



Indian and Northern
Affairs Canada

Affaires indiennes
et du Nord Canada

Canadian
Polar
Commission

Indian and
Northern
Affairs
Canada

2007–08
Estimates

Report on Plans and Priorities

Canada

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Section I • Overview

Minister's Message

On behalf of Indian and Northern Affairs Canada (INAC) and the Canadian Polar Commission, I am pleased to present to Parliament and the people of Canada the departmental *Report on Plans and Priorities* for 2007–08.

A year has passed since I took on the role of Minister of Indian Affairs and Northern Development and Federal Interlocutor for Métis and Non-Status Indians. Over this period, I have witnessed the department's progress towards goals established in last year's report. I also see how a report of this kind maps out practical courses of action to achieve our goals — and strengthens accountability to Parliament and Canadians.

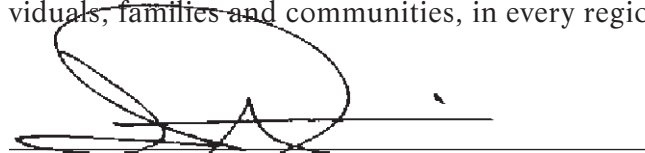
The fundamental principles that guided last year's plans and priorities remain in place. The government's vision of advancing Aboriginal interests continues to be a straightforward and practical one: the attainment of greater self-sufficiency and prosperity through strong working partnerships based on mutual respect and trust.

INAC will continue to work closely with its many partners in all sectors of its Aboriginal and Northern mandates, and build on the substantial results achieved over the past year in key areas fundamental to the quality of life for Aboriginals and Northerners: education; housing; women, children and families; drinking water and wastewater management; accountability and capacity building; and oil and gas development. This core of well-defined responsibilities will continue to be the focus of ongoing work for the 2007–10 planning period covered by this report.

As a guide to engaging Canadians in support of its priorities, INAC has identified several broad areas for action in fiscal year 2007–08: the empowerment of First Nations individuals, especially women, to take greater control and responsibility for their lives; accelerating land claims; promoting job training, entrepreneurship and economic development.

INAC's separate mandate of Northern Development will also be an important departmental focus to help realize the tremendous potential of the region. INAC will continue to work closely with the three territories, other federal departments, and the international circumpolar community to manage the development of land-based and offshore resources, support local economic growth, protect the environment, and, in its leadership role for the upcoming International Polar Year, co-ordinate scientific research. With their vast and still largely untapped oil, gas and mineral resources, the territories are poised to begin new chapters of economic development and become major contributors to Canada's future prosperity.

The *2007–08 Report on Plans and Priorities* clearly shows that many challenges lie ahead. INAC's partnerships with First Nations, Métis, Inuit and Northerners offer many promising paths by which, through our combined efforts, we can bring real and lasting benefits to individuals, families and communities, in every region of Canada.



The Honourable Jim Prentice, P.C., Q.C., M.P.
Minister of Indian Affairs and Northern Development
and Federal Interlocutor for Métis and Non-Status Indians

Management Representation Statement

I submit for tabling in Parliament, the *2007–2008 Report on Plans and Priorities* for Indian and Northern Affairs Canada and the Canadian Polar Commission.

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2007–2008 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

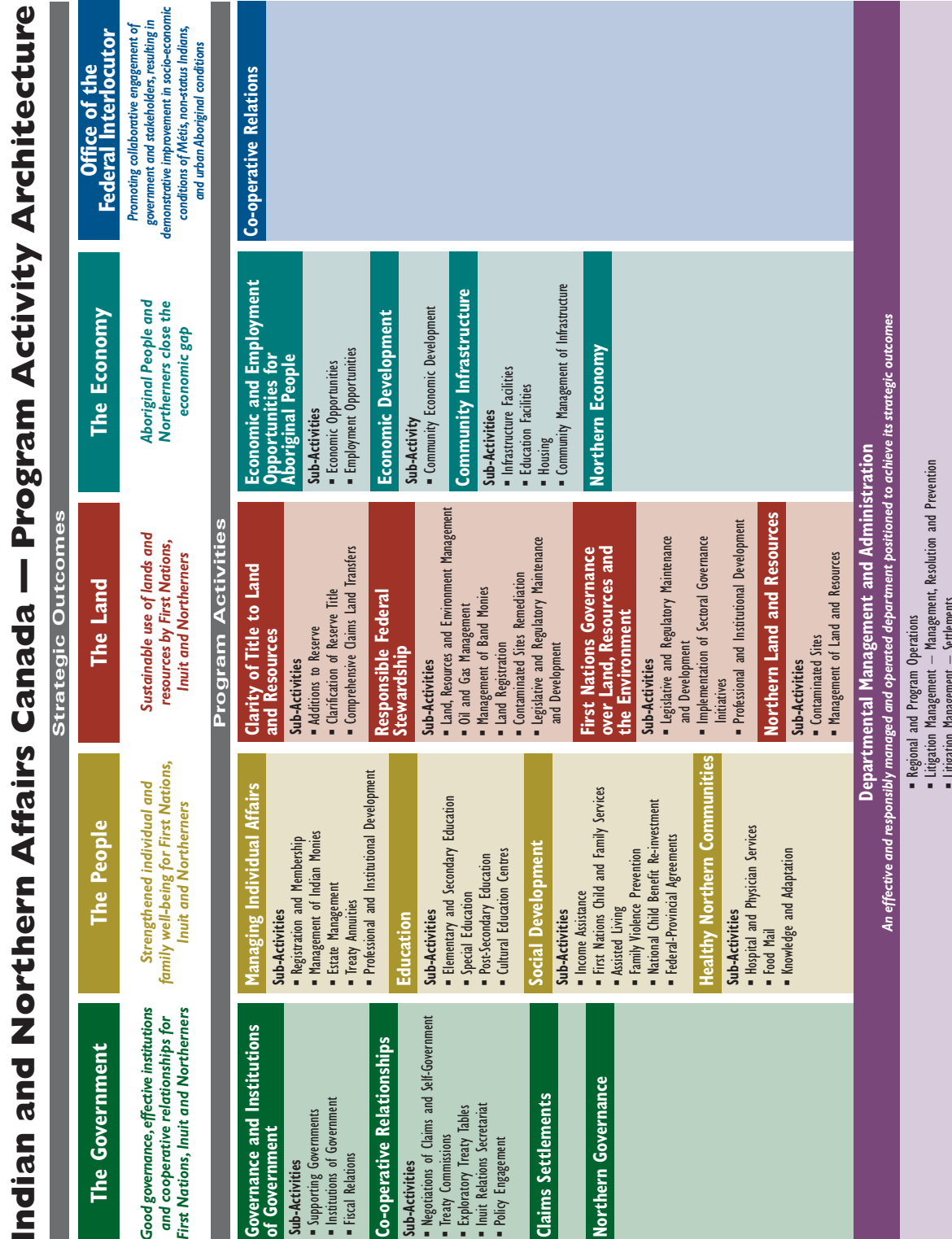
- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance;
- It is based on the department's Strategic Outcomes and Program Activity Architecture that were approved by the Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from the Treasury Board Secretariat.



Michael Wernick
Deputy Minister, Indian and Northern Affairs Canada

Program Activity Architecture

The Program Activity Architecture (PAA) of Indian and Northern Affairs Canada illustrates 17 main program activities and associated sub-activities by Strategic Outcome.



Program Activity Architecture (PAA) Crosswalk

In July, 2006, the department amended its PAA to better reflect its mandate and to correctly align its Program Activities with the proper Strategic Outcome. The amendments removed the Claims Settlements sub-activity (approximately \$500 million in 2007–08) from the Access to Capital and Economic Development Program Activity under the Economy Strategic Outcome, and created a Claims Settlements Program Activity under the Government Strategic Outcome. Since the negotiation and implementation of claims are part of the Government Strategic Outcome, the payment of the claims settlements should also be there. By creating a new Program Activity category for this activity, INAC will be able to distinguish the payment of settlement dollars from other on-going activities. The new Program Activity in the Government Strategic Outcome was named Claims Settlements. Accordingly, the remaining Program Activity in the Economy Strategic Outcome was shortened to Economic Development.

Allocation Methodology

Within the government budget process, departments do not receive money specifically for departmental management and administration; funds are allocated to strategic outcomes and program activities. This presents a challenge for INAC to provide a useful presentation of resources, given that it is primarily in the business of transferring funds to third parties for the delivery of programs and services meeting its objectives and mandate. As such, it has to ensure the proper administration of these transfers, undertake monitoring and accountability activities, and provide policy advice and other services (e.g., litigation management). It should be noted, however, that the proportion of INAC's total budget allocated to Departmental Management and Administration amounts to less than 5 percent, which is comparable to other departments.

Summary Information

The *Report on Plans and Priorities* informs Parliament and Canadians about the department's priorities, ongoing work and spending plans. The *2007–08 Report on Plans and Priorities* is divided into three sections:

- Section I outlines program priorities for the immediate planning period
- Section II analyses program activities by Strategic Outcome
- Section III presents supplementary information, such as financial tables for planned spending

The Minister of Indian Affairs and Northern Development is responsible for reporting to Parliament on Indian and Northern Affairs Canada (INAC), including the Office of the Federal Interlocutor and the Canadian Polar Commission. The Minister is also responsible for the Indian Specific Claims Commission and the Indian Residential Schools Resolution Canada, which submit separate reports on plans and priorities.

Indian and Northern Affairs Canada

Mandate and Mission

Aboriginal peoples are seeking their own place in confederation and a quality of life comparable to that of other Canadians. Northerners are also seeking greater autonomy in managing their affairs. The Department of Indian Affairs and Northern Development is one of several partners that has a role to play in meeting these objectives. More specifically the Department is responsible for two separate mandates: **Indian and Inuit Affairs** and **Northern Development**. Taken together, these mandates comprise INAC's mission: to support First Nations and Inuit — and in the North, all Northerners, including First Nations, Inuit, Métis — in achieving their social and economic aspirations; in developing healthy, sustainable communities; and in more fully participating in and benefiting from Canada's political, social and economic development. Consequently, INAC's role is complex and its responsibilities encompass a broad range of programs and services.

Generally, the department is responsible for meeting the Government of Canada's obligations and commitments to First Nations, Inuit and Métis and for fulfilling the federal government's constitutional responsibilities in the North. The Minister of Indian Affairs and Northern Development is also the Federal Interlocutor for Métis and Non-Status Indians. The Federal Interlocutor's role is to provide a point of contact between the Government of Canada and Métis, Non-Status Indians and urban Aboriginal people.

Under Indian and Inuit Affairs, INAC negotiates comprehensive and specific land claims and self-government agreements on behalf of the federal government; oversees implementation of settlements; and promotes social and economic development. It is responsible for delivering province-like services such as education, housing and community infrastructure to Status Indians on reserves, and for delivering social assistance and social support services to residents on reserves. Furthermore, INAC manages lands under the *Indian Act* and helps First Nations to develop professional and institutional capacity in the area of land management, as well as supporting First Nations governance. It is also responsible for individual affairs through the Indian Registrar. In the North, the territorial governments generally provide the majority of programs and services to all Northerners, including Aboriginal people.

INAC promotes efficient land management practices on reserves that address the Crown's interest in protecting, conserving and managing lands, resources and the environment in a manner consistent with both the principles of sustainable development and First Nations' aspirations to control their lands and resources. INAC is also responsible for carrying out core activities under the *Indian Act*.

On April 1, 2006, the Aboriginal Affairs Secretariat was transferred from the Privy Council Office to INAC. The Secretariat provides a coordination role for Aboriginal policies and programs across government. With this transfer, INAC assumed an enhanced leadership role in terms of managing the overall direction of the government's Aboriginal agenda. In addition, on December 1, 2006, the responsibilities of Aboriginal Business Canada and the National Aboriginal Economic Development Board were transferred from Industry Canada to INAC. Bringing these Aboriginal economic development functions together under one department is

intended to help Aboriginal people take advantage of current resource development in Canada, to enhance business and job creation, and ultimately to improve well-being in communities.

The department also houses the Inuit Relations Secretariat, which was established in 2005 to serve as a focal point for Inuit issues and to advocate for the inclusion of Inuit-specific concerns in federal program and policy development. This Secretariat is also the principal liaison with national and regional Inuit organizations.

In the North, INAC is the lead federal department for a region that comprises 40 percent of Canada's land mass. The department plays a direct role in the political and economic development of the territories, with responsibility for the management of land and natural resources in the Northwest Territories and Nunavut (prior to the conclusion of devolution agreements), as well as specific duties related to environmental protection and assessment, management of offshore oil and gas resources, and the coordination of scientific research in the Yukon, the Northwest Territories and Nunavut.

