partnership with Indigenous peoples and Northerners through consultations, community engagement, and capacity building opportunities. The department's work towards cleaning up these contaminated sites provides local communities with opportunities to realize socio-economic benefits presented by these projects, including employment, training and business opportunities.

In support of Canada's enhanced climate plan, [A Healthy Environment and a Healthy Economy](#)<sup>ix</sup>, and the Arctic and Northern Policy Framework, CIRNAC's [Northern REACHE Program](#)<sup>x</sup> will advance a northern and Indigenous clean energy transformation that will reduce the North's reliance on diesel. The program will help Indigenous organizations, communities and territorial governments implement renewable energy and energy efficiency projects and related capacity-building initiatives across the North. The department will also work with partners, including Infrastructure Canada, on closing the infrastructure gap, including with respect to affordable housing and climate resilient infrastructure in northern communities.

CIRNAC will continue the ongoing work on negotiating the Nunavut Devolution Final Agreement, following the signing of the agreement-in-principle in 2019.

For more information on CIRNAC's plans, priorities and planned results, see the "Core responsibilities: planned results and resources, and key risks" section of this report.



## Core responsibilities: planned results and resources, and key risks

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

### Crown-Indigenous Relations

#### Description

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

#### Planning highlights

The renewal of a nation-to-nation, Inuit-Crown, and government-to-government relationship with Indigenous peoples is critical to moving forward with the unfinished business of Confederation.

Despite the COVID-19 pandemic situation, CIRNAC is pursuing work with its Indigenous partners in order to address Indigenous priorities, accelerate the resolution of outstanding historic grievances and achieve the long-term reconciliation goals. As the pandemic has impacted the ability to engage regarding rights discussions and other co-development initiatives, CIRNAC is collaborating with partners to develop new ways to engage and co-develop remotely that ensures safety without limiting broad participation. First Nations, Inuit and Métis leadership and communities have demonstrated their perseverance. This further underscores supporting capacity for self-determination. In 2021–22, the department will focus on 3 departmental results.

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

The Government of Canada recognizes that all relations with Indigenous peoples need to be based on the affirmation and implementation of their inherent right to self-determination, including the inherent right of self-government. The department's 2021–22 areas of focus are outlined below.

CIRNAC continues to hold innovative discussions at over 150 negotiations tables based on the affirmation of rights, respect, cooperation, and partnership. Through these discussion tables, representing over 490 First Nations, 23 Inuit communities and 8 Métis organizations, with a total population of over 1 million people, CIRNAC will increase the number of treaties, agreements and other constructive arrangements using an approach based on affirmation of rights. The priorities identified by Indigenous groups are the starting point for discussions at these tables.

In addition to advancing discussions towards modern treaties, agreements and constructive arrangements, CIRNAC will also work in partnership with historical (pre-1975) treaty First Nations through the offices of the treaty commissions in Saskatchewan and Manitoba to renew the treaty relationship and to support reconciliation and implementation of the spirit and intent of treaties.

CIRNAC will continue ongoing work with First Nations, Inuit and Métis to redesign the Comprehensive Land Claims and Inherent Right policies, including working with national Indigenous organizations and with rights-holders at section 35 discussion tables and through other fora. CIRNAC will work collaboratively with Indigenous partners to advance the policy redesign wherever there are opportunities to do so.

CIRNAC will advance the implementation of the [Recognition and Reconciliation of Rights Policy for Treaty Negotiations in British Columbia](#)<sup>xi</sup>, including the development of annexes listed in [Schedule A](#)<sup>xii</sup>, in partnership with the other Principals to the British Columbia Treaty Process (the First Nations Summit and the Province of British Columbia). Using the new framework provided by the policy, the department will continue to support and develop approaches that accelerate the renewal of relationships through treaties, agreements and other constructive arrangements between Canada, British Columbia and participating Indigenous Nations in British Columbia. This is a model that Canada is ready to discuss with negotiating partners in other areas of the country where there is interest.

CIRNAC will collaborate with representatives of the AFN and First Nations, the Inuit Tapiriit Kanatami (ITK) and the 4 Inuit Nunangat Regions, and the Métis National Council and its governing members through the permanent bilateral mechanisms to advance joint priorities, co-develop policies and monitor ongoing progress. The processes will continue to be responsive to the changing priorities and interests of each permanent bilateral mechanism. The need to move forward on shared priorities has been amplified by the pandemic this past year; more work needs to be done with other jurisdictions and across government to make progress.

The permanent bilateral mechanism with First Nations will advance work on the joint priorities established in the [2017 Memorandum of Understanding](#)<sup>xiii</sup> and will begin to engage on new priorities identified, including: Indigenous languages; policing and community safety; legislation to implement the United Nations Declaration on the Rights of Indigenous Peoples; implementation of the Truth and Reconciliation Commission's Calls to Action; new fiscal relationship; review of 4 federal policies (Comprehensive Land Claims, Additions to Reserve, Specific Claims and Inherent Rights); and closing the socio-economic gaps. Additional joint priorities under discussion include: implementation of the National Action Plan for the Missing and Murdered Indigenous Women and Girls (MMIWG); National Treaty Commissioner's Office; health legislation and transformation; restorative justice; infrastructure and climate change. In addition, CIRNAC will continue to work with the AFN to explore options to a more streamlined approach to contribution funding. The ultimate goal is to provide sustainable and predictable funding to the AFN by way of establishing a single funding agreement in the longer term, while pursuing multi-year agreements in the shorter term.

Work at the [Inuit-Crown Partnership Committee](#)<sup>xiv</sup> will advance the following shared priorities: MMIWG; United Nations Declaration on the Rights of Indigenous Peoples; Inuit-Crown land claims agreements implementation; Inuit Nunangat policy; infrastructure; health and wellness; reconciliation measures; revitalization, maintenance and promotion of Inuktitut language; education, early-learning and skills development; economic development and procurement; environment and climate change; and legislative priorities. CIRNAC anticipates the Inuit Nunangat policy to inform implementation of Inuit priorities within the co-developed Arctic and Northern Policy Framework, the whole-of-government vision for the Arctic and North through 2030.

The permanent bilateral mechanism with the Métis Nation will advance work on jointly-identified priorities, building on the successes of the [Métis Nation Housing Sub-Accord](#)<sup>xv</sup>. Priorities include: MMIWG; health; child and family services; economic development; human resources and skills development; education; environment; justice and policing; data, accountability and reporting results. Work will also continue on the legislative agenda, including the United Nations Declaration on the Rights of Indigenous Peoples, child and family services, health, and languages. Additional issues under consideration include emergency management, systemic racism and discrimination.

CIRNAC will advance the implementation of the [Canada-Congress of Aboriginal Peoples Political Accord](#)<sup>xvi</sup> and joint priorities. These priorities include housing, post-secondary education, justice, family programs, Indigenous languages and MMIWG. Working groups have been established with lead departments to advance these key priority areas.

CIRNAC will continue to build relationships with national, regional, and community-level Indigenous women's organizations to advance reconciliation with Indigenous peoples, and increase participation of grassroots Indigenous women. Relationship building will also be done through the implementation of the [Accord with the Native Women's Association of Canada](#)<sup>xvii</sup> and the MOU with [Pauktuutit Inuit Women of Canada](#)<sup>xviii</sup>. Additionally, Canada will work toward developing a relationship agreement with Les Femmes Michif Otipemisiwak (Women of the Métis Nation). Ensuring that the voices of grassroots Indigenous women are heard is essential in order to effect real and tangible change in the lives of Indigenous women and girls, including the critical work of the development and implementation of the MMIWG National Action Plan.

In 2021–22, CIRNAC will further its efforts in leading 15 Calls to Action including a number addressing MMIWG, the United Nations Declaration on the Rights of Indigenous Peoples, Missing children and burial information, and the National Council for Reconciliation. Regarding Call to Action #41, CIRNAC will go beyond the public inquiry on MMIWG, which is now complete, and work toward a federal strategy and action plan in response to Calls for Justice. In addition to CIRNAC's role to address specific Calls to Action, the department also plays a leadership role in coordinating a whole-of-government approach to all Calls to Action that are under sole or shared jurisdiction.

More specifically, CIRNAC will work in partnership with the Department of Justice to advance and implement [Bill C-15, An Act respecting the United Nations Declaration on the Rights of Indigenous Peoples](#)<sup>xix</sup>, introduced in Parliament by the Minister of Justice and Attorney General of Canada in December 2020.