Operating Environment

INAC is responsible for a challenging and complex portfolio that has been shaped by centuries of history, unique demographic and geographic challenges, a significant quantity of case law and judicial direction, and an ever-evolving policy and legislative agenda. Perhaps no other department has responsibility for such a large range of programs, has such a dynamic relationship with so many different clients and partners, or plays such a distinctive role in the building of the nation.

INAC undertakes its activities in a constantly evolving environment. Strategies for moving forward need to take into account changing social, economic, legal and political landscapes. For example, in terms of the legal landscape, litigation is generating court rulings at every level within the judicial system, which is further defining Aboriginal and treaty rights as recognized in Canada's constitution. These court rulings continue to influence the content, sequence and timing of the government's Aboriginal agenda.

The Aboriginal agenda is also shaped by the changing capacity of Aboriginal peoples, northern governance structures and the federal government to take on new challenges. To effect the kind of change that Aboriginal people, Northerners and all Canadians are demanding, the department must work with its partners to provide the necessary tools to help overcome obstacles preventing growth and prosperity. This can take the form of legislation, regulatory improvements, new institutions, policies or other partnerships. These solutions are subject to a number of factors including the Parliamentary and regulatory processes, machinery issues, funding requirements, and consultation requirements.

As progress is made, and as capacity develops, the nature of the challenges also changes so that different or revised strategies are required to address a fundamentally new set of circumstances. As Aboriginal people move from dependency to self-reliance, the focus of INAC activities and those of the federal government continually change over time to respond to a unique and evolving set of needs.

Within the federal government, responsibility for Aboriginal programming is shared among 34 departments and agencies with total planned spending of \$9.1 billion (2005–06). The bulk of planned spending is directed towards provincial or municipal type services on reserve, such as social services, education, healthcare, infrastructure and housing. This is non-discretionary funding and is generally linked to providing services at levels comparable to provincial and territorial regimes.

INAC's role with respect to programs is to ensure they remain responsive to the needs of individuals, support capacity development, and promote sound management practices. To ensure the effectiveness and accountability for the delivery of program and services, the department must work with First Nations, Inuit and Métis organizations and provinces and territories to ensure clearly defined roles, responsibilities and accountability relationships. To achieve this objective, the department uses a broad range of funding mechanisms — from grants, to agreements for specific program funding, to multi-year block funding for alternative funding arrangements and self-government agreements.

The demand for programs and services is significantly impacted by demographics. The Aboriginal population is the youngest and the fastest growing segment of the Canadian population. The population growth is creating increased demand for basic services on reserve, such as education, health, social assistance, water, and housing. The age structure of the Aboriginal population

To fund services on reserve, INAC transfers about \$5.5 billion annually to Aboriginal recipients. That represents approximately 90% of all INAC financial resources. The funds are transferred to some 1200 entities, including about 640 First Nations and Aboriginal organizations.

Despite the on-going nature of the vast majority of INAC transfers, these programs are funded primarily on an annual basis.

Aboriginal Canada

- When the census was taken in 2001, 1,319,890 people in Canada reported having Aboriginal ancestry, which is 4.5 percent of the Canadian population.
- In 2007, Status Indians living on reserve are estimated to represent about 57 percent of the Status Indian population. There are about 460,300 on-reserve Status Indians and about 345,400 who reside off-reserve.
- In total, there are currently 615 First Nations communities, comprising more than 50 nations or cultural groups and more than 50 languages.
- About 59 percent of First Nations communities have fewer than 500 residents — only about eight percent have more than 2,000.
- Overall, 35 percent of on-reserve Status Indians live in urban areas, while 45 percent live in rural areas, 17 percent in special-access areas and 4 percent in remote zones.
- The on-reserve Status Indian population is expected to increase by about 50 percent between 2007 and 2029, compared with about 18 percent for the Canadian population as a whole over the same time period.
- About 40 percent of the Status Indian population is under the age of 20, compared with 24 percent of the overall Canadian population.

Sources include: the 2001 Census of Canada; INAC's Indian Register; INAC's Registered Indian Population Projection Series 2004–29; and Statistics Canada's 2005–56 Population Projection Series

has implications for the Canadian workforce, regional economies, and overall competitiveness, particularly in the Prairie Provinces, the territories, and urban centres where there are high concentrations of Aboriginal youth. Furthermore, high mobility rates of Aboriginal people to and from reserves and surrounding communities, as well as within urban centres, present challenges for program delivery mechanisms. Providing steady services to a highly transient population, is inherently difficult and there are challenges in federal/provincial relations in terms of providing service levels comparable with provincial regimes.

The demographic reality is such that Aboriginal people can provide a comparative advantage for Canada in terms of their potential contributions to a skilled workforce in a 21st century economy. For this to happen, it will be important that Aboriginal children and youth reach their full developmental potential.

Ultimately, achieving better outcomes for Canada's Aboriginal peoples is a collaborative effort. While the federal government holds many of the levers to foster better outcomes for Aboriginal peoples, so too do provinces, territories, the private sector, and Aboriginal peoples themselves.

The department continues to work with other government departments to achieve integrated, interdepartmental policy development, program design and service delivery. INAC also works with over 600 First Nations communities and organizations; Inuit national and regional organizations; provincial and territorial governments; other federal departments and agencies; non-governmental organizations; the private sector; and seven circumpolar nations.

The federal government has made a commitment to improve results of programs and to enhance the federal government's transparency, accountability and reporting on Aboriginal programs. This commitment entails working with First Nations, Inuit and Métis organizations and provinces and territories to clarify roles and accountability relationships. In the January 2005 Accountability for Results session, the federal government committed to disclosing a detailed picture of direct federal program spending targeting Aboriginal peoples in Canada for 2004–05, which is now captured in the Aboriginal Horizontal Framework. The Framework will be updated on a yearly basis.

For a more detailed explanation of the framework and detailed schedule of programs, please see http://www.tbs-sct.gc.ca/report/govrev/05/cp-rc_e.asp.

In the North, the department is also the lead federal department for coordinating federal activities across the territories and plays a leadership role advancing the interests of Northerners within the federal government. Investments made by successive governments in political development, claims and self-government negotiations, and economic development have set the stage for major development opportunities. Canada's North holds world-class mineral, oil and gas deposits, which promise substantial long-term growth in the regional economy and a significant revenue stream for governments. Resource development opportunities are significant, with strategic importance for Canada, and the potential to make the North a major contributor to Canada's future prosperity. March 2007 marks the beginning of International Polar Year 2007–2008, an exciting initiative of science and research in the polar regions, and INAC — in conjunction with five other federal departments and agencies — will be leading Canada's participation in this important international science program.

Resource development is the foundation of the private sector economy in the North, but is dependent on government's capacity to manage lands and resources, regulate development and work with partners to address challenges. Through the regulatory, environmental assessment, and resource management regimes, INAC is

The North

- Canada's North occupies 40 percent of Canada's land mass.
- There are few reserves in the North; in general, territorial governments are responsible for providing programs and services to all Northerners, including Aboriginal people.
- The three territories consist of some 96 communities; most of them home to small populations, the majority of whom are First Nations, Inuit or Métis.
- Some 92,300 residents are scattered across this area: Nunavut's population is 26,700, while there are 37,100 people in the Northwest Territories and 28,500 in the Yukon.
- The population in the North is young, with 44 percent of the population under the age of 25.
- Over half of the population of the North is Aboriginal, varying from 85 percent in Nunavut to about 51 percent in the Northwest Territories and about 23 percent in the Yukon.

responsible for ensuring that economic and resource development activity in the North is undertaken with minimal environmental impact, protects the public interest, and ensures long-term benefits for Northerners and all Canadians.

The devolution of land and resource management responsibilities to territorial governments has been a longstanding federal policy objective intended to give Northerners greater control over their economic future while strengthening governance capacity. The transfer of the remaining land and resource management responsibilities to the Governments of the Northwest Territories and Nunavut, in an environment of evolving Aboriginal governance structures, requires careful management while respecting ongoing federal responsibilities.

At the same time, governance in the North is evolving as territorial and Aboriginal governments assume greater control over decision making through devolution and claims and self-government processes. In the North, the majority of social programs and services are generally provided by the territorial governments to all Northerners, including Aboriginal people.

Overall, the complex and evolving environment in which the department operates to advance Aboriginal and northern issues contains a number of challenges. The planned activities outlined in this document seek to chart a course for the department and its partners to navigate these challenges in a way that benefits Aboriginal people, Northerners and all Canadians.

Strategic Outcomes

Indian and Northern Affairs Canada's integrated planning and reporting process was put in place to advance, focus and simplify managing for results within the department by enabling horizontal collaboration, and continuous and flexible updating and coordination within the annual planning and reporting cycle. This process was developed to facilitate managing for results by: providing a holistic rather than an incremental approach to changes to the policy framework, and to managing for results through Strategic Outcomes; providing clear overall direction from the leadership by establishing a common, overall purpose and direction through alignment to results and greater coherence between headquarters and regions; and by ensuring that there is clear accountability for spending and results.

The Strategic Outcomes were developed to clearly lay out where the department is going and track progress on achieving expected results.

The department has identified five long-term strategic outcomes that reflect the department's mission and are linked to government-wide priorities and intended results:

- **The Government:** Good governance, effective institutions and co-operative relationships for First Nations, Inuit and Northerners
- **The People:** Strengthened individual and family well-being for First Nations, Inuit and Northerners
- **The Land:** Sustainable use of lands and resources by First Nations, Inuit and Northerners
- **The Economy:** Increased participation of Aboriginal people and Northerners in the economy
- **Office of the Federal Interlocutor:** Promoting collaborative engagement of government and stakeholders, resulting in demonstrable improvement in socio-economic conditions of Métis, Non-Status Indians and urban Aboriginal people

Each of the department's Strategic Outcomes reflect how various program activities and outputs contribute to expected results that support the Indian and Northern Affairs Canada mission and the priorities and intended results of the federal government. These Strategic Outcomes also provide the basis for establishing horizontal linkages between other departments with similar or natural groupings of Strategic Outcomes.

Departmental Priorities

The Strategic Outcomes described above capture the breadth of the department's program activities. Individually and collectively, their ultimate objective is to assist First Nations, Inuit, Métis, and Northerners in moving from dependency to self-reliance and a quality of life comparable to that of other Canadians, while recognizing and respecting the special relationship that exists between the Crown and Aboriginal peoples.

While each Strategic Outcome encompasses a stable core of ongoing work, which is described in detail in Section II of this Report, it is clearly not feasible to expect the same rate of progress in all areas at once due to a range of factors including: finite financial resources; the need for further policy or legislative work or consultations; the degree of involvement of other players; capacity challenges; the interrelationship among program areas which may necessitate progress in one area before another can be addressed; and the overall strategic direction and specific interests of the government.

As a result, the department must establish short and medium term priorities within the context of ongoing work towards its Strategic Outcomes to guide its short-term investments to respond to areas of greatest need as well as set the conditions that will allow for cumulative improvements in the future. Over the planning period, targeted efforts will focus on four broad areas which cut across Strategic Outcomes, including: the empowerment of individuals, especially women, to take greater control and responsibility for their lives; accelerating land claims; promoting job training, entrepreneurship and economic development; and laying the groundwork for modern and accountable governance structures. This work will be further guided by the principles of respect for the Canadian Constitution and basic democratic values, clear roles and responsibilities, twenty-first century standards for programs and services, and greater economic integration.

More specifically, this will entail a focus on program priorities over the planning period as follows:

- **Safe Water:** Implement the Plan of Action contained in the December 2006 Progress Report on Drinking Water in First Nations Communities to improve the quality and functioning of First Nations water facilities;
- **Housing:** Ensure improvements to the supply and quality of renovated and new housing on-reserve through new approaches;
- **Education:** Put education policies and programs in place that support improved educational attainment of First Nations students and enhance skills development leading to enhanced economic opportunities; explore regional education partnerships to improve outcomes for First Nations, Inuit and Métis, on and off reserve;

- **Child and Family Services:** Ensure access to quality care supports for children and families in distress, including greater emphasis on prevention and protection services;
- **Matrimonial Real Property Legislation:** Introduce and implement an enduring legislative solution to the issue of the division of on-reserve matrimonial real property;
- **Section 67 of the *Canadian Human Rights Act*:** Passage and implement of legislation to repeal Section 67 of the *Canadian Human Rights Act*, which currently shields actions taken or decisions made pursuant to the *Indian Act* from being considered by the Canadian Human Rights Commission;
- **Productive negotiations:** Conclude negotiations, sign and ratify a number of interim and final land claim and self-government agreements, and focus finite negotiation resources on tables with the greatest prospects of success;
- **Economic Development:** Increase participation of Aboriginal people in the economy through increased employment and economic opportunities and contracting opportunities for Aboriginal business;
- **Mackenzie Gas Project:** Advance progress, including regulatory processes and construction approvals as well as working to resolve Aboriginal claims and interests through facilitation and negotiation.
- **International Polar Year:** Lead Canada's efforts in this international event to generate new knowledge related to the impacts and adaptation to climate change and to health and well-being in the North.

Priority: Safe Water		Priority Type: Ongoing
Initiative/Expected Result	Indicator	Target Date
Implement Plan of Action from Drinking Water in First Nations Communities Progress Report (December 2006)	Percentage of First Nations with community water facility maintenance management plans successfully implemented	2007–08
	Percentage of facilities supervised or operated by a certified operator	2007–08
	Number and percentage reduction of First Nations communities with Boil Water Advisories	2007–08

Priority: Housing		Priority Type: Ongoing
Initiative/Expected Result	Indicator	Target Date
Adequate renovated housing on-reserve	Number and percentage of outstanding health and safety projects addressed per year	2007–08
New housing on-reserve	Number of new housing units constructed	2007–08

Priority: Education		Priority Type: Ongoing
Initiative/Expected Result	Indicator	Target Date
Regional Education Partnerships established to improve outcomes for all Aboriginal students, on and off reserves	Number of regional partnership agreements established between First Nations and other Aboriginal partners, provincial/territorial governments, INAC and other stakeholders	2007–08

Priority: Child and Family Services		Priority Type: Ongoing
Initiative/Expected Result	Indicator	Target Date
Review and adapt program authorities related to First Nations Child and Family Services so that child welfare programs and services are more comparable to provincial programs and services	Number and quality of care options available to First Nations on reserves	2007–08

Priority: Matrimonial Real Property Legislation		Priority Type: New
Initiative/Expected Result	Indicator	Target Date
Development and introduction of an enduring legislative solution to the issue of on-reserve matrimonial real property	Legislation introduced and implemented	September 2007

Priority: Repeal of Section 67 of the <i>Canadian Human Rights Act</i>		Priority Type: New
Initiative/Expected Result	Indicator	Target Date
Repeal Section 67 of the <i>Canadian Human Rights Act</i>	Legislation introduced and implemented	December 2007

Priority: Productive Claims Negotiations		Priority Type: Ongoing
Initiative/Expected Result	Indicator	Target Date
Achievement of deliverables and key milestones identified in agreed-upon work plans in land claims and self-government negotiations	Full engagement by First Nations, provincial and federal government in negotiations	2007–08
	Conclusion and ratification of interim and final agreements	2007–08

Priority: Economic Development		Priority Type: New
Initiative/Expected Result	Indicator	Target Date
Increased participation of Aboriginal people in the economy; increased employment opportunities and job creation; increase in federal contracts and revenue for Aboriginal businesses	Change in the Aboriginal labour force participation and employment rate	2007–10
	Total value of contracts awarded to Aboriginal businesses by the private sector	
	The number of economic development and employment initiatives that are being pursued through collaborative partnerships	
	The number of Aboriginal people provided training and employment opportunities	
	The number of Aboriginal business opportunities that have been created	

Priority: Mackenzie Gas Project		Priority Type: Ongoing
Initiative/Expected Result	Indicator	Target Date
Advancement of the Mackenzie Gas Project	Progress on project, including regulatory processes and procedures for approvals (permits, licences, etc.) required for construction	2007–08
	Improved scientific basis upon which to ground regulatory approvals related to the project	2007–08
	Pursuit of resolution of Aboriginal claims and interests through facilitation and negotiation	2007–08

Priority: International Polar Year		Priority Type: New
Initiative/Expected Result	Indicator	Target Date
Leading Canada's efforts in International Polar Year	Northerners, Aboriginal people, youth and northern communities are engaged in International Polar Year activities	2007–08
	Generation of new scientific data, information, and knowledge	2007–10

Management Priority

For the fiscal year 2007–08, the management priority will be to improve strategic management and administration within the department. The department will continue to develop employees' understanding and awareness of the functional relationship between:

- planning and reporting cycles and processes;
- human and financial resource allocation;
- information and systems frameworks; and
- on-going performance measurement.

Specifically, INAC will strengthen financial management within INAC through the implementation of the Chief Financial Officer and Chief Audit and Evaluation Executive models.

Implementation of this model will guide the:

- Standardization of processes and define interdependencies and financial accountabilities;
- Strengthening of departmental audit and evaluation, oversight and strategic coverage;
- Integration of Human Resources Planning with Business planning; and
- Building of more effective working relationships with central agencies, and in particular the Office of the Comptroller General.

Effective resource management requires capacity — the structures, tools, and resources — to make sound decisions that are based on values, quality, and cost. The department is committed to building integrated processes that are responsive to its stakeholders and that leverage information to manage resources and relationships in innovative ways that deliver public value.

Priority: Strengthened Management		Priority Type: New
Initiative/Expected Result	Indicator	Target Date
Financial management frameworks and controls	Chief Financial Officer model implemented	2007–08
	Integrated Financial System launched	
Integrated financial data	Enterprise data warehouse operational	
	Percentage of 2007–08 recipient reports stored online	
Strengthened departmental audit and evaluation, oversight and strategic coverage	Percentage change of high-risk/government priorities, programs and policies targeted to be evaluated and audited	
	Improved Management Accountability Framework (MAF) rating for INAC audit and evaluation functions	
First Nations and Inuit Transfer Payment (FNITP) system	Percentage reduction in the number of data collections required of First Nations	
	Percentage of First Nations users trained on new FNITP system	
Integrated Human Resources and business planning	Strategy developed	
Management and reporting focused on outcomes	Management, Resources and Results Structure Policy implemented	
	Performance measurement framework developed	

As noted, these program priorities do not address all aspects of the department's work, undertaken within the context of the Strategic Outcomes. Much of this work requires a longer-term focus and may require future renovations of key policy, program and funding instruments. The short and medium term priorities identified above are prerequisites for longer-term change and improved quality of life in that they address basic need, increase capacity, open up opportunities and promote greater accountability — in effect, eliminating long-standing barriers to change and thereby, building the preconditions for sound future governance and management, and for Aboriginal communities to achieve greater self-reliance over time.

The following table relates the Strategic Outcomes and their Program Activities to the department's priorities.

Program Activities by Strategic Outcome

	Expected Results	Planned Spending (\$ millions)			Contributes to the Following Priority
		2007-08	2008-09	2009-10	
Strategic Outcome: The Government					
Governance and Institutions of Government	Strengthened First Nations and Inuit governance and capacity through legislative, policy and programming initiatives	652.6	644.7	648.6	Productive Claims Negotiations
Co-operative Relationships	Favourable conditions for socio-economic and cultural growth of communities	240.8	202.0	194.8	
Claims Settlements	Settlements of special, specific and comprehensive claims	523.3	152.9	143.1	Productive Claims Negotiations
Northern Governance	Effective governance structures and institutions of public government	10.3	10.3	10.3	
Strategic Outcome: The People					
Managing Individual Affairs	Effective federal stewardship of First Nations membership and registration, Indian Moneys, and treaty annuities	24.7	21.1	21.1	Matrimonial Real Property Legislation
Education	Education policies and programs that support improved educational attainment of First Nations students	1,670.4	1,723.0	1,763.5	Child and Family Services
Social Development	Improve safety and well-being of First Nations individuals and families	1,400.8	1,451.4	1,486.6	Child and Family Services
Healthy Northern Communities	Improved health and well-being of northern communities	140.2	140.5	103.6	International Polar Year
Strategic Outcome: The Land					
Clarity of Title to Land and Resources	Clarity of title and expansion of the reserve land base	9.7	5.7	5.7	Productive Claims Negotiations
Responsible Federal Stewardship	Sound practices to protect the health and safety of First Nations people and the environment	49.0	43.0	41.8	Economic Development
First Nations Governance over Land, Resources and the Environment	First Nations assume authority over their lands, resources and environment	36.0	35.7	35.7	Economic Development
Northern Land and Resources	Sustainable development through improved environmental management and stewardship	188.4	169.7	154.8	Economic Development, Mackenzie Gas Project

	Expected Results	Planned Spending (\$ millions)			Contributes to the Following Priority
		2007-08	2008-09	2009-10	
Strategic Outcome: The Economy					
Economic and Employment Opportunities for Aboriginal People and Economic Development	Increased economic and employment opportunities for Aboriginal people, and community economic development and Aboriginal business development	175.5	177.6	176.9	Economic Development, Mackenzie Gas Project
Community Infrastructure	Effective and timely development and maintenance of community infrastructure	1,265.6	1,068.5	1,074.8	Child and Family Services, Safe Water, Housing
Northern Economy	Broadened economic base of each territorial economy	26.9	23.4	2.1	Economic Development, Mackenzie Gas Project
Strategic Outcome: Office of the Federal Interlocutor					
Co-operative Relations	Improved socio-economic conditions for Métis, Non-Status Indians and urban Aboriginal people	35.8	8.6	8.6	Education, Economic Development

Summary of Planned Financial and Human Resources (Total)

Indian and Northern Affairs Canada	2007-08	2008-09	2009-10
Financial Resources (\$ millions) *	6,764.3	6,154.0	6,161.7
Human Resources (FTEs)	4,389.5	4,260.7	4,174.2

*Includes Budget 2006 funding for priorities including education, women, children, families, water and housing (not yet allocated to specific initiatives/program activities, includes funding for other government departments — \$314.5 million in 2007-08; \$275.9 million in 2008-09; \$289.6 million in 2009-10).

The planned spending over the three-year period is diminishing mainly because of a decrease in the planned cash flow requirements for the negotiation, settlement and implementation of specific and comprehensive claims as well as reductions related to the sunset of targeted funding (e.g. funding provided in Budget 2005 for First Nations housing and related infrastructure; funding provided in Budget 2003 for the First Nations Water Management Strategy), offset by incremental funding provided to meet the demand for ongoing Indian and Inuit programs and services.

Canadian Polar Commission

The Canadian Polar Commission is responsible for:

- monitoring, promoting and disseminating knowledge of the polar regions;
- contributing to public awareness of the importance of polar science to Canada;
- enhancing Canada's international profile as a circumpolar nation; and
- recommending policy direction to government.

Established in 1991 as Canada's lead agency in polar research, the Commission operates as an independent agency under the *Canadian Polar Commission Act*. It reports to Parliament through the Minister of Indian Affairs and Northern Development.

The Commission has one strategic outcome: increased Canadian polar knowledge.

Summary of Financial and Human Resources

Canadian Polar Commission	2007-08	2008-09	2009-10
Financial Resources (\$ millions)	1.0	1.0	1.0
Human Resources (FTEs)	5	5	5

Section II • Analysis of Program Activities by Strategic Outcome

Section II of this report explains each of the 17 program activity areas in the department's Program Activity Architecture (see page 4). It provides detailed information on each program activity and, where appropriate, provides additional information on key programs or services.

Strategic Outcome: The Government

Under this strategic outcome, activities support capacity building for governance and institutions, cooperative relationships, and claims settlements as the foundation for self-reliant First Nations, Inuit and Northerners. Building trust and effective accountability between First Nations and Inuit and their governments is a prerequisite for success. In the North, devolution to territorial governments, evolving Aboriginal governance and ongoing federal responsibilities create a complex operating environment in which getting the mix right is important for progress.