In addition, through the ongoing implementation of the Government's approach to Childhood Claims, CIRNAC will work collaboratively with plaintiffs (who are not signatory to the [Indian Residential Schools Settlement Agreement](#)<sup>xx</sup>) their counsel and other interested parties to address the litigation outside of the courts, wherever possible.

Sustained effort from all partners is required to move forward, including legislative and policy changes as well as further investments, especially in the context of the COVID-19 pandemic. The department will continue to support communities in addressing the impacts of the pandemic and to make progress on other Calls to Action, as these provide all Canadians and this government with a path forward on a shared path of healing and reconciliation. They also help to combat systemic racism as well as address inequities that stem from our colonial past.

CIRNAC will advance shared priorities and interests with modern treaty and self-governing partners. These include:



- ongoing work on [Canada's Collaborative Self-Government Fiscal Policy](#)<sup>xxi</sup> development process by advancing intergovernmental fiscal policy for self-government and supporting self-governing Indigenous communities to advance their community development goals
- considerations for a proposed Modern Treaties Implementation Review Commission or alternative review body by holding joint workshops with modern treaty signatories to advance shared understanding of requirements for such review body
- addressing the requirements of the [Cabinet Directive on the Federal Approach to Modern Treaty Implementation](#)<sup>xxii</sup> by exploring options to enhance the Assessment of Modern Treaty Implications process and analysis in collaboration with Indigenous partners, and by reporting on modern treaty and self-government agreements obligations status

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

CIRNAC will advance the implementation of self-government agreements and modern treaties in a way that reaffirms section 35 rights. Pursuant to the Evaluation of the Cabinet Directive on the Federal Approach to Modern Treaty Implementation, improvements to oversight will be undertaken. These include a commitment to strengthen the policy and decision-making scope of the Deputy Ministers' Oversight Committee, to establish an appropriate governance structure for effective issues management and to improve departmental implementation accountabilities. There are 4 meetings planned for the Deputy Ministers' Oversight Committee in 2021–22.

CIRNAC will improve awareness across government of modern treaties and the implications for federal business through the delivery of modern treaty implementation and assessment of modern treaty implications training for federal officials. In 2021–22, at least 8 training sessions are planned. Canada also honours the treaty relationship by providing Indigenous partners with funding to participate in the delivery of modern treaty implementation training.

CIRNAC supports a whole-of-government approach to consultation and accommodation to ensure the Crown meets its constitutional and legal obligations. The focus remains on developing policy, providing enhanced guidance and coordination, establishing networks, managing systems and information related to Aboriginal and treaty rights, as well as establishing consultation tools, such as protocols and resource centers, with Indigenous partners.

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

Renewal of the nation-to-nation, Inuit-Crown, and government-to-government relationships, including treaty relationships, includes putting in place effective mechanisms to support the transition away from colonial systems of administration and governance through support to Indigenous peoples to advance their governance institutions. The department's 2021–22 areas of focus are outlined below.

CIRNAC will work with First Nations and the Lands Advisory Board towards replacing the *First Nations Land Management Act* with concise enabling legislation consistent with the Framework Agreement on First Nation Land Management. The department will also initiate work on a strategic approach for reforming First Nations citizenship and membership that builds on the success and commitments of the [2019 Collaborative Process on Indian Registration, Band Membership and First Nation Citizenship](#)<sup>xxiii</sup>.



CIRNAC will collaborate with and support the 3 First Nations fiscal institutions (First Nations Financial Management Board, First Nations Tax Commission, and First Nations Finance Authority) on key initiatives, including:

- continuing to advance institution development by considering the establishment of the [First Nations Infrastructure Institute](#)<sup>xxiv</sup>
- working on legislative and regulatory proposals in expanding access to the *First Nations Fiscal Management Act* regime to treaty and self-governing First Nations and aggregate organizations
- providing support to institutions and their members to ensure economic recovery from the COVID-19 pandemic

CIRNAC will also continue to implement new legislative changes, which received Royal Assent on December 13, 2018, to the [First Nations Fiscal Management Act](#)<sup>xxv</sup>, the [Addition of Lands to Reserves and Reserve Creation Act](#)<sup>xxvi</sup> and the [First Nations Land Management Act](#)<sup>xxvii</sup>. These changes will improve processes, timelines and access to services, provide greater support to First Nations institutions in their direct work with communities, and support greater economic prosperity in First Nations communities. The department will also work closely with institutions and other stakeholders, strengthening these relationships to ensure the success of First Nations communities in reinforcing and advancing their governance institutions.

CIRNAC will continue its work with Indigenous partners to co-develop a new distinctions-based process for the ongoing review, maintenance and enforcement of Canada's treaty obligations between the Crown and Indigenous communities. In order to support this work, CIRNAC will work in partnership with Indigenous partners to design and establish a new National Treaty Commissioner's Office.

### 3. Past injustices are recognized and resolved

Assimilationist policies and practices have led to the denial of Indigenous rights in the past. To resolve grievances, Canada remains committed to pursuing dialogue, mutual cooperation, partnerships and negotiation as positive means of advancing reconciliation. This is an ongoing process which requires affirmation of rights, acknowledgement of past wrongs (including the disenfranchisement of women under the *Indian Act*), knowing the colonial history of Canada and working with Indigenous peoples to co-develop solutions. The department's 2021–22 areas of focus are outlined below.

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

To resolve historical grievances, Canada remains committed to negotiate the settlement of specific claims and to identify options for and work towards implementation of program, process, policy and legislative reforms. CIRNAC will secure settlement mandates and access funding to help resolve specific claims. The goal is to manage and resolve Indigenous litigation (past injustices) to the benefit of all parties. The department will keep tracking, monitoring and reporting on specific claims settlement and resolution activities.

CIRNAC also partners with the Department of Justice to assist with the resolution of litigation, including negotiating settlement agreements out of court or supporting litigation through the court system, in accordance with the Attorney General of Canada's Directive on Civil Litigation Involving Indigenous Peoples, as well as helping to establish Canada's Indigenous jurisprudence.

Canada will continue to work in collaboration with the [National Centre for Truth and Reconciliation](#)<sup>xxviii</sup> to update and maintain the National Residential School Student Death Register and will facilitate and support work with its partners to develop and maintain a residential schools cemeteries register. CIRNAC will work collaboratively with Indigenous communities and its partners to develop strategies to share information with survivors and their families and communities regarding their relatives' resting places.

CIRNAC will work with First Nations and federal partners to redesign the additions to reserve policy and streamline the process. The department is also working to accelerate the pace of land transfers by reducing the percentage of active additions to reserves that have been in the inventory for more than 5 years. By accelerating the processing of addition to reserves requests, First Nations can unlock value promptly from new lands with greater potential for community and economic development opportunities that may be found on historical reserves.

CIRNAC is also committed to advancing reconciliation through the Inuit-Crown Partnership Committee, and a Reconciliation Measures Working Group has been established to address specific joint priorities. These include addressing the recommendations of the [Qikiqtani Truth Commission](#)<sup>xxix</sup>, advancing the [Nanilavut Initiative](#)<sup>xxx</sup> (Nanilavut means "Let's find them" in Inuktitut), addressing the impacts of the qimmiit (sled dog) slaughter, and responding to the National Inquiry's Final Report on MMIWG.

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

Gender-based violence is a pervasive problem across the country and has exacerbated impacts for Indigenous women, girls and 2SLGBTQQIA+ people. In 2021–22, CIRNAC will continue to work in partnership with First Nations, Inuit, and Métis communities to address the root causes of violence and advance the development of a National Action Plan to address violence against Indigenous women, girls and 2SLGBTQQIA+ people. The National Action Plan is coordinated by CIRNAC and led by Indigenous groups through the established governance structure of MMIWG. It will require coordinated and collaborative actions from Indigenous partners, as well as from all levels of governments, civil society, front-line service providers, the private sector and the research community. The National Action Plan will also align with and complement Canada's Strategy to Address and Prevent Gender-Based Violence, a whole-of-government approach led by CIRNAC. The National Action Plan to address violence against Indigenous women, girls and 2SLGBTQQIA+ people is critical to ending gender-based violence, advancing reconciliation, and creating better and more equitable relationships between Indigenous and non-Indigenous Canadians.