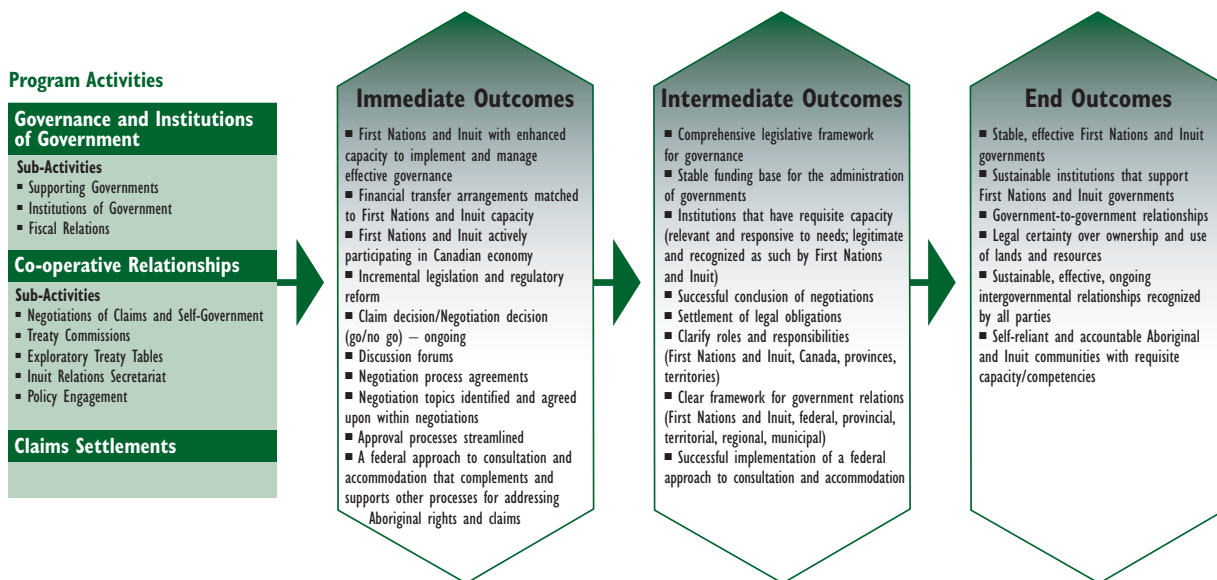
Financial and Human Resources by Strategic Outcome: The Government			
	2007-08	2008-09	2009-10
Financial Resources (\$ millions)			
Direct	1,350.4	949.9	936.5
Attributed*	76.5	60.0	60.3
Total	1,426.9	1,009.9	996.9
Human Resources (FTEs)			
Direct	536.4	506.6	505.6
Attributed*	589.9	459.9	451.3
Total	1,126.3	966.5	956.9

Due to rounding, figures may not add to the totals shown.
*See box on p. 5

Figures include Northern Governance, however information on all Northern Program Activities appears under one heading — the North.

THE GOVERNMENT Logic Model

Strategic Outcome:
Good governance, effective institutions and cooperative relationships for First Nations, Inuit and Northerners



Program Activity: Governance and Institutions of Government

First Nations and Inuit communities are at different stages in terms of self-government. The department's activities strive to respond to the diverse needs of First Nations and Inuit through strategies that support them in implementing strong, effective and sustainable governments at different stages of development.

This program activity has four main objectives. The first outcome enhances the capacity of First Nations and Inuit to implement and manage effective governance, for example, by developing systems and tools that support governance capacity building. The second will ensure financial transfer arrangements are matched to First Nations and Inuit capacity.

A third outcome addresses First Nations and Inuit active participation in the Canadian economy. Finally, the department will endeavour to introduce legislation and regulatory reform.

Financial and Human Resources by Program Activity: Governance and Institutions of Government			
	2007-08	2008-09	2009-10
Financial Resources (\$ millions)			
Direct	617.8	606.3	609.3
Attributed*	34.8	38.4	39.3
Total	652.6	644.7	648.6
Human Resources (FTEs)			
Direct	56.3	56.3	56.3
Attributed*	270.7	297.7	297.8
Total	327.0	354.0	354.1

Due to rounding, figures may not add to the totals shown.
*See box on p. 5

Performance Measurement

Expected Results	Performance Indicators
Continue to meet INAC's legal obligations, ensuring compliance with legislative, regulatory and contractual requirements	Number of appeals resolved, number of bylaws reviewed, number of First Nations moved to conducting elections under a custom system, number of training sessions for elections and bylaws
Development and implementation of tools to assess governance capacity in First Nations communities	Governance capacity assessment tool developed; Number of communities assessed using tools
Enhanced government capacity in First Nations and Inuit communities	Number of projects supporting core governance capacity such as costing model for core governance and a database on existing information on INAC and other funded governance projects
Negotiation and implementation of self-government arrangements which provide First Nations with an opportunity to govern their internal affairs	Conclusion of negotiations
Development of First Nations and Inuit institutions, including those that support the development of governance capacity	Successful implementation of the National Centre for First Nations Governance and the four institutions established under the <i>First Nations Fiscal and Statistical Management Act</i>
Financial certification standards	Financial standards developed and made available; Number of communities using standards
Targeted investments in building financial management capacity in First Nations and Inuit communities	Number of communities benefiting (i.e., increased financial management capacity)

Program Activity: Co-operative Relationships

Federal, provincial and territorial governments and First Nations and Inuit governments and institutions are building the foundation for cooperative relationships by: negotiating and implementing land claims and self-government agreements; engaging in consultation and policy development; mutually exploring issues surrounding historic Treaties; and putting in place mechanisms and tools that allow all parties to work together to identify priorities for action.

Negotiations and agreements help to create favourable conditions for socio-economic and cultural growth of communities. Negotiations fulfil constitutional obligations, address historic lawful obligations, promote mutual respect and reconciliation, build partnerships, help define common agendas and reduce conflict. Agreements give First Nations and Inuit the tools they need to improve their economic and social well-being and support their cultures.

Over the coming planning period, the department is committed to finding a federal approach to consultation and accommodation that complements and supports processes for addressing Aboriginal rights and claims.

Financial and Human Resources by Program Activity: Co-operative Relationships			
	2007-08	2008-09	2009-10
Financial Resources (\$ millions)			
Direct	227.0	190.0	183.0
Attributed*	13.8	12.1	11.9
Total	240.8	202.0	194.8
Human Resources (FTEs)			
Direct	433.9	404.1	403.1
Attributed*	101.9	93.6	89.8
Total	535.8	497.7	492.9
<i>Due to rounding, figures may not add to the totals shown.</i>			
<i>*See box on p. 5</i>			

Performance Measurement

Expected Results	Performance Indicators
Increased clarity and certainty over lands and resources	Settlement of land claims
Establishment of First Nations and Inuit governments accountable to their citizens	Number of First Nations and Inuit governments operating under self-government agreements
Outstanding historical lawful obligations addressed	Resolution of specific claims
Identification, clarification and resolution of policy issues to support negotiations	Development of new policies, guidelines and tools, and the provision of ongoing support to negotiators
Productive land claims and self-government negotiations	Achievement of deliverables and key milestones identified in agreed-upon work plans
Implementation of land claims and self-government agreements	Implementation activities carried out in accordance with implementation plans
Progress on agreed priorities relating to the Inuit Action Plan	Annual progress reports
A multi-year Inuit research plan and strategy in place	Research plan approved
Inuit Relations Secretariat (IRS) fully functional	Increase in awareness of IRS role and Inuit issues fully taken into consideration in relevant departmental initiatives
A federal approach to consultation and accommodation	Development of a policy framework, guidelines and processes related to a government-wide approach to consultation and accommodation

Program Activity: Claims Settlements

This activity supports the settlement of special, specific and comprehensive claims. One of the direct results of the negotiation and implementation of claims is the payment of claims settlement dollars. Indirect results include improved governance and improvements in socio-economic conditions.

Financial and Human Resources by Program Activity: Claims Settlements			
	2007-08	2008-09	2009-10
Financial Resources (\$ millions)			
Direct	495.9	143.9	134.5
Attributed*	27.3	9.0	8.5
Total	523.3	152.9	143.1
Human Resources (FTEs)			
Direct	—	—	—
Attributed*	212.9	63.8	58.9
Total	212.9	63.8	58.9
<i>Due to rounding, figures may not add to the totals shown.</i>			
<i>*See box on p. 5</i>			

Performance Measurement

Expected Results	Performance Indicators
Settlements achieved	Agreements completed; Payments made on time; Socio-economic conditions in communities with settlements

Strategic Outcome: The People

First Nations and Inuit are among the most disadvantaged groups in Canada. Activities within this strategic outcome focus primarily on Aboriginal people on reserves and on promoting access to a range and level of services comparable to those available to other Canadians. This strategic outcome relies on key socio-economic indicators to assess effectiveness of activities.

Together, the activities under this strategic outcome create a range of essential services throughout an individual's life. The management of individual affairs — from the registration of eligible persons as Indians to estate administration and the fulfilment of statutory and Treaty obligations — is a foundational service. Education empowers individuals, while social services ensure that individuals have the necessities of life. Healthy individuals contribute to safe, stable and healthy families and communities.

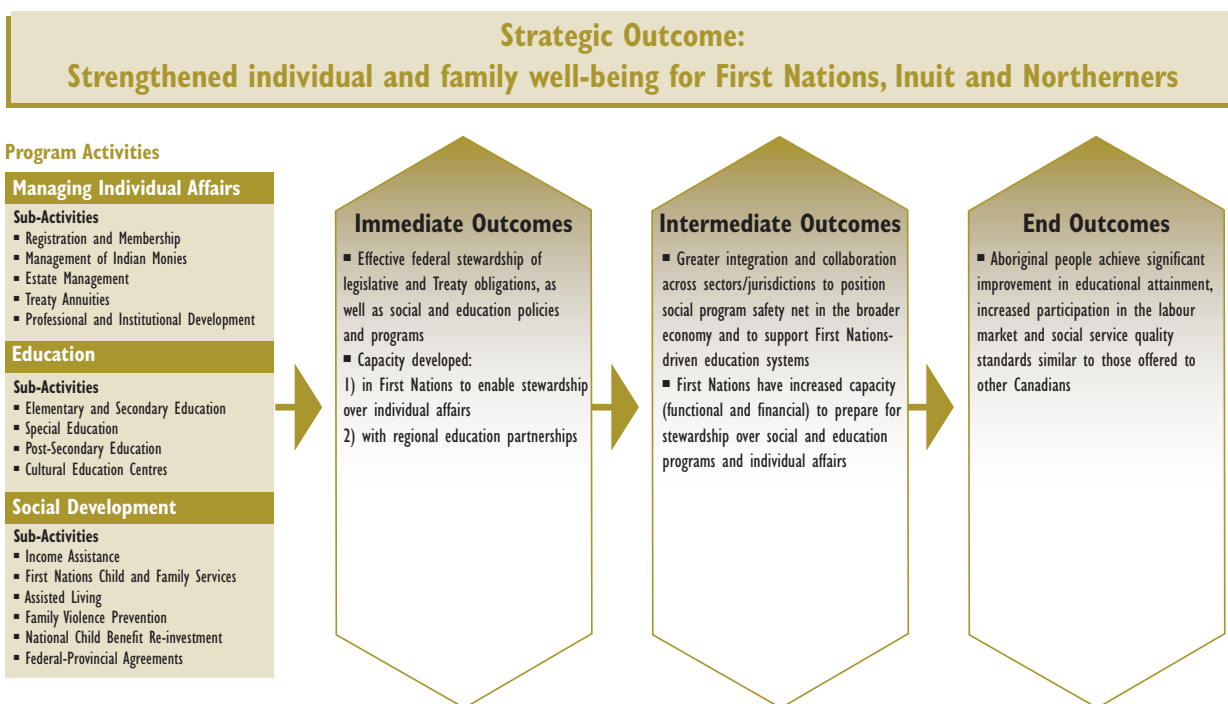
This strategic outcome also supports control by First Nations and Inuit over the policies, programs and services that most directly affect individual and family well-being.

Financial and Human Resources by Strategic Outcome: The People			
	2007-08	2008-09	2009-10
Financial Resources (\$ millions)			
Direct	3,062.5	3,139.8	3,170.2
Attributed*	173.7	196.2	204.5
Total	3,236.1	3,336.0	3,374.8
Human Resources (FTEs)			
Direct	275.3	271.3	270.3
Attributed*	1,352.2	1,522.3	1,549.4
Total	1,627.5	1,793.6	1,819.7

*Due to rounding, figures may not add to the totals shown.
See box on p. 5

Figures include Healthy Northern Communities, however information on all Northern Program Activities appears under one heading — the North.

THE PEOPLE Logic Model



Program Activity: Managing Individual Affairs

The Minister of Indian Affairs and Northern Development, in accordance with the *Indian Act*, has responsibilities with respect to maintaining the Indian Register, registration of Indians and issuance of Certificates of Indian Status, membership, management of trust funds, estates management, and payment of Treaty annuities and allowances.

Over the next one to three years, the department intends to increase First Nations capacity to manage their own individual affairs, such as in the administration of estates.