Furthermore, CIRNAC will support Pauktuutit Inuit Women of Canada, through the Canada-Pauktuutit MOU, in the modernization of their Inuit-specific GBA+ Framework and the development of an application tool that is culturally competent and offers a distinctions-based approach to GBA+, reflecting Inuit worldviews and priorities.

CIRNAC recognizes the impact of the COVID-19 pandemic in magnifying gender and other inequalities, notably for Indigenous peoples. Research shows that there are different experiences and realities of this pandemic for First Nations, Inuit and Métis peoples ([Statistics Canada COVID- 19](#)<sup>xxxi</sup>). CIRNAC will also continue to engage national, regional and local Indigenous

women’s organizations to ensure that the voices of Indigenous women are included in all pandemic response and recovery efforts. The department will apply a gendered and intersectional<sup>1</sup> lens to all pandemic response and recovery efforts that reflect the diverse needs, particularly for those that are most vulnerable, including Indigenous women, children, youth, elders, persons with disabilities, and 2SLGBTQIA+ people.

Finally, CIRNAC remains committed to the advancement of gender equality and diversity in Canada, including within the policies and programs for which it is responsible. In 2021–22, the department will continue to apply a robust GBA+ throughout the policy, legislation, and program development and evaluation cycle, to inform decision making.

### **United Nations’ 2030 Agenda and Sustainable Development and the UN Sustainable Development Goals (SDGs)**

CIRNAC is working closely with Employment and Social Development Canada and contributing actively to the development of a National Strategy for Canada. The National Strategy builds on the interim approach outlined in [Towards Canada’s 2030 Agenda National Strategy](#)<sup>xxxii</sup>. CIRNAC will support implementation efforts across government and with partners through continued collaboration as well as through the advancement of departmental priorities and program delivery. In parallel, a CIRNAC internal implementation strategy is being developed. This strategy will reflect the efforts and contributions of all CIRNAC programs and sectors and will support the objectives of the National Strategy and the achievement of the SDGs.

CIRNAC understands the importance of its mandate in making progress towards the achievement of the SDGs and in honoring Indigenous rights. The department is working collaboratively with leads on these initiatives. The department is committed to working in partnership with rights holders to ensure that Indigenous perspectives are taken into account, that all efforts are connected to the work underway, and that the Indigenous and local communities’ role is integrated in achieving the United Nations’ 2030 Agenda and SDGs. This work will be done in close collaboration and coordination with cross-disciplinary teams to support informed decision making.

### **Results-based innovation<sup>2</sup>**

The department continues to find new ways to support its mandate to lead a whole-of-government approach on the continued renewal of the government’s relationship with Indigenous peoples. Efforts are being made to do things differently, to advance co-development, and to improve the capacity to consider and respond to First Nations, Inuit and Métis unique realities.

<sup>1</sup> GBA+ considers many other identity factors such as race, ethnicity, religion, age, and mental or physical disability and how the interaction between these factors influences the way we might experience government policies and initiatives (Source: [Wage and Gender Equality Canada website](#)).

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

Ensuring Indigenous youth involvement in the design, implementation, and evaluation of programs and services is key to advance progress and effect change. Announced in Budget 2019, the 3-year pilot program led by Canadian Roots Exchange has been designed to leverage the potential of Indigenous youth, empowering them to be agents of change through networking and co-development opportunities. The pilot seeks to advance capacity building, cultural continuity and identity through leadership. The Indigenous Youth Policy School was established to develop skills and abilities, and strengthen understandings of navigating policy in Canada through guest lectures, case studies, Indigenous knowledge and ceremony, and formal instruction.

As part of the Centre for Indigenous Policy and Research, a virtual Research Hub was created to support the objectives of the pilot program and contribute to the government's commitment to innovate and co-develop. As pandemic restrictions lift, a physical hub in Ottawa is also planned. The hub will serve as a venue for open discussions, meetings, events, learning and collaborative work, with a space for federal employees to work alongside youth and community partners. This will foster collaboration and opportunities for new Indigenous researchers and policy experts.

This work will require a shift in government approaches to expand the scope of collaboration beyond traditional partners and organizations, where young people have historically been excluded from co-development and decision making. These efforts will support youth in reaching their full potential and support better programs, policies, results, and a more equitable and inclusive work force.

### **Key risks**

The department's implementation of its ambitious and transformative agenda is complex and requires a strong and commonly understood vision around which there must be alignment from a wide array of stakeholders and partners. As the vision and its implementation are complex, and various perspectives are at play, there are risks associated with the department's ability to establish alignment around its vision, strategic directions and approaches. While CIRNAC is driving a lot of the strategic change in relation to Indigenous rights and reconciliation, many other federal departments have important parts to play. While full alignment may not ever be possible, the department needs to establish sufficient agreement with its Indigenous partners as well as federal/provincial/territorial partners to ensure that all players are operating in a direction that will realize the Crown's vision for enhanced and accelerated self-determination and reconciliation. A range of current and emerging factors exist that expose the department to risks in this area.

In part, the department's ability to seek alignment and establish trusted, constructive relationships is rooted in its ability to continue to evolve. Not only does it need to effectively manage its own strategic and organizational changes and establish the capacity (both cultural and technical) required for that, it must also ensure that Indigenous partners have the resources and capacity to participate meaningfully in the process. More fundamentally, the ability of the department and its federal/provincial/territorial partners to advance on the negotiation and implementation of new and different agreements is critical to the establishment of effective and sustainable nation-to-nation, Inuit-Crown, and government-to-government relationships. Without this, transformation efforts will neither take hold, nor be sustained.

The department is committed to managing these risks, to address the underlying factors, such as systemic racism and colonialism. The risks are being managed by a range of whole-of-government efforts, including governance structures, Cabinet committees and relationship-building mechanisms. At the departmental level, CIRNAC has implemented and periodically reviews risk

management strategies. Ongoing risk oversight is performed to monitor progress made on risk mitigation plans and ensure risk are effectively managed to allow the department to carry out its mandate.

### Planned results for Crown-Indigenous Relations

Departmental result	Departmental result indicator	Target	Date to achieve target	2018–19 actual result	2019–20 actual result
Indigenous peoples determine their political, economic, social and cultural development	Annual number of priorities identified through the permanent bilateral mechanisms that result in policies, funding or legislation	10	March 31, 2022	New in 2020–21	New in 2020–21
	Number of communities where treaties, self-government and other constructive arrangements have been concluded	200	March 31, 2022	54	161
	Number of treaties, self-government and other constructive arrangements that have been concluded	41	March 31, 2022	New in 2020–21	New in 2020–21
	Average Community Well-Being Index score for modern treaty and self-government agreement holders	66	March 31, 2024 <sup>a</sup>	New in 2020–21	New in 2020–21
Indigenous peoples advance their governance institutions and regimes	Percentage of First Nations that have opted into an <i>Indian Act</i> alternative	61%	March 31, 2022	50%	53%
	Percentage of First Nations with fiscal bylaws or laws	53%	March 31, 2022	New in 2020–21	New in 2020–21
	Percentage of First Nations with established land codes	18%	March 31, 2022	New in 2020–21	New in 2020–21
Past injustices are recognized and resolved	Number of specific claims settled by the department	30	March 31, 2022	New in 2021–22	New in 2021–22
	Percentage of active Additions to Reserves that have been in the inventory for more than 5 years	83%	March 31, 2022	New in 2020–21	New in 2020–21
	Percentage of Truth and Reconciliation Commission Calls to Action that are implemented	85%	March 31, 2022	New in 2020–21	New in 2020–21

<sup>a</sup> Data will be available by March 31, 2024, as it comes from the Census of Population, which follows a 5-year cycle. The next Census will take place in 2021.

### Planned budgetary financial resources for Crown-Indigenous Relations (dollars)

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
3,969,849,116	3,969,849,116	1,623,259,991	1,580,736,175

The decrease of \$2.4 billion from 2021–22 to 2023–24 mainly reflects the following changes:

- The decrease in funding of \$1.1 billion for the settlement of specific claims
- The decrease of time-limited funding of \$1.2 billion for the Federal Indian Day School settlement claims

### Planned human resources for Crown-Indigenous Relations

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
760	707	698

The decrease of 53 full-time equivalents from 2021–22 to 2023–24 mainly reflects the sunset of time-limited funding to support Recognition of Indigenous Rights and Self-Determination discussion tables in 2020–21 and 2021–22.

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

## Northern Affairs

### Description

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

### Planning highlights

CIRNAC, along with Indigenous Services Canada (ISC), is the lead federal department responsible for supporting Canada's Indigenous and northern peoples in the pursuit of healthy and sustainable communities, and broader economic and social development objectives. In 2021–22, CIRNAC will continue to strive in partnership and the spirit of reconciliation to help build a strong, vibrant, and economically self-sufficient North.

CIRNAC will also continue to address discrimination and racism by promoting a diverse workforce, by integrating Gender Based Analysis + considerations into policy proposals and programming, and through the many co-implementation fora the organization participates in with First Nations, Inuit and Metis partners.

CIRNAC remains committed to protecting the health and safety of all Northerners, including Indigenous populations, throughout the COVID-19 pandemic. The department will continue to directly support territorial governments in their response to the pandemic and in addressing its social, health, and economic consequences for northern residents. In 2021–22, the department will focus on 3 departmental results.

#### 1. Political, economic and social development in Canada's Arctic and North are advanced

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

[Canada's Arctic and Northern Policy Framework](#)<sup>xxxiv</sup>, which was co-developed with territorial, Indigenous and provincial partners, will guide federal policy in the region until 2030 and beyond. Building on the successful launch of this framework, in November 2020, CIRNAC affirmed a national governance structure with partners, and is establishing regional governance mechanisms and implementation plans with territorial, Indigenous and provincial partners.

CIRNAC will support Northerners on their path to self-determination and to advance their governance institutions. The Government of Canada, the Government of Nunavut and Nunavut Tunngavik Inc. are working together to advance devolution in Nunavut and are negotiating the Nunavut Lands and Resources Devolution Final Agreement. It is expected that there will be 8 to 10 main table meetings between key partners in 2021–22.

CIRNAC will also continue to foster, build, and maintain effective intergovernmental relationships with territorial governments, Indigenous governments and organizations, as well as other partners in order to facilitate their continued engagement in the North and in the work of international circumpolar forums, such as the Arctic Council, with the goal of enhancing governance in the North.



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

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

Through the [Northern REACHE](#)<sup>xxxv</sup> program, CIRNAC will support Indigenous and northern communities as they pursue their clean energy goals. This program will fund approximately 30 community-scale renewable energy installations, energy efficiency projects, and related capacity building initiatives in the North. The program will also work with other federal departments to support territorial planning for hydroelectricity projects. It is anticipated that Northern REACHE's clean energy projects developed in the 3 territories and Inuit Nunangat will reduce diesel consumption by 2 million litres by March 31, 2023. CIRNAC, in coordination with other federal government departments, will engage northern and Indigenous partners on a whole-of-government approach and collaboratively plan for a northern clean energy transformation.

Northern REACHE supports a regional energy manager with Nihtat Energy Ltd, a Nihtat Gwich'in Development Corporation in Inuvik, NWT. The energy manager, with funding from Northern REACHE, led the development of 2 commercial-scale and 29 residential-scale solar photovoltaic projects. These solar energy projects will displace 200,000 litres of diesel annually in Inuvik. In 2021-22, with continued support from the Northern REACHE program, the energy manager will implement an energy efficiency program for Nihat Gwich'in homeowners and deploy biomass boilers to supply heat to 6 buildings in Inuvik to add momentum to an emerging biomass industry in the Beaufort region.

Across the North, CIRNAC is continuing to support the implementation of SmartICE sea-ice monitoring technology in multiple communities, which helps provide sea-ice users with technology that works alongside local knowledge to plan safer travel routes. Based on the early success of SmartICE projects funded by CIRNAC in 2017, the program has now spread across the North, most recently in Makkovik and Postville, Nunatsiavut. This has resulted in Inuit hunters and trappers being able to safely hunt and gather nutritious country food, travel between communities, and train youth.

CIRNAC will support adaptation projects and climate monitoring projects in northern and Indigenous communities through a suite of climate change programs ([Climate Change Preparedness in the North](#)<sup>xxxvi</sup>, [First Nation Adap](#)<sup>xxxvii</sup> and [Indigenous Community-Based Climate Monitoring](#)<sup>xxxviii</sup>). The department will invest \$26 million to support communities in adapting to climate change impacts through risk assessments, adaptation planning projects and support projects that facilitate the collection and co-application of scientific data and Indigenous knowledge for community-based climate monitoring. Additionally, in the North, CIRNAC will continue to support the implementation of structural and non-structural adaptation measures. Examples of structural measures can include the redesign, retrofit, or upgrading of vulnerable infrastructure, while non-

structural measures can include the creation of best practice documents related to climate change adaptation, or the revision of procedures for proper drainage and snow removal along homes or roads. The department will also support capacity building initiatives in Indigenous organizations for climate change activities and engagement.

The importance of food security in the North is reflected in the Arctic and Northern Policy Framework's first goal, that Canadian Arctic and northern Indigenous peoples are resilient and healthy. Contributing to this goal is the Nutrition North Canada (NNC) program, which helps make perishable and nutritious foods more affordable and accessible to the residents of isolated northern communities which lack year-round road, rail or marine access. Of particular importance is reducing the high cost of living and increasing the accessibility of Northerners to traditional or country foods. Both are considered fundamental to Northerners and have been reflected in the feedback received on the NNC and through the co-development of the new Harvesters Support Grant.

The NNC program subsidizes perishable foods flown in by air, and certain non-perishable and essential items brought in by seasonal sealift, barge or winter road. During the pandemic, NNC increased its subsidy rates and extended its list of subsidized food and essential items to include products like cleaning and personal hygiene products. By increasing subsidy rates and providing additional subsidies on a broad range of items, the program allows residents of isolated communities to feed and protect themselves and their families and to better mitigate the high cost of living in Canada's North.

Indigenous Northerners are also now benefiting from the [Harvesters Support Grant](#)<sup>xxxix</sup>, which supports harvesters and communities in reducing the financial burden associated with traditional hunting and harvesting via a community grant, so that more individuals can participate. This grant supports the complete range of harvesting activities and traditions, from community decision making to ceremony and celebration of the harvest. The Harvesters Support Grant was developed in 2019–20 by NNC in direct collaboration with Indigenous partners, including Inuit Tapiriit Kanatami.

In 2021–22, CIRNAC will continue taking action to address the high cost of food in isolated northern communities and support more made-in-the-North solutions. NNC will work closely with Indigenous and community partners to further improve the program. A key engagement activity with Indigenous partners will be the co-development of program performance indicators that are meaningful for the communities served by the program.

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

Many remote Indigenous and northern communities are facing environmental and socio-economic challenges associated with environmental and economic changes. Dealing with these challenges requires increasing participation of Indigenous organizations and Northerners in resource management policies and decisions, and strengthening nation-to-nation, Inuit-Crown, and government-to-government relationships with Indigenous peoples based on affirmation of rights, respect, cooperation and partnership. The timely approval of licences and authorizations is also an important factor in order to help ensure that activities are undertaken that reflect the views of Indigenous organizations and Northerners. The North also has a number of contaminated sites, abandoned by previous occupants, that include legacy contamination, primarily from private sector mining, oil and gas activities as well as Government military activities.



The department will continue managing contaminated sites located in the 3 Territories through planning, care and maintenance, remediation and long-term monitoring. These ongoing activities protect the health and safety of Indigenous peoples and Northerners, contribute to the restoration of the environment and reduce the Government of Canada's environmental liability. At the [8 largest mine reclamation projects](#)<sup>xi</sup>, the department will advance planning work to prepare these complex sites for remediation, while undergoing care and maintenance activities in the interim to ensure site stability and mitigate risks to human health and the environment.

The department's 2 largest sites, the Faro Mine and the Giant Mine, will undertake the following activities:

- Faro Mine: the department will work with Public Services and Procurement Canada to procure a main construction manager for the site, with the contract expected to be awarded in 2021–22. Additionally, the remediation design will be advanced.
- Giant Mine: the project will finalize the substantive designs required for remediation and project implementation, while continuing to regularly engage with Indigenous rights holders, partners, and other stakeholders. Remediation is expected to commence in 2021–22 and will last approximately 8 to 10 years.