Financial and Human Resources by Program Activity: Managing Individual Affairs			
	2007-08	2008-09	2009-10
Financial Resources (\$ millions)			
Direct	23.4	19.8	19.8
Attributed*	1.3	1.3	1.3
Total	24.7	21.1	21.1
Human Resources (FTEs)			
Direct	73.8	73.8	73.8
Attributed*	10.5	9.8	9.7
Total	84.3	83.6	83.5
<i>Due to rounding, figures may not add to the totals shown.</i>			
<i>*See box on p. 5</i>			

Performance Measurement

Expected Results	Performance Indicators
Effective federal stewardship and support of First Nations membership and registration, and development of membership codes	Number of membership code submissions received, processed and completed; Number of membership codes submitted for review and approved by Minister; Increase in number of First Nations Indian Registration Administrators (IRAs); Number of IRAs with increased delegation of Registrar's authority
Implementation of new Band Creation Policy	Number of decisions/recommendations made on outstanding and new requests for Band creation; Increased First Nations awareness of Band creation policy and procedures
First Nations manage estates and the affairs of deceased, minor or mentally incompetent individuals	Number of First Nations estates opened and closed; Number of First Nations executors and administrators appointed; Percentage of INAC executors/administrators and First Nations executors/administrators compliant with policies; Modernized training, education and business tools for INAC and First Nations administrators
Effective management of Indian Moneys — capital, revenue and individual accounts	Monetary value on deposit in Consolidated Revenue Fund and expended/dispensed from capital, revenue and individual accounts
Treaty annuities allowance obligations are met in accordance with treaty obligations	Number of treaty events held; Number of annuitants receiving payments; Total amount dispersed to fulfil treaty annuities obligations

Program Activity: Education

Education enables First Nations and Inuit individuals and communities to develop to their full potential and to achieve a quality of life comparable to that of other Canadians. This program activity supports increased educational attainment and skills development through:

- support for culturally relevant elementary and secondary education programs and services, including special education;
- opportunities for First Nations and Inuit youth to improve their job skills and acquire work experience;
- financial support for Status Indian and Inuit students to participate in post-secondary education studies; and
- support for curriculum and activities that preserve and promote First Nations and Inuit languages and cultures.

Financial and Human Resources by Program Activity: Education			
	2007-08	2008-09	2009-10
Financial Resources (\$ millions)			
Direct	1,579.4	1,619.9	1,656.0
Attributed*	91.0	103.1	107.4
Total	1,670.4	1,723.0	1,763.5
Human Resources (FTEs)			
Direct	155.5	155.5	155.5
Attributed*	708.8	799.4	813.9
Total	864.3	954.9	969.4

Due to rounding, figures may not add to the totals shown.
*See box on p. 5

Performance Measurement

Expected Results

Education policies and programs in place that support improved educational attainment of First Nations students and enhance skills development leading to improved economic opportunities

Regional education partnerships established to improve outcomes for all Aboriginal students, on and off reserves

Performance Indicators

Elementary and Secondary Education:

School-age population; participation rate; graduation rate; withdrawal rate; student enrolment; student success rate measured by diplomas/certificates/degrees issued; age of graduates; and leaver rate

Special Education:

Percentage of students identified with high- cost needs who have Individual Education Plans;
Number of schools with special education policies in place

Post-Secondary Education:

Percentage of graduates from post-secondary programs

Number of regional partnership agreements established between First Nations and other Aboriginal partners, provincial/territorial governments, INAC and other stakeholders

Program Activity: Social Development

This activity supports the safety and well-being of First Nations individuals and families. It involves support for the delivery of social services on reserves. Social services include: basic needs, such as food, clothing and shelter; child and family services; non-medical assistance for persons with functional limitations; and Family Violence Prevention. Social services are to be provided at a level that is reasonably comparable to provincial and territorial programs and standards.

Financial and Human Resources by Program Activity: Social Development			
	2007-08	2008-09	2009-10
Financial Resources (\$ millions)			
Direct	1,324.4	1,364.7	1,396.0
Attributed*	76.5	86.8	90.5
Total	1,400.8	1,451.4	1,486.6
Human Resources (FTEs)			
Direct	24.0	24.0	24.0
Attributed*	595.3	673.4	685.9
Total	619.3	697.4	709.9
<i>Due to rounding, figures may not add to the totals shown.</i>			
<i>*See box on p. 5</i>			

Performance Measurement

Expected Results	Performance Indicators
Income Assistance (IA): Basic/special needs of individuals and families are met	Number of individuals receiving IA; Number of employment and training projects undertaken through IA
First Nations Child and Family Services: Access to quality care supports for children/families in distress, including prevention and protection services	Number of children receiving care outside the parental home; Number of children and youth reported to be at risk who received family enhancement/prevention services
Early Childhood Development (ECD): ECD services are coordinated and integrated to reduce reporting burden on First Nations and Inuit, to increase flexibility, and to improve accountability and quality of ECD programs	Number of communities with coordinated/integrated ECD programs
Assisted Living: Individuals with special needs receive assistance with daily activities at home/in institutions, on and off reserves	Number of recipients in care by type: in-home, institutional or foster care; Number and percent of days by type of care, on and off reserves
Family Violence Prevention (FVP): Individuals and families receive help to prevent, and leave situations involving, family violence	Number of persons receiving counselling related to family violence; Number and type of FVP projects; Number of families and children served by FVP activities

Strategic Outcome: The Land

Historically, the federal government has had virtually complete authority over First Nations reserve lands, resources and environment, and the monies (Indian Moneys) derived therefrom. In recognition of the aspirations of First Nations people and communities for greater control and decision making over their lands, resources and environment, the department has focused on:

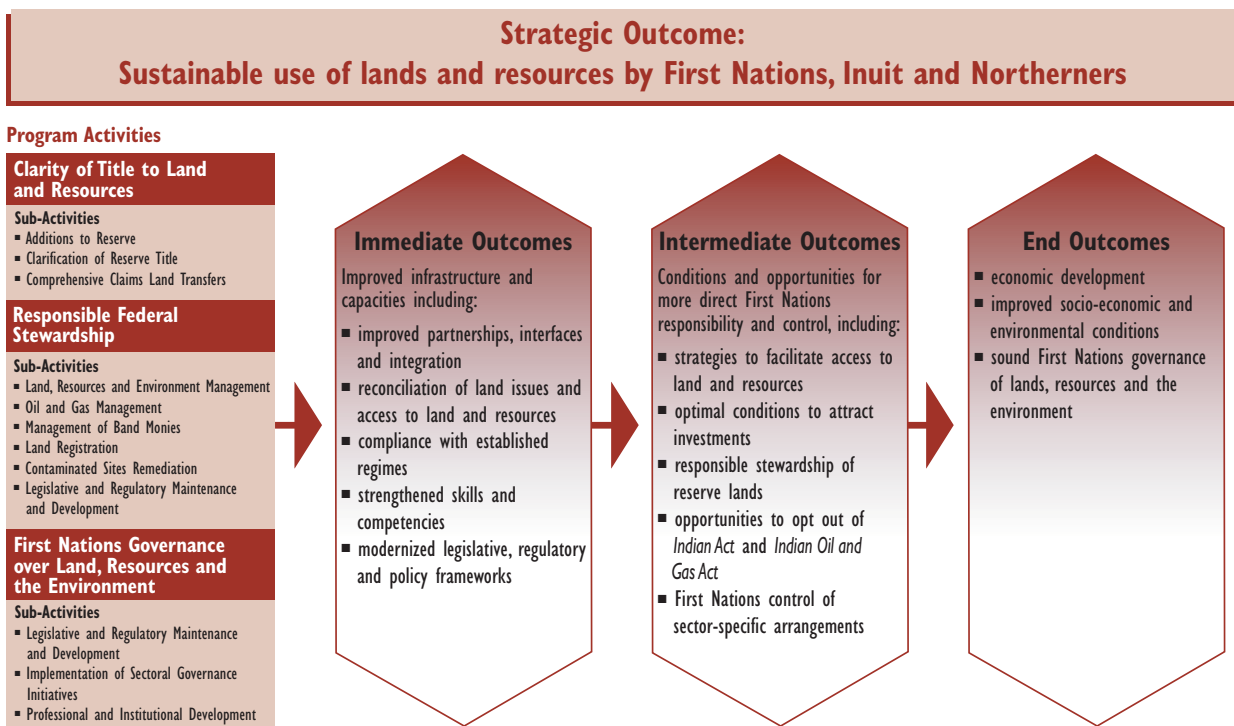
- developing the underlying infrastructure and capacity for First Nations governance;
- creating opportunities for more direct responsibility and control by First Nations over land, resources and the environment; and
- realizing economic development, improved socio-economic and environmental conditions, and sound First Nations governance over land, resources and the environment.

Financial and Human Resources by Strategic Outcome: The Land			
	2007-08	2008-09	2009-10
Financial Resources (\$ millions)			
Direct	267.7	238.9	223.6
Attributed*	15.5	15.2	14.5
Total	283.1	254.1	238.1
Human Resources (FTEs)			
Direct	520.2	505.9	432.4
Attributed*	120.2	118.0	109.8
Total	640.4	623.9	542.2

*Due to rounding, figures may not add to the totals shown.
See box on p. 5

Figures include Northern Land and Resources, however information on all Northern Program Activities appears under one heading — the North.

THE LAND Logic Model



Significant progress towards many of the immediate outcomes has now been achieved. Some of the more significant accomplishments against our immediate outcomes include:

- providing First Nations with greater access to lands and resources by strengthening the Additions to Reserve (ATR) process through better planning, a tracking system, and the introduction of new First Nation tools;
- strengthening land management skills through the piloting of the Reserve Land and Environment Management Program (RLEMP), and the strengthening of the Professional & Institutional Development (P&ID) program; and

In light of the significant progress towards achieving our immediate outcomes, the Land Strategic Outcome focus has begun to shift towards some of the more intermediate outcomes. Some of the more significant accomplishments against our intermediate outcomes include:

- strengthening the legislative and regulatory framework for commercial and industrial development on reserve, thus creating optimal conditions to attract investments, through the coming into effect of the *First Nations Commercial and Industrial Development Act* (FNCIDA);
- promoting responsible federal stewardship of reserve lands by remediating contaminated sites on reserve; and
- generating more opportunities for First Nations responsibility and control through the coming into effect of the *First Nations Oil and Gas and Moneys Management Act* (FNOGMMA), the development of the Specific Purpose Expenditure Trust (SPET) policy, and the increased interest and participation in the *First Nations Land Management Act* (FNLMA).

Program Activity: Clarity of Title to Land and Resources

Clarity of title and expansion of the reserve land base enable First Nations to benefit from economic opportunities flowing from land and resources. Transfers of land through comprehensive claims and Additions to Reserve are critical steps toward First Nations' ability to realize their economic goals and aspirations.

Over the coming planning period, this Program Activity expects to improve the Additions to Reserve process in a way that responds to community land expansion needs, and provide access to land through the transfer of land resulting from claims settlements.

Financial and Human Resources by Program Activity: Clarity of Title to Land and Resources			
	2007-08	2008-09	2009-10
Financial Resources (\$ millions)			
Direct	9.2	5.4	5.4
Attributed*	0.5	0.3	0.3
Total	9.7	5.7	5.7
Human Resources (FTEs)			
Direct	23.5	17.5	17.5
Attributed*	4.1	2.7	2.6
Total	27.6	20.2	20.1
<small>Due to rounding, figures may not add to the totals shown.</small>			
<small>*See box on p. 5</small>			

Performance Measurement

Expected Results	Performance Indicators
An effective, timely Additions to Reserve (ATR) process that responds to community needs for land expansion	Average length of time required to complete an ATR (total and by category)
Access to land and resources through reconciliation of land issues and claim settlements	Number of hectares of land transferred
Complete due diligence for a number of the 45 reserves to be transferred under final agreements in British Columbia	Number of reserves prepared for transfer under final agreements in British Columbia

Program Activity: Responsible Federal Stewardship

Responsible federal stewardship on reserves supports sound practices in areas of responsibility remaining with the federal government to protect the health and safety of First Nations people; to preserve the environmental integrity of reserve lands; to ensure sustainable economic development and sound resource management; and to carry out core activities under the *Indian Act* and the *Indian Oil and Gas Act*.

As First Nations assume greater control over land, resources and the environment, an immediate priority is to invest in building First Nations institutions, capabilities and authorities.