The department will keep pursuing the re-commercialization of abandoned mine sites by leveraging private sector interest in remaining mineral resources.

CIRNAC's [Northern Participant Funding Program](#)<sup>xii</sup> supports Indigenous and northern partners to meaningfully participate in major project reviews, ensuring that impact assessments carried out under northern co-management regimes are well informed, and include local and traditional knowledge. In 2021–22, the department will use information collected during previous engagements, as well as ongoing recipient feedback and program reporting, to adapt and improve the program. Funding will be distributed to allow Indigenous and northern partners to meaningfully participate in major project reviews in the territories.

The CIRNAC-led [Northern Contaminants Program](#)<sup>xiii</sup> will continue its work to engage Northerners and scientists in research and monitoring related to long-range contaminants in the North. The results inform actions to reduce and, wherever possible, eliminate contaminants in traditionally-harvested foods, while providing information that assists informed decision making by individuals and communities in their food use. In 2021–22, CIRNAC will support the coordinated generation, collection and management of scientific and environmental data and Indigenous knowledge pertaining to contaminants of concern in the Arctic, such as persistent organic pollutants and mercury, as well as plastics and microplastics in the environment and wildlife in the North.

The Northern Contaminants Program has developed a preliminary Microplastics Research and Monitoring Strategy, which will be refined further as new information becomes available and expert advice is provided by the Program's advisory committee on plastic pollution. The Arctic Council's Arctic Monitoring and Assessment Programme, through its Expert Group on Litter and Microplastics, is concurrently developing a circumpolar monitoring plan and technical monitoring guidelines for researchers, which will be necessary to eventually harmonize and standardize the approaches of research and monitoring of plastic pollution in Canada's Arctic and Northern environments. Together, these documents will represent the first comprehensive strategies, one international and one domestic, to determine the extent of plastic pollution and its potential impact on wildlife in the sea, on land, and in the air.

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

In the context of the COVID-19 pandemic, CIRNAC will implement a robust GBA+ to a number of key initiatives supporting Indigenous and northern communities in their response measures and economic recovery efforts. Implementing GBA+ through an enhanced intersectional focus during and after the pandemic will be essential in responding to the needs of Indigenous and northern peoples in all their diversity. Analytical evidence demonstrates that the negative impacts of the pandemic are most notable for the vulnerable populations, including Indigenous women, children, youth, elders, persons with disabilities, and 2SLGBTQQIA+ people.

CIRNAC will engage directly with communities and with various working groups, including the Indigenous Working Group and the Inuit-Crown Food Security Working Group, to ensure GBA+ is included in program planning. CIRNAC actively supports the participation and leadership of Indigenous groups, more specifically Indigenous women's groups and other voices underrepresented in all forms of decision making.

CIRNAC will also ensure that the NNC program continues to provide support during the pandemic through increased subsidies, so that families can afford much-needed nutritious food and personal hygiene products. These measures contribute to the mitigation of compounding gendered economic impacts and address essential reproductive health needs. The NNC program was tailored to include specific subsidized items, after it was determined that women, especially single mothers and Indigenous women (who are disproportionately affected by food insecurity), are key beneficiaries.

Finally, CIRNAC will support northern Indigenous partners through the Harvesters Support Grant, which helps to improve food security by increasing access to traditional foods and reducing the high costs associated with traditional hunting and harvesting activities. This grant empowers Indigenous women to take part in a wide range of harvesting activities, including: training, traditional knowledge programs, food processing, preparation and storage, as well as supporting food sharing initiatives. These activities not only improve food security for Indigenous women and their families, but also provide an alternate means of economic independence.

**United Nations' 2030 Agenda and Sustainable Development and the UN Sustainable Development Goals (SDGs)**

CIRNAC is working closely with Employment and Social Development Canada to contribute to the development of a National Strategy for Canada (yet to be released) from the perspective of its Northern Affairs responsibilities. This work will be achieved through continued collaboration as well as through the advancement of departmental priorities and program delivery in the North, including those which relate to food security, climate change mitigation and clean energy, and safe, healthy communities. The approaches will be anchored in respecting the right to self-determination so that First Nations, Inuit and Métis governments, institutions and peoples, and all Northerners, are fully able to develop and implement SDG-related plans that are relevant to them and their lands, territories and resources.

## **Result-based innovation**

The Northern Participant Funding Program includes pre- and post-tests that analyze impact assessment decisions to evaluate the increase in inclusion of Indigenous traditional knowledge, and that compare baseline data against data collected for projects funded by the program. The experimental design is user-centred, and includes different presentation materials with different engagement groups to establish what works best. It also uses different application forms to identify what works and does not work for applicants, revising as necessary. Providing funding to support Indigenous participation in impact assessments can also produce good experimental data related to future decision making regarding funding. Specifically, it can help determine how to fund Indigenous participation in the related regulatory processes. In return, those processes themselves — which are not currently funded — can serve as a useful control study that does not require ethically questionable experimentation. As the program works through the early challenges of implementing a new program, the experimental design will improve in rigour. The department will also consider alternative ways of gaining expertise, such as learning from comparable programs or engaging private-sector expertise.

## **Key risks**

In the North, federal services are delivered by various departments and agencies where alignment issues can arise. In particular, at the regional/front line service delivery level and at bilateral/trilateral tables, there is concern that resources are not sufficient to respond to growing community needs and to span the geography to serve isolated communities. This issue was exacerbated by the effects of the COVID-19 pandemic in northern regions. Consequently, opportunities for synergies and enhanced service delivery may be missed. This risk is being managed by a range of government-wide efforts, including internal and external governance structures and relationship-building mechanisms, that aim to enhance trust, alignment and coordination and specific collaborations with provinces and territories on key matters (e.g. Ad Hoc Committee of Deputy Ministers on the Arctic and its supporting Committees, the Inuit-Crown Partnership Committee, and the Arctic and Northern Policy Framework, among others).

The department is also exposed to risk stemming from environmental and climate change. Changing and extreme climatic conditions and events are having serious effects on the communities served by the department, particularly in the North. Important advancements have been made to address long-standing environmental liabilities, such as the renewal of the Federal Contaminated Sites Action Plan, as well as the implementation of the Arctic and Northern Policy Framework and the Pan-Canadian Framework on Clean and Climate Change. The department is committed to better manage this risk by conducting and supporting vulnerability assessments, with a view to strengthening environmental resilience with regard to climate change.

**Planned results for Northern Affairs**

Departmental result	Departmental result indicator	Target	Date to achieve target	2018–19 actual result	2019–20 actual result
Political, economic and social development in Canada's Arctic and North are advanced	Number of devolution phases in Nunavut completed	Complete phase 3 (Final Devolution Agreement)	June 30, 2022	New in 2019–20	Phase 2 completed
	Number of new initiatives that contribute to Canada's shared vision for the North	25	March 31, 2023	New in 2021–22	New in 2021–22
	Percentage of reports delivered to Arctic Council Ministers on issues of contaminants, climate change and sustainable development that include Canadian data and information	80%	March 31, 2023	New in 2021–22	New in 2021–22
	Average Community Well-Being Index score for communities in the North	70	March 31, 2024 <sup>a</sup>	New in 2020–21	New in 2020–21
Northern and Indigenous communities are resilient to changing environments	Food expenditures, as percentage of median income, required to purchase sufficient nutritious food	To be determined <sup>b</sup>	To be determined	New in 2021–22	New in 2021–22
	Reduction (in litres) in the consumption of diesel fuel for electricity and heating in northern communities resulting from renewable energy and energy efficiency projects	2 million litres	March 31, 2023	New in 2019-20	775,000 litres
	Percentage of climate change risk assessments and plans for which adaptation measures have been implemented	40%	March 31, 2022	New in 2021–22	New in 2021–22
Northern lands and resources are sustainably managed	Percentage of high priority northern contaminated sites that are being actively managed	80%	March 31, 2022	New in 2020–21	New in 2020–21
	Percentage of environmental assessment decisions that reflect the perspectives of Northerners and Indigenous peoples	100%	March 31, 2022	New in 2020–21	New in 2020–21
	Percentage of responses related to requests for involvement in water-related regulatory review processes or land-related authorizations that were within the stated timelines	100%	March 31, 2022	New in 2021–22	New in 2021–22

<sup>a</sup> Data will be available by March 31, 2024, as it comes from the Census of Population, which follows a 5-year cycle. The next Census will take place in 2021.

<sup>b</sup> Pending ongoing engagement with Indigenous partners.

**Planned budgetary financial resources for Northern Affairs (dollars)**

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
587,992,312	587,992,312	575,103,340	588,526,224

The net decrease of \$12.9 million from 2021-22 to 2022-23 mainly reflects the following changes:

- decrease in funding of \$13.8 million related to the Northern Abandoned Mine Reclamation Program
- decrease in funding of \$8.9 million to support a better future for Canada's North
- decrease of \$8.8 million to further negotiate the Nunavut Devolution
- decrease in funding of \$5.5 million for adapting to the impacts of climate change
- increase in funding of \$18.6 million for the Federal Contaminated Sites Action Plan
- increase in funding of \$5.2 million related to the Nutrition North Canada program

The increase of \$13.4 million from 2022-23 to 2023-24 mainly reflects the following changes:

- increase in funding of \$22.6 million for the Northern Abandoned Mine Reclamation Program
- increase in funding of \$5.4 million for the Nutrition North Canada program
- decrease in funding of \$12.9 million for the Federal Contaminated Sites Action Plan
- decrease in funding of \$2.7 million for the transition to new impact assessment and regulatory process for major resource projects

**Planned human resources for Northern Affairs**

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
401	400	395

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



## Internal Services: planned results

### Description

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

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

### Planning highlights

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

In the context of the COVID-19 pandemic, CIRNAC is collaborating with other federal departments, provincial and territorial governments (including public health authorities), as well as various stakeholders to ensure the safety of all its employees while maintaining services to Indigenous and provincial/territorial partners. In addition, the department will support employees in their delivery of services and departmental activities from home while ensuring their physical and mental wellbeing, including: optimizing remote work by providing all necessary information management/information technology (IM/IT) equipment, helping employees adapt to a different workplace, and contributing to shape the workplace of the future. In 2021–22, CIRNAC will focus on the priorities outlined below.

The department will support the commitment to increase Indigenous recruitment, development and retention in existing occupations at all levels through initiatives and development programs, in particular, that support recruitment and retention of Indigenous students and develop Indigenous employees for leadership positions within the federal public service. The department will also continue to staff positions in a transparent manner, where appointments are based on merit, and the principles of gender equity and diversity are respected.

Under the [Accessible Canada Act](#)<sup>xliv</sup>, the department will ensure a plan is in place to identify and remove accessibility barriers and prevent new barriers for persons with disabilities, especially pertaining to job opportunities and employment policies and practices. This will be done in consultation with persons with disabilities and where possible, clients and stakeholder groups of persons with disabilities.

The department will provide expert services to assist with employee pay-related issues while supporting the upgrade of the Phoenix Pay System as well as prepare for the next generation systems.

The department will be implementing the 2021 to 2024 CIRNAC Workplace Well-being & Mental Health Strategy by:

- ensuring that the workplace culture is one of mutual trust, with decreased mental health stigma, and that it is trained to adequately address challenges and to foster engagement
- using the results from the 2020 Public Service Employment Survey and data from similar surveys and reports to develop action plans to improve workplace well-being

Following the coming into force of the *Act to amend the Canada Labour Code (harassment and violence)* on January 1, 2021, CIRNAC will conduct a workplace risk assessment jointly with bargaining agents and will then develop preventative measures to eliminate or mitigate the risks of workplace harassment and violence identified in that assessment.

CIRNAC is committed to digital government: an open and service-oriented organization that operates and delivers programs and services to people and businesses in simple, modern and effective ways that are optimized for digital and available anytime, anywhere and from any device. The importance of effective services and solution delivery for CIRNAC is heightened given the unique challenges that exist across remote locations in Canada, including the North, and the exceptional context brought forward by the pandemic. CIRNAC is continuing to modernize its IM/IT solutions, to address risks, and simultaneously strengthen its ability to deliver on its commitments. Specifically, CIRNAC will focus on the implementation of core IM/IT components required to provide employees with the tools and technology they need to do their jobs effectively, setting the stage for managing a decentralized workforce. The department will also continue to work closely with other government organizations such as Shared Services Canada, Public Services and Procurement Canada, and the Canada School of Public Service, in order to modernize service delivery, improve sustainability and promote digital government.

CIRNAC will collaborate with the Department of Indigenous Services to review and refine from a resourcing and business perspectives the shared internal services model. Since April 1, 2019, CIRNAC and the Department of Indigenous Services have separated financial systems to support independent financial operations for both departments. This supports the separate departmental reporting requirement such as the production of public accounts, financial statements and various other financial reports.

CIRNAC will advance the modernization of the security and emergency management program, and will seek to augment security awareness given the implications of COVID-19 on the workplace and workforce. The department will ensure real property is managed in a sustainable and financially responsible manner and will strengthen procurement policies and mechanisms in support of the Procurement Strategy for Aboriginal Business, and to assist Inuit firms to compete for government contracts. In addition, CIRNAC will begin to implement a National Workspace Strategy in support of departmental priorities for workplace modernization. This strategy will integrate environmental initiatives, promote diversity, inclusion and Indigenous culture, improve employees' wellbeing and work experience and accelerate the transition to new ways of working that are aligned with the vision of an agile government.



The department's legal services will provide key program activities including planning, oversight and training on management of litigation and claims, seeking mandates, negotiating settlements and reporting. This work helps to resolve past injustices through the use of settlements over litigation, further Indigenous jurisprudence by supporting court and/or tribunal litigation, and identify sources of funds for use in research and/or settlement processes.

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

CIRNAC will also continue to inform Canadians about its ongoing work, as well as support the Ministers in delivering their priorities, in a clear and accessible way, through a variety of digital and traditional communication methods. The department will also continue to communicate with staff about the department's vision.

#### **Planned budgetary financial resources for Internal Services (dollars)**

<b>2021–22 budgetary spending (as indicated in Main Estimates)</b>	<b>2021–22 planned spending</b>	<b>2022–23 planned spending</b>	<b>2023–24 planned spending</b>
138,791,403	138,791,403	129,069,676	128,760,354

#### **Planned human resources for Internal Services**

<b>2021–22 planned full-time equivalents</b>	<b>2022–23 planned full-time equivalents</b>	<b>2023–24 planned full-time equivalents</b>
755	748	746



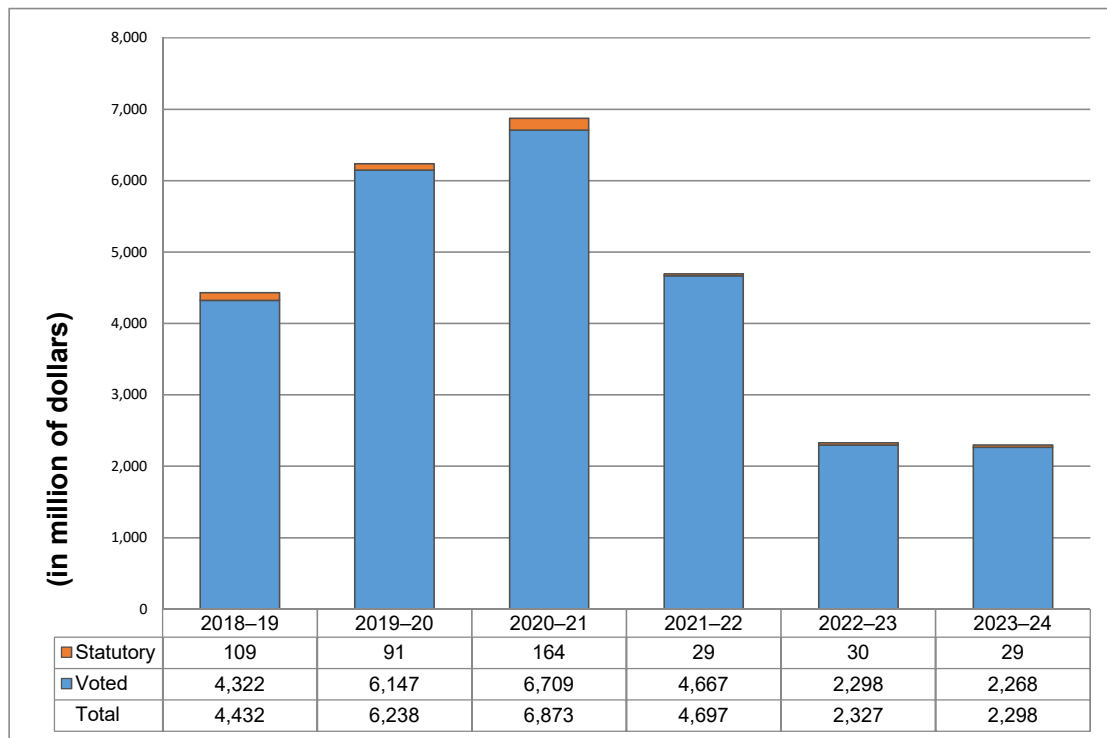
## Spending and human resources

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

### Planned spending

#### Departmental spending 2018–19 to 2023–24

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



### Budgetary planning summary for core responsibilities and Internal Services (dollars)

The following table shows actual, forecast and planned spending for each of CIRNAC's core responsibilities and for Internal Services for the years relevant to the current planning year. Main Estimates does not include in-year funding to be received in Supplementary Estimates.