Ongoing risk assessment will be undertaken to determine where exceptional investments are required to strengthen federal stewardship on reserves. Examples of federal stewardship initiatives include implementation of the *First Nations Commercial and Industrial Development Act*, modernization of the *Indian Oil and Gas Act*, work with other federal departments and agencies to provide First Nations with proper authority and capacity for environmental assessment and protection on reserves, and modernization of the Indian Lands Registry.

Financial and Human Resources by Program Activity: Responsible Federal Stewardship			
	2007-08	2008-09	2009-10
Financial Resources (\$ millions)			
Direct	46.3	40.4	39.2
Attributed*	2.7	2.6	2.5
Total	49.0	43.0	41.8
Human Resources (FTEs)			
Direct	113.6	113.6	114.1
Attributed*	20.8	20.0	19.3
Total	134.4	133.6	133.4
<small>Due to rounding, figures may not add to the totals shown.</small>			
<small>*See box on p. 5</small>			

Performance Measurement

Expected Results	Performance Indicators
Modernized Indian Lands Registry (ILR)	Average number of days to register a transaction in the ILR (total and by type)
Reduced number of contaminated sites	Percentage reduction in Class 1 and 2 contaminated sites liabilities
Effective management of Indian oil and gas resources	Monetary value (total and percentage change) of monies collected by Indian Oil and Gas Canada on behalf of First Nations
Implementation of the <i>First Nations Commercial and Industrial Development Act</i> (FNCIDA)	Number of FNCIDA tripartite agreements, regulations and leases
Risk assessments of impacts of climate change and vulnerabilities in Aboriginal communities	Impacts and vulnerabilities identified by community/ number of communities
Full roll-out of the Reserve Land and Environment Management Program (RLEMP)	Number of First Nations participating in RLEMP
Implementation of the Environmental Performance Framework in support of the departmental commitment to the Environmental Stewardship Strategy	National inventory of waste sites completed; Level of service standard developed for waste management on reserves

Expected Results	Performance Indicators
Implementation of the <i>First Nations Commercial and Industrial Development Act</i> (FNCIDA), beginning with the first two projects	Regulatory regime in place for the Fort McKay First Nation Project and the Fort William First Nation Project
Modernization of the <i>Indian Oil and Gas Act</i> (IOGA) and regulations, consistent with industry practices and standards	Completion of modern legislation and regulations

Program Activity: First Nations Governance over Land, Resources and the Environment

The department is committed to working with interested First Nations to develop legislative tools and intergovernmental agreements that enable them to assume governing authority over their lands, resources and environment. This program activity focuses on providing options for First Nations that desire to make the transition to self-government arrangements.

Financial and Human Resources by Program Activity: First Nations Governance over Land, Resources and the Environment			
	2007-08	2008-09	2009-10
Financial Resources (\$ millions)			
Direct	34.1	33.6	33.6
Attributed*	2.0	2.1	2.2
Total	36.0	35.7	35.7
Human Resources (FTEs)			
Direct	47.0	47.0	47.0
Attributed*	15.3	16.6	16.5
Total	62.3	63.6	63.5

Due to rounding, figures may not add to the totals shown.
*See box on p. 5

Performance Measurement

Expected Results	Performance Indicators
Implementation of the <i>First Nations Oil and Gas and Moneys Management Act</i> (FNOGMMA)	Number of First Nations under FNOGMMA and in process
Expansion of the <i>First Nations Land Management Act</i> (FNLMA)	Number of new First Nations under the FNLMA and in process

Strategic Outcome: The Economy

This strategic outcome concentrates on establishing a supportive investment/business climate for First Nations, Inuit, Métis and northern individuals, communities and businesses. It also focuses on building the economic and community foundations necessary to increase Aboriginal and northern participation in the economy. Revenue generated through economic growth can be re-invested to improve the lives of community members according to their circumstances and priorities. Public sector economic development activities facilitate greater participation in the economy by First Nations, Inuit and Northerners; increase business opportunities; and support economic development, capacity and infrastructure.

**Financial and Human Resources by Strategic Outcome:
The Economy**

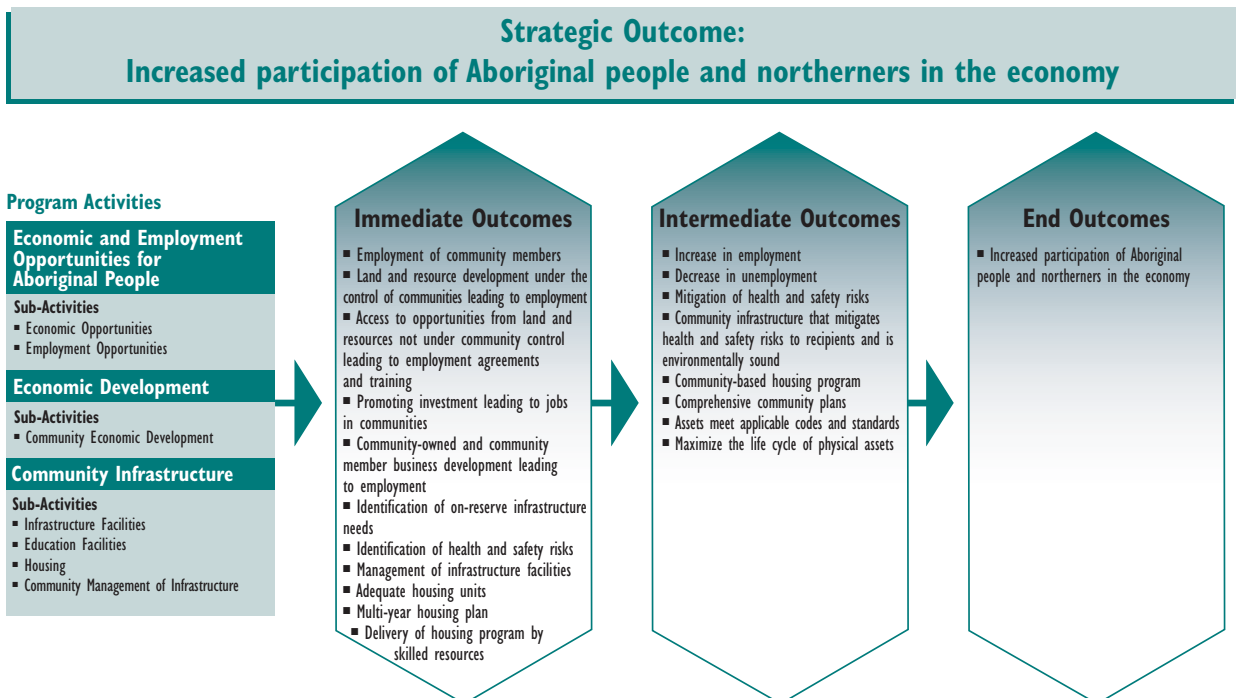
	2007-08	2008-09	2009-10
Financial Resources (\$ millions)			
Direct	1,390.5	1,196.6	1,180.5
Attributed*	77.4	73.0	73.4
Total	1,467.9	1,269.5	1,253.9
Human Resources (FTEs)			
Direct	318.9	285.7	274.7
Attributed*	602.9	566.2	555.9
Total	921.8	851.9	830.6

Due to rounding, figures may not add to the totals shown.

**See box on p. 5*

Figures include Northern Economy, however information on all Northern Program Activities appears under one heading — the North.

THE ECONOMY Logic Model



Program Activity: Economic and Employment Opportunities for Aboriginal People and Economic Development

These activities support increased economic and employment opportunities for Aboriginal people and promotes contracting opportunities for Aboriginal businesses, as well as community economic development by facilitating First Nations access to land and resources and by assisting Aboriginal business development.

Immediate outcomes include greater opportunities from land and resources, and greater employment from community-owned and community-developed businesses.

Financial and Human Resources by Program Activity: Economic and Employment Opportunities for Aboriginal People and Economic Development			
	2007-08	2008-09	2009-10
Financial Resources (\$ millions)			
Direct	168.6	169.9	169.2
Attributed*	6.9	7.7	7.8
Total	175.5	177.6	176.9
Human Resources (FTEs)			
Direct	139.7	139.7	139.7
Attributed*	53.7	59.6	59.0
Total	193.4	199.3	198.7
<i>Due to rounding, figures may not add to the totals shown.</i>			
<i>*See box on p. 5</i>			

Performance Measurement

Expected Results	Performance Indicators
Employment and business contracting opportunities for Aboriginal people	Number of new employment opportunities resulting from economic development initiatives, such as the creation of new Aboriginal businesses; Number of jobs resulting from new employment opportunities; Percentage change in employment of Aboriginal people; Total value of contracts awarded to Aboriginal businesses by the private sector
Increased employment opportunities from land and resource development	Number of jobs from land and resource development under the control of communities
Land and resource development under the control of communities	Number of land and resource access agreements; Number of negotiations started; Number of agreements negotiated
Business Development: The creation and expansion of viable businesses owned and controlled by Aboriginal people	Number of businesses created; Number of businesses expanded; Other monies leveraged; Survival rate of businesses supported
A coordinated network of Aboriginal financial institutions (Aboriginal Capital Corporations and Access to Capital instruments)	Yield on Aboriginal Capital Corporation loans; Number of Aboriginal businesses assisted through Aboriginal Capital Corporations and Access to Capital instruments

Program Activity: Community Infrastructure

This activity funds the acquisition, construction, operation and maintenance of community facilities such as administrative offices, roads, bridges, and water and sewer systems; of educational facilities such as schools, as well as the provision of teachers; and of on-reserve housing. It also funds the remediation of contaminated sites on reserves.

Financial and Human Resources by Program Activity: Community Infrastructure			
	2007-08	2008-09	2009-10
Financial Resources (\$ millions)			
Direct	1,196.5	1,004.6	1,009.4
Attributed*	69.1	63.9	65.5
Total	1,265.6	1,068.5	1,074.8
Human Resources (FTEs)			
Direct	159.4	126.4	126.4
Attributed*	537.8	495.7	495.9
Total	697.2	622.1	622.3
<i>Due to rounding, figures may not add to the totals shown.</i>			
<i>*See box on p. 5</i>			

Performance Measurement

Expected Results	Performance Indicators
Effective and timely development and maintenance of community infrastructure	Percentage increase of facilities that meet applicable codes and standards Water Percentage of First Nations with community water facility maintenance management plans successfully implemented; Condition and risk status of community facilities; Percentage of facilities supervised or operated by a certified operator; Percentage of First Nations communities with Boil Water Advisories Sewage Percentage of First Nations with community sewage facility maintenance management plans successfully implemented; Condition and risk status of community facilities; Percentage of facilities supervised or operated by a certified operator; Number and percentage of communities with sewage effluent that meets standards
Education facilities meet School Space Accommodation Standards	Percentage of schools that meet or exceed School Space Accommodation Standards
First Nations communities implement maintenance management plans for schools	Percent of First Nations with school maintenance management plans successfully implemented
Improved management of Capital Facilities and Maintenance Program by First Nations and INAC	Percentage of houses with water and sewage service
Increased adequate on-reserve housing	Percentage of First Nations-reported adequate houses for each First Nation community
Increased development of energy efficiency and renewable energy measures in community-based infrastructure	Improved use and production of energy efficient technologies in communities

Strategic Outcome: Office of the Federal Interlocutor

This strategic outcome seeks to improve socio-economic conditions for Métis, Non-Status Indians and urban Aboriginal people through strengthened relationships with Métis and Non-Status Indian groups and organizations, urban Aboriginal Canadians, and provincial governments and municipalities. It also supports the development of self-sufficient, accountable Métis and Non-Status Indian organizations.