Core responsibilities and Internal Services*	2018–19 expenditures**	2019–20 expenditures**	2020–21 forecast spending	2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
Rights and Self-Determination	3,384,512,145	5,608,508,662	N/A	N/A	N/A	N/A	N/A
Community and Regional Development	811,942,939	456,582,019	N/A	N/A	N/A	N/A	N/A
Crown-Indigenous Relations	N/A	N/A	5,955,392,983	3,969,849,116	3,969,849,116	1,623,259,991	1,580,736,175
Northern Affairs	N/A	N/A	746,968,963	587,992,312	587,992,312	575,103,340	588,526,224
Amount not allocated to core responsibilities above	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>Subtotal</b>	<b>4,196,455,084</b>	<b>6,065,090,681</b>	<b>6,702,361,946</b>	<b>4,557,841,428</b>	<b>4,557,841,428</b>	<b>2,198,363,331</b>	<b>2,169,262,399</b>
Internal Services	235,202,221	172,862,467	170,832,369	138,791,403	138,791,403	129,069,676	128,760,354
<b>Total</b>	<b>4,431,657,305</b>	<b>6,237,953,148</b>	<b>6,873,194,315</b>	<b>4,696,632,831</b>	<b>4,696,632,831</b>	<b>2,327,433,007</b>	<b>2,298,022,753</b>

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

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

For the period of 2019–20 to 2020–21, spending has increased from \$6.2 billion to \$6.9 billion. The net increase of \$0.7 billion primary reflect the following:

- increase in funding to settle specific claims (+\$1.4 billion)
- increase due to one-time funding for COVID-19 (+\$202.5 million)
- decrease in one-time limited funding to forgive comprehensive land claim negotiation loans (-\$914.0 million)

For the period of 2020–21 to 2021–22, spending is expected to decrease from \$6.9 billion to \$4.7 billion. The decrease of \$2.2 billion primary reflects the following:

- decrease in funding related to the settlement of specific claims (-\$979.1 million)

- sunset of time-limited funding for the Federal Indian Day School settlement claims as it is anticipated to be completed in 2021–22 (-\$351.2 million)
- decrease in funding for the Sixties Scoop settlement (-\$262.2 million)
- decrease due to one-time funding for COVID-19 in 2020–21 (-\$202.5 million)
- decrease in funding for investments in Indigenous infrastructure (-\$144.3 million)
- decrease in funding related to out-of-court settlements (-\$137.7 million)

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

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

### 2021–22 Budgetary planned gross spending summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2021–22.

Core responsibilities and Internal Services	2021–22 planned gross spending	2021–22 planned revenues netted against expenditures	2021–22 planned net spending
Crown-Indigenous Relations	3,969,849,116	0	3,969,849,116
Northern Affairs	587,992,312	0	587,992,312
<b>Subtotal</b>	<b>4,557,841,428</b>	<b>0</b>	<b>4,557,841,428</b>
Internal Services	164,830,043	(26,038,640)	138,791,403
<b>Total</b>	<b>4,722,671,471</b>	<b>(26,038,640)</b>	<b>4,696,632,831</b>

## Planned human resources

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

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

Core responsibilities and Internal Services*	2018–19 actual full-time equivalents	2019–20 actual full-time equivalents	2020–21 forecast full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
Rights and Self-Determination	1,119	909	N/A	N/A	N/A	N/A
Community and Regional Development	864	462	N/A	N/A	N/A	N/A
Crown-Indigenous Relations	N/A	N/A	808	760	707	698
Northern Affairs	N/A	N/A	401	401	400	395
<b>Subtotal</b>	<b>1,983</b>	<b>1,371</b>	<b>1,209</b>	<b>1,161</b>	<b>1,107</b>	<b>1,093</b>
Internal Services	1304	862	753	755	748	746
<b>Total**</b>	<b>3,287</b>	<b>2,233</b>	<b>1,962</b>	<b>1,916</b>	<b>1,855</b>	<b>1,839</b>

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

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

The decrease of 271 full-time equivalents from 2019–20 to 2020–21 mainly reflects the impact of Order in Council P.C. 2019-1109 in July 2019, as the Individual Affairs and Lands and Economic Development programs were transferred to the Department of Indigenous Services.

The decrease of 46 full-time equivalents from 2020–21 to 2021–22 mainly reflects the sunset of time-limited funding to continue Canada's legal obligations under the Indian Residential Schools Settlement Agreement, as it is anticipated to be completed in 2020–21.

The decrease of 61 full-time equivalents from 2021–22 to 2022–23 mainly reflects the sunset of time-limited funding to support recognition of Indigenous rights and self-determination discussion tables in 2021–22.

The decrease of 16 full-time equivalents from 2022–23 to 2023–24 mainly reflects the sunset of time-limited funding to support the enhanced participation of Indigenous peoples in new impact assessment and regulatory processes for major resource projects, and the decrease of funding related to building on the success of First Nations land management.

## Estimates by vote

Information on CIRNAC's organizational appropriations is available in the [2021–22 Main Estimates](#)<sup>xlv</sup>.

## Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of CIRNAC's operations for 2020–21 to 2021–22.

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

A more detailed [future-oriented statement of operations](#)<sup>xlvi</sup> and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on CIRNAC's website.

**Future-oriented Condensed statement of operations for the year ending March 31, 2022**  
(dollars)

Financial information	2020–21 forecast results	2021–22 planned results	Difference (2021–22 planned results minus 2020–21 forecast results)
Total expenses	5,480,306,040	2,916,161,175	(2,564,144,865)
Total revenues	33,069,240	26,040,998	(7,028,242)
Net cost of operations before government funding and transfers	5,447,236,800	2,890,120,177	(2,557,116,623)

**Expenses**

Total expenses for 2021–22 are planned at \$2,916 million, representing a \$2,564 million decrease from the previous year's forecasted total expenses of \$5,480 million. 2021–22 planned expenses by Core Responsibility are as follows:

- Crown Indigenous Relations \$2,291 million (79%)
- Northern Affairs \$420 million (14%)

The remainder of the total expenses include Internal Services in the amount of \$181 million (6%) and expenses incurred on behalf of the Government of Canada in the amount of \$24 million (1%).

The planned decrease in expenses from 2020–21 to 2021–22 mainly results from a decrease in funding for the settlement of specific claims and the sunset of funding for the Federal Indian Day School settlement claims payments that are anticipated to be completed in 2021–22.

**Revenues**

Total revenues for 2021–22 are planned at \$26 million, representing a \$7 million decrease over the previous year's total revenues of \$33 million. Respendable revenues result mostly from the provision of financial and administrative services, representing \$22 million (84%) of total revenues.





## Corporate information

### Organizational profile

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

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

**Enabling instrument:** [Department of Crown-Indigenous Relations and Northern Affairs Act, S.C. 2019, c. 29, s. 337](#)<sup>xlvi</sup>

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

**Other:** None

**Special operating agency:** None

**Administrative tribunals and agencies:** Polar Knowledge Canada

**Adjudicative and advisory bodies:** Specific Claims Tribunal Canada

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

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

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

### Operating context

Information on the [operating context](#)<sup>l</sup> is available on the CIRNAC website.

## Reporting framework

The CIRNAC's approved departmental results framework and program inventory for 2021–22 are as follows.