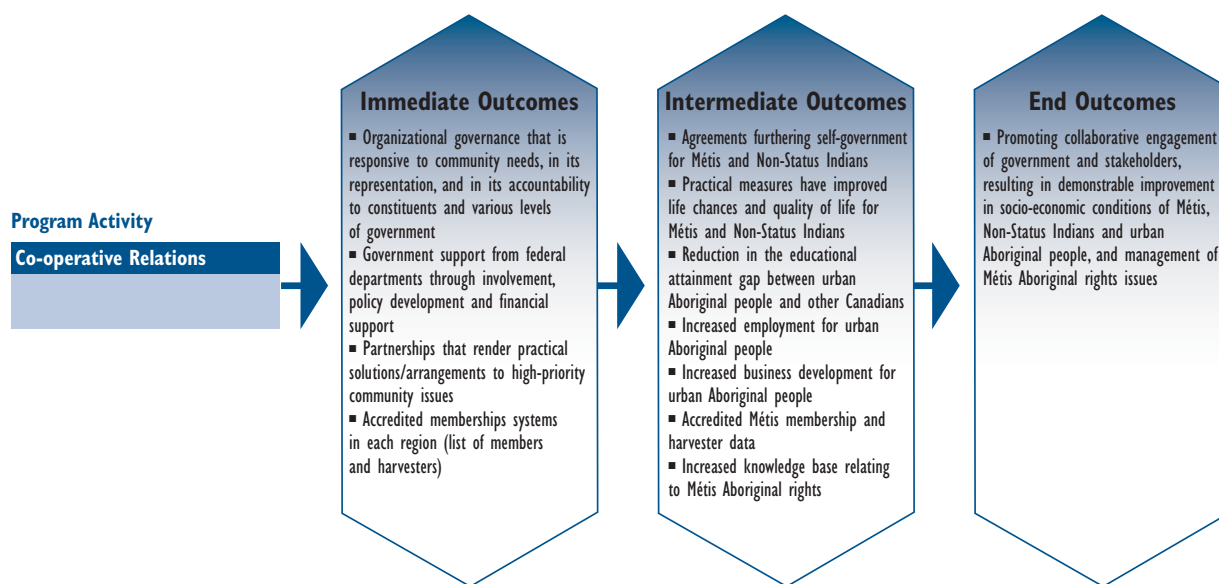
The Office of the Federal Interlocutor, as the organization responsible for the Urban Aboriginal Strategy, coordinates federal activities, in partnership with other federal departments and stakeholders, to address the needs of Canada's growing urban Aboriginal population.

Financial and Human Resources by Strategic Outcome: Office of the Federal Interlocutor			
	2007-08	2008-09	2009-10
Financial Resources (\$ millions)			
Direct	33.8	8.0	8.0
Attributed*	2.0	0.5	0.5
Total	35.8	8.6	8.6
Human Resources (FTEs)			
Direct	58.3	20.8	20.8
Attributed*	15.2	4.0	4.0
Total	73.5	24.8	24.8

*Due to rounding, figures may not add to the totals shown.
See box on p. 5

OFFICE OF THE FEDERAL INTERLOCUTOR Logic Model

Strategic Outcome:
Promoting collaborative engagement of government and stakeholders, resulting in demonstrable improvement in socio-economic conditions of Métis, Non-Status Indians and urban Aboriginal people, and management of Métis Aboriginal rights issues



The Federal Interlocutor is:

- the point of first contact between the federal government and Métis and Non-Status Indians, including the Métis National Council (MNC) and the Congress of Aboriginal Peoples (CAP) (bilateral relationships);
- the Minister responsible for federal participation in self-government negotiations (tripartite negotiation processes) with Métis and off-reserve Aboriginal organizations under the Inherent Right policy; and
- the Ministerial lead on behalf of the Government of Canada in response to the Supreme Court of Canada *Powley* decision.

Program Activity: Co-operative Relations

This activity supports strengthening effective interdepartmental and intergovernmental (federal, provincial, territorial and municipal) relations; cooperative relations with Métis, Non-Status, off-reserve and urban Aboriginal organizations to pursue and attain shared objectives; and proactive management of strategic issues related to Métis, Non-Status Indians and urban Aboriginal people.

Performance Measurement

Expected Results	Performance Indicators
Partnerships produce practical solutions to communities' high-priority issues	The percentage of collaborative priorities that are being acted upon in each partnership; The number of priorities that have been completed through each partnership
Organizations are responsive and accountable to communities	The percentage of organizations assisted with capacity development
Government support from Federal/provincial departments through involvement, policy development and financial support	The number of departments involved through each of the following processes; Bilateral, Tripartite, <i>Powley</i> , and in each of Urban Aboriginal Strategy Pilot projects; The amount of financial and other support from other Federal governments through initiatives from; Bilateral, Tripartite, <i>Powley</i> , and in each of Urban Aboriginal Strategy Pilot projects
Educational stakeholders are informed of successful performance practices	Number of practices that have been reviewed; Number of stakeholders that have been exposed to the recommended performance practices; Percentage of performance practices that are being utilized by stakeholders
Advocate to increase provincial efforts in Aboriginal education	Change in policy, practices and funding from provincial Aboriginal educational authorities

The North

Activities in the North that support INAC's Indian and Inuit Affairs mandate have been addressed under the appropriate strategic outcome above, while responsibilities directly related to the Northern Development mandate are addressed below.

Program activities are based on a long-term objective for the North as a self-sufficient, prosperous region in which Northerners manage their own affairs, enjoy a quality of life comparable to that enjoyed by other Canadians and make strong contributions to a dynamic, secure federation.

INAC manages ongoing federal interests in the North; coordinates federal northern policy, federal-territorial relations and aspects of claims and self-government implementation; and oversees federal circumpolar activities. In the Northwest Territories and Nunavut, the department manages the sustainable development of natural resources, including preserving, maintaining, protecting and rehabilitating the northern environment, while preparing for devolution to northern governments. Finally, the department is responsible for assisting Northerners, including Aboriginal groups, to develop political and economic institutions that enable them to assume increasing responsibilities under devolution.

Four program activities contribute to this strategic outcome: northern governance; healthy northern communities; northern land and resources; and the northern economy. Expected results are good northern governance; effective institutions and cooperative relationships; healthy northern communities; sustainable development of northern natural resources; and strengthened territorial economies with increased participation by Northerners.

Plans and Initiatives for 2007–10

INAC manages an increasingly complex environment, with multiple players and interests, while working to strengthen northern governance and establish strong foundations for economic development.

INAC is continuing to work toward the devolution of land and resource management responsibilities to territorial governments, while strengthening accountability for resource management and decision making. Realizing the North's economic potential also requires actions to capitalize on opportunities such as the Mackenzie Gas Project and the expansion of mining, and to manage associated risks by increasing the effectiveness of the regulatory system, identifying gaps in science and knowledge, and providing environmental stewardship. At the same time, there is a need to improve understanding of the changes affecting the northern environment and communities, through collaborative scientific investigation carried out during International Polar Year.

INAC has identified two areas of focus for 2007–08. They are:

- supporting Northern Development and Environmental Stewardship through improvements to northern regulatory systems starting with the Northwest Territories, making progress on devolution in the Northwest Territories and Nunavut, leading Canada’s efforts in International Polar Year 2007–08 and implementation of the Clean Air initiatives; and
- supporting the advancement of the Mackenzie Gas Project and associated oil and gas development.

Under Northern Development and Environmental Stewardship, work is ongoing to clean up contaminated sites across the North, reduce the sources and impacts of pollution from long-range transport of contaminants, make strategic investments in northern economic development, and address nutrition and food security in isolated communities through the Food Mail Program.

Program Activity: Northern Governance

This program activity operates in conjunction with the strategic outcome on the Government under Indian and Inuit Affairs (see Program Activity Architecture). The expected result is the same: building effective governance structures and institutions of public government through cooperative relationships. Accordingly, this activity supports the growth of strong, effective and efficient government structures through legislative, policy and programming initiatives, and through the negotiation of agreements for the transfer of responsibility for land and resource management to northern governments.

Financial and Human Resources by Program Activity: Northern Governance			
	2007–08	2008–09	2009–10
Financial Resources (\$ millions)			
Direct	9.7	9.7	9.7
Attributed*	0.6	0.6	0.6
Total	10.3	10.3	10.3
Human Resources (FTEs)			
Direct	46.2	46.2	46.2
Attributed*	4.4	4.8	4.8
Total	50.6	51.0	51.0

Due to rounding, figures may not add to the totals shown.
*See box on p. 5

Performance Measurement

Expected Results	Performance Indicators
Transfer of land and resource management to territorial governments	Achievement of key milestones in negotiating the devolution of provincial-like responsibilities to territorial governments
Intergovernmental agreements, protocols and information sharing based on a common understanding and policy framework to address circumpolar issues	Participation semi-annually in Senior Arctic Officials; Meetings to promote Canada’s interests in circumpolar cooperation

Program Activity: Northern Land and Resources

This program activity operates in conjunction with the strategic outcome on the Land under Indian and Inuit Affairs (see Program Activity Architecture), with particular attention to the establishment of northern resource management boards required by land claims and self-government agreements.

This activity supports sustainable development in the North through improved environmental management and stewardship, which includes clean up of contaminated sites; expanding the knowledge base for sound decision making; and improving the effectiveness of the northern regulatory system.

Financial and Human Resources by Program Activity: Northern Land and Resources			
	2007-08	2008-09	2009-10
Financial Resources (\$ millions)			
Direct	178.1	159.5	145.4
Attributed*	10.3	10.1	9.4
Total	188.4	169.7	154.8
Human Resources (FTEs)			
Direct	336.1	327.8	253.8
Attributed*	80.0	78.7	71.4
Total	416.1	406.5	325.2

Due to rounding, figures may not add to the totals shown.
*See box on p. 5

Performance Measurement

Expected Results	Performance Indicators
Advancement of the Mackenzie Gas Project	Progress on project, including regulatory processes and procedures for approvals (permits, licences, etc.) required for construction; Improved scientific basis upon which to ground regulatory approvals related to the project; Pursuit of resolution of Aboriginal claims and interests through facilitation and negotiation
Well-functioning and integrated resource management systems across the North with clear jurisdictional roles and responsibilities and operational certainty	Research and development of options on key operational policy challenges completed; Options for proposed legislative and regulatory changes assessed (includes consultations with stakeholders)
Leading Canada's efforts in International Polar Year (2007-08)	Northerners, Aboriginal people, youth and northern communities are engaged in International Polar Year activities; New data, information and knowledge related to impacts of and adaptation to a climate change and to health and well-being in the North

Program Activity: Northern Economy

This program activity, associated with the strategic outcome on the Economy under Indian and Inuit Affairs (see Program Activity Architecture), develops and administers northern economic development programs; helps to build sustainable, collaborative and productive relationships among governments, organizations and associations with economic interests, the private sector and others; and advocates for the interests of northern economic development within the federal system. The department also serves as a federal delivery partner for Infrastructure Canada programs in the three territories (results are reported to Parliament by Infrastructure Canada).

Financial and Human Resources by Program Activity: Northern Economy			
	2007-08	2008-09	2009-10
Financial Resources (\$ millions)			
Direct	25.4	22.0	1.9
Attributed*	1.5	1.4	0.1
Total	26.9	23.4	2.1
Human Resources (FTEs)			
Direct	19.8	19.6	8.6
Attributed*	11.4	10.9	1.0
Total	31.2	30.5	9.6

Due to rounding, figures may not add to the totals shown.
*See box on p. 5

Performance Measurement

Expected Results	Performance Indicators
Strengthened driver sectors of territorial economies	Changes in scientific and policy information holdings and in accessibility to the public (e.g., volume of data digitized and linked to the Internet)
Broadened economic base of each territorial economy	Number of sectoral plans produced and adopted; Enhanced trade and tourism promotion
Strengthened ability of Northerners to influence and take advantage of economic opportunities	Improved access to small business capital; Improved skills and information for organizations; Number of Northerners benefiting from changes in access to appropriate technology, including affordable telecommunications services
Increased coordination among partners and programs	Approved program investment plans and oversight processes

Program Activity: Healthy Northern Communities

This program activity, associated with the strategic outcome on the People under Indian and Inuit Affairs (see Program Activity Architecture), addresses health and well-being of communities and individuals in the North. Specifically, this activity supports environmentally sustainable communities by assessing levels, trends and effects of contaminants on the health of Northerners and wildlife under the Northern Contaminants Program. Another major element of this activity contributes to the health and well-being of Aboriginal people in the North through: reimbursement to the Governments of the Northwest Territories and Nunavut of a portion of their costs for providing hospital and physician services to First Nations and Inuit residents of their respective territories; and payments made to Canada Post to subsidize the transportation of nutritious perishable food and other essential items by air to isolated northern communities under the Food Mail Program.