Core responsibility : Crown-Indigenous Relations		
Support Indigenous organizations, individuals, communities and governments in achieving reconciliation and advancing self-determination through strengthening Crown-Indigenous relationships based on respect, cooperation, partnership, the affirmation and implementation of Indigenous rights, and the implementation of the United Nations Declaration on the Rights of Indigenous Peoples. Activities include negotiating and implementing treaties, self-government agreements and specific claims, consulting and engaging on issues of importance to Indigenous peoples, providing legislative and institutional frameworks for First Nations' jurisdiction over local taxation, land and financial management and addressing historic grievances.		
Departmental results	Indicators	Program inventory
Indigenous peoples determine their political, economic, social and cultural development	Annual number of priorities identified through the permanent bilateral mechanisms that result in policies, funding or legislation	Negotiations of Claims and Self-Government Agreements Management and Implementation of Agreements and Treaties Consultation and Accommodation Consultation and Policy Development Federal Interlocutor's Contribution Program Basic Organizational Capacity Other Claims First Nation Jurisdiction over Land and Fiscal Management Residential Schools Resolution Specific Claims
	Number of communities where treaties, self-government and other constructive arrangements have been concluded	
	Number of treaties, self-government and other constructive arrangements that have been concluded	
	Average Community Well-Being Index score for modern treaty and self-government agreement holders	
Indigenous peoples advance their governance institutions and regimes	Percentage of First Nations that have opted into an <i>Indian Act</i> alternative	
	Percentage of First Nations with fiscal bylaws or laws	
	Percentage of First Nations with established land codes	
Past injustices are recognized and resolved	Number of net specific claims settled by the department	
	Percentage of active Additions to Reserves that have been in the inventory for more than 5 years	
	Percentage of Truth and Reconciliation Commission Calls to Action that are implemented	

Core responsibility : Northern Affairs		
Support Canada's Arctic and northern organizations, individuals, communities and governments in the pursuit of a strong, inclusive, vibrant, prosperous and self-sufficient North, the vision of Canada's Arctic and Northern Policy Framework. This includes federal coordination, science leadership, natural resource and environmental management, effective delivery of federal programming, and territorial relations.		
Departmental results	Indicators	Program inventory
Political, economic and social development in Canada's Arctic and North are advanced	Number of devolution phases in Nunavut completed	Northern and Arctic Governance and Partnerships Climate Change Adaptation and Clean Energy Northern Strategic and Science Policy Northern Regulatory and Legislative Frameworks Northern and Arctic Environmental Sustainability Northern Contaminated Sites Nutrition North Canadian High Arctic Research Station
	Number of new initiatives that contribute to Canada's shared vision for the North	
	Percentage of reports delivered to Arctic Council Ministers on issues of contaminants, climate change and sustainable development that include Canadian data and information	
	Average Community Well-Being Index score for communities in the North	
Northern and Indigenous communities are resilient to changing environments	Food expenditures, as percentage of median income, required to purchase sufficient nutritious food	
	Reduction (in litres) in the consumption of diesel fuel for electricity and heating in northern communities resulting from renewable energy and energy efficiency projects	
	Percentage of climate change risk assessments and plans for which adaptation measures have been implemented	
Northern lands and resources are sustainably managed	Percentage of high priority northern contaminated sites that are being actively managed	
	Percentage of environmental assessment decisions that reflect the perspectives of Northerners and Indigenous peoples	
	Percentage of responses related to requests for involvement in water-related regulatory review processes or land-related authorizations that were within the stated timelines	

## Supporting information on the program inventory

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

## Supplementary information tables

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

- [Departmental Sustainable Development Strategy](#)<sup>lii</sup>
- [Details of transfer payment programs](#)<sup>liii</sup>
- [Gender-based analysis plus](#)<sup>liv</sup>
- Horizontal initiatives:
  - [Nutrition North Canada](#)<sup>lv</sup>
  - [Arctic and Northern Policy Framework](#)<sup>lvi</sup>
- [Sustainable Development Goals](#)<sup>lvii</sup>

## Federal tax expenditures

CIRNAC's Departmental Plan does not include information on tax expenditures that relate to its planned results for 2021–22.

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

## Organizational contact information

### [Crown-Indigenous Relations and Northern Affairs Canada](#)<sup>lix</sup>

Les Terrasses de la Chaudière

10 Wellington Street, North Tower

Gatineau, Quebec

Mailing Address: Ottawa, Ontario K1A 0H4

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

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

### General and statistical inquiries and publication distribution

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

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

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

### Departmental library

Telephone: 819-997-0811

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

### Media inquiries — Communications

Telephone: 819-934-2302

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

## Appendix: definitions

### **appropriation (crédit)**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **experimentation (expérimentation)**

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

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

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

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

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

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

For the purpose of the 2021–22 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government’s agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building back better – a resiliency agenda for the middle class; The Canada we’re fighting for.

**horizontal initiative (initiative horizontale)**

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

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

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

**performance (rendement)**

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

**performance indicator (indicateur de rendement)**

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

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

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

**plan (plan)**

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

**planned spending (dépenses prévues)**

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

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

**program (programme)**

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

**program inventory (répertoire des programmes)**

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

**result (résultat)**

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

**statutory expenditures (dépenses législatives)**

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

**strategic outcome (résultat stratégique)**

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

**target (cible)**

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

**voted expenditures (dépenses votées)**

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





## Endnotes

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- <sup>i</sup> Recognition and Reconciliation of Rights Policy for treaty negotiations in British Columbia, <https://www.rcaanc-cirnac.gc.ca/eng/1567636002269/1567636037453>
- <sup>ii</sup> Truth and Reconciliation Commission Calls to Action, <https://www.rcaanc-cirnac.gc.ca/eng/1524494530110/1557511412801>
- <sup>iii</sup> Specific claims process, <https://www.rcaanc-cirnac.gc.ca/eng/1100100030291/1539617582343>
- <sup>iv</sup> Indian Residential Schools Settlement Agreement, <https://www.rcaanc-cirnac.gc.ca/eng/1100100015576/1571581687074#sect1>
- <sup>v</sup> First Nations Infrastructure Institute, <https://fnii.ca/>
- <sup>vi</sup> Canada's Arctic and Northern Policy Framework, <https://www.rcaanc-cirnac.gc.ca/eng/1560523306861/1560523330587>
- <sup>vii</sup> Nutrition Nord Canada, <https://www.nutritionnorthcanada.gc.ca/eng/1415385762263/1415385790537>
- <sup>viii</sup> Harvesters Support Grant, <https://www.nutritionnorthcanada.gc.ca/eng/1586274027728/1586274048849>
- <sup>ix</sup> A Healthy Environment and a Healthy Economy, [https://www.canada.ca/content/dam/eccc/documents/pdf/climate-change/climate-plan/healthy\\_environment\\_healthy\\_economy\\_plan.pdf](https://www.canada.ca/content/dam/eccc/documents/pdf/climate-change/climate-plan/healthy_environment_healthy_economy_plan.pdf)
- <sup>x</sup> Northern REACHE Program, <https://www.rcaanc-cirnac.gc.ca/eng/1481305379258/1594737453888>
- <sup>xi</sup> Recognition and Reconciliation of Rights Policy for treaty negotiations in British Columbia, <https://www.rcaanc-cirnac.gc.ca/eng/1567636002269/1567636037453>
- <sup>xii</sup> Schedule A of the Recognition and Reconciliation of Rights Policy for treaty negotiations in British Columbia, <https://www.rcaanc-cirnac.gc.ca/eng/1567636002269/1567636037453#sec16>
- <sup>xiii</sup> 2017 Memorandum of Understanding, <https://pm.gc.ca/en/news/news-releases/2017/06/12/prime-minister-and-national-chief-assembly-first-nations-sign>
- <sup>xiv</sup> Inuit-Crown Partnership Committee: progress on shared priorities, <https://pm.gc.ca/en/news/news-releases/2020/03/06/inuit-crown-partnership-committee-continues-progress-shared>
- <sup>xv</sup> Métis Nation Housing Sub-Accord, <https://www.sac-isc.gc.ca/eng/1548426109089/1548426256621>
- <sup>xvi</sup> Canada-Congress of Aboriginal Peoples Political Accord, <http://www.abo-peoples.org/en/canada-congress-of-aboriginal-peoples-political-accord/>
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