Financial and Human Resources by Program Activity: Healthy Northern Communities			
	2007-08	2008-09	2009-10
Financial Resources (\$ millions)			
Direct	135.3	135.4	98.3
Attributed*	4.8	5.1	5.3
Total	140.2	140.5	103.6
Human Resources (FTEs)			
Direct	22.0	18.0	17.0
Attributed*	37.6	39.7	39.9
Total	59.6	57.7	56.9
<i>Due to rounding, figures may not add to the totals shown.</i>			
<i>*See box on p. 5</i>			

Performance Measurement

Expected Results	Performance Indicators
Reduced levels of contaminants in traditional/country foods and reduced risk to humans	Reduced risks to target groups as a result of informed choices about use of traditional/country food; Incorporation of northern contaminants data into international agreements to reduce contaminants in the environment, traditional/country foods and humans
Reduced cost and increased consumption of nutritious perishable food in isolated northern communities	Cost and quality of nutritious perishable food in isolated northern communities
Risk assessments of impacts of climate change and vulnerabilities in northern communities conducted	Impacts and vulnerabilities of climate change identified by community
Energy baselines completed for northern communities and implementation of renewable energy/energy efficiency measures/procedures	Increased use of energy efficiency and renewable energy in communities
Better knowledge and understanding of impacts of and adaptation to climate change and the health and well-being of communities	Research projects approved and under way in the two key theme areas of the International Polar Year

Departmental Management and Administration

Departmental Management and Administration (DMA) is an operational outcome that underpins INAC's strategic outcomes and program activities. This outcome supports management of the department's mission to make Canada a better place for First Nations, Inuit, Métis and Northerners.

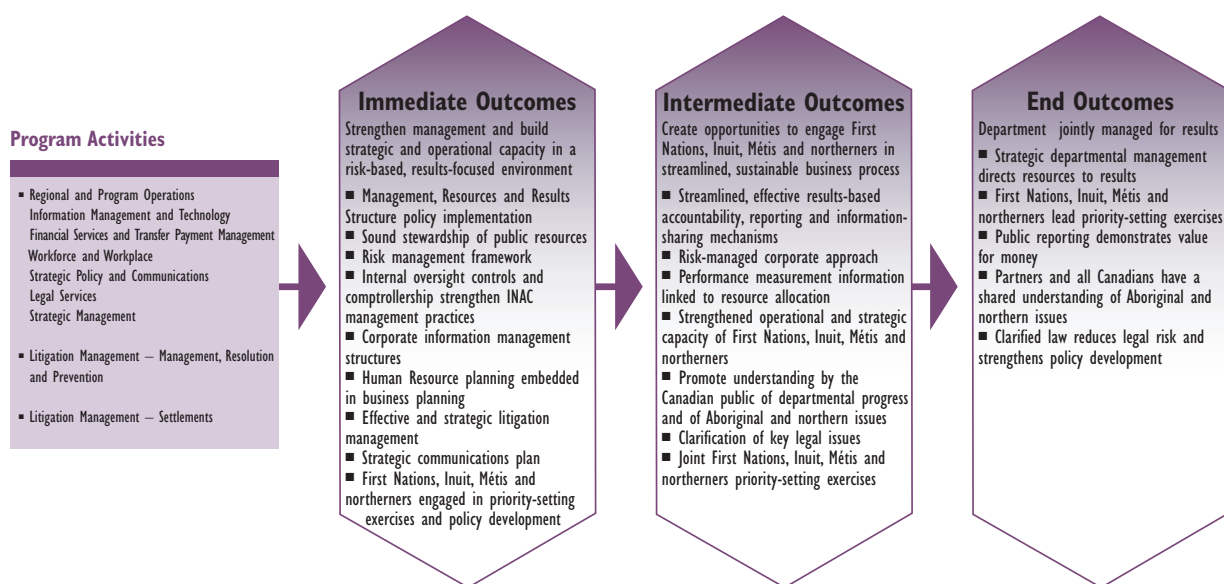
Strategic management at INAC entails integrating strategies, people, resources, internal processes and performance measurement to improve decision making, transparency and accountability. Integrated, strategic planning for results is aligned with the Government of Canada management agenda; robust and sustainable financial and information management systems; strategic allocation and management of human resources, real property, technology and information resources; and strategic and efficient litigation management. Together, these activities contribute to the broader Government of Canada goals of increased federal accountability and transparency.

In addition to ongoing commitments, INAC has identified a number of management initiatives for the planning period 2007–10. These initiatives focus on accountable, strategic management practices and provide support to department priorities and ongoing operations across program activities.

The financial and human resources of the DMA strategic outcome are allocated to the financial and human resources under strategic outcomes.

DEPARTMENTAL MANAGEMENT AND ADMINISTRATION Logic Model

Strategic Outcome:
An effective and responsibly managed and operated department positioned to achieve its strategic outcomes



Regional and Program Operations

This activity supports the achievement of strategic outcomes through financial services and management, strategic communications and policy, coordinated information management/information technology (IM/IT) systems, integrated planning and reporting, human resources management, streamlined First Nations reporting and further implementation of sustainable development principles across INAC.

Expected Results	Performance Indicators
Strengthened relationships enable the achievement of results	Number of INAC/partner joint fora; Aboriginal partners' participation in joint fora and renewal of policies and legislation; INAC participation in international and circumpolar fora
A diverse, representative, capable workplace and workforce to deliver INAC's mandate	Level of adherence to <i>Public Service Modernization Act</i> (PSMA); Public Service Employee Survey (PSES) Action Plan; Level of employee satisfaction
Partners and Canadians understand Aboriginal and northern issues and departmental direction	INAC communications aligned with Government of Canada messaging; Environmental analysis
INAC business is accountable, transparent, strategic and results-based	Performance Measurement Framework; Degree of internal oversight and compliance; Risk management strategy; Level of accountable and compliant financial and non-financial systems, controls and reporting
Departmental systems are efficient, cost-effective, secure and reliable	Change in Data Collection burden; Level of approved Data Collection Policy implementation; Procurement service standards; Compliance with delegated Treasury Board contracting authorities and conditions; Procurement and Asset Management Control Frameworks

Litigation Management — Management, Resolution and Prevention

This activity supports the strategic management, resolution, and prevention of litigation to assist INAC in its overall policy development.

Expected Results	Performance Indicators
Strategic and efficient litigation management	Legal positions and strategies that take into account the status of the law, the specifics of cases and INAC's overall priorities; Resolution and prevention strategies; Risk management processes that strengthen the management of litigation risk

Litigation Management — Settlements

This activity supports the resolution of litigation through out-of-court settlements.

Expected Results	Performance Indicators
Resolution of grievances as appropriate, through out-of-court settlements	Development of criteria to identify appropriate cases for settlement; Effectiveness of a settlement in fostering Crown/Aboriginal relationships

Canadian Polar Commission

The Canadian Polar Commission has one strategic outcome: increased Canadian polar knowledge.

This strategic outcome is intended to increase Canadians' awareness of polar issues and help Canada maintain its position as a leading polar nation by ensuring that:

- Canadian scientists have access to funding and resources and the logistical and infrastructure support to maintain the high standards expected of Canadian polar researchers; and
- Canadians have a better understanding of the Arctic and Antarctic, of the impact of global climate change on polar regions, and of how to live and prosper sustainably in Canada's northern regions.

Financial and Human Resources by Strategic Outcome: Increased Canadian Polar Knowledge			
	2007-08	2008-09	2009-10
Financial Resources (\$ millions)	1.0	1.0	1.0
Human Resources (FTÉs)	5	5	5

The Canadian Polar Commission is responsible for monitoring, promoting and disseminating knowledge of the polar regions; contributing to public awareness of the importance of polar science to Canada; enhancing Canada's international profile as a circumpolar nation; and recommending polar science policy direction to government.

The polar research community is diverse and dispersed, with research institutes supporting a broad range of research activities. Members of the research community support and participate in initiatives to various degrees, while different governments assign differing priorities to polar research. The Commission needs to generate greater coordination and cooperation among federal and private sector research activities and to increase access to and exchange of information.

At present, Canada has an opportunity to be at the forefront of polar research as it steadily grows in global importance. Other polar nations are actively funding and undertaking projects to address crucial gaps in the knowledge of Canada's Arctic regions. An increase in Canadian polar research capacity is necessary if Canada is to avoid dependency on foreign interests for polar research.

Program Activity: Research Facilitation and Communication

To carry out its mandate, the Canadian Polar Commission will initiate, sponsor and support conferences, seminars and meetings; help establish a polar information network as the principal mechanism to disseminate knowledge pertaining to the polar regions; undertake and support special studies related to the polar regions; recognize achievements and contributions related to its mandate; publish newsletters, reports and other publications; and table an annual report in Parliament.

	2007-08	2008-09	2009-10
Financial Resources (\$ millions)	1.0	1.0	1.0
Human Resources (FTEs)	5	5	5

Performance Measurement

Expected Results	Performance Indicators
Better, more timely access to polar science information by the Canadian public and governments	Increased recognition of global science and related issues
Better awareness of Canadian and global polar science issues by the Canadian public and governments	
Increased communication on the part of researchers through dissemination and exchange of information through the Canadian Polar Information Network	
Canada's position maintained as a leading polar nation	Development, with partners, of a Canadian legacy plan for International Polar Year
Cooperation among federal, territorial, provincial, and indigenous organizations to strengthen Canada's presence in the international research community	
Strong Canadian research presence in International Polar Year 2007-08	Canadian research priorities are reflected in international polar research efforts, including International Polar Year 2007-08
Increased federal government support for implementing a Canadian Antarctic Research Program	Movement toward adoption of a Canadian Antarctic Research Program by the federal government
Increased federal government support for creating a National Polar Science Policy	Movement toward the creation of a National Polar Science Policy at the federal, territorial and provincial level

Section III • Supplementary Information

Organizational Information

The following diagram displays the strategic outcomes and program activities for fiscal year 2007–08, and the associated organizational information.



Departmental links to the Government of Canada Outcome

2007-08 (\$ millions)

Program Activity	Government of Canada Outcome	Budgetary					Non-Budgetary Loans, Investments and Advances	Total Main Estimates	Adjustments (planned spending not in Main Estimates)	Total Planned Spending
		Operating	Capital	Grants	Contributions	Gross/Net				
Indian and Northern Affairs Canada										
Strategic Outcome: The Government										
Governance and Institutions of Government	2	41.1	—	366.3	229.5	637.0	—	637.0	15.6	652.6
Co-operative Relationships	2	79.7	11.7	5.6	69.1	166.1	74.5	240.6	0.2	240.8
Claims Settlements	1	29.9	—	470.9	—	500.8	—	500.8	22.5	523.3
Strategic Outcome: The People										
Managing Individual Affairs	2	12.8	3.8	1.4	6.7	24.7	—	24.7	—	24.7
Education	2	104.9	—	34.2	1,528.2	1,667.2	—	1,667.2	3.2	1,670.4
Social Development	2	80.1	—	10.0	1,310.4	1,400.5	—	1,400.5	0.3	1,400.8
Strategic Outcome: The Land										
Clarity of Title to Land and Resources	1	4.6	1.6	3.5	—	9.7	—	9.7	—	9.7
Responsible Federal Stewardship	4	21.5	—	—	27.5	49.0	—	49.0	—	49.0
First Nations Governance over Land, Resources and the Environment	1	18.0	—	—	18.0	36.0	—	36.0	—	36.0
Strategic Outcome: The Economy										
Economic and Employment Opportunities for Aboriginal People and Economic Development	1 and 5	16.8	—	—	109.6	126.4	—	126.4	49.2	175.5
Community Infrastructure	1	107.3	5.0	84.5	1,068.5	1,265.3	—	1,265.3	0.3	1,265.6
Strategic Outcome: Office of the Federal Interlocutor										
Co-operative Relations	2	12.1	—	—	23.6	35.7	—	35.7	—	35.8
The North										
Northern Governance	2	10.1	—	—	0.2	10.3	—	10.3	—	10.3
Healthy Northern Communities	3	35.0	—	45.5	7.9	88.4	—	88.4	51.8	140.2
Northern Land and Resources	1	170.0	—	1.1	17.3	188.3	—	188.3	—	188.4
Northern Economy	1	4.4	—	—	22.5	26.8	—	26.8	—	26.9
Sub-Total		748.2	22.1	1,022.9	4,438.9	6,232.2	74.5	6,306.7	143.2	6,449.8
Budget 2006 funding earmarked in the Fiscal Framework for priorities including women, children, families, water and housing (not yet allocated to specific initiatives/program activities — includes funding for other government departments)									314.5	314.5
Total		748.2	22.1	1,022.9	4,438.9	6,232.2	74.5	6,306.7	457.7	6,764.3
Canadian Polar Commission										
Research Facilitation and Communication		1.0	—	—	—	1.0	—	1.0	—	1.0
Total		1.0	—	—	—	1.0	—	1.0	—	1.0

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

Government of Canada Outcome: 1 Strong Economic Growth — **2** Diverse Society that Promotes Linguistic Duality and Social Inclusion — **3** Healthy Canadians with Access to Quality Health Care — **4** A Clean and Healthy Environment — **5** Income Security and Employment for Canadians

Tables

Table 1: Departmental Planned Spending and Full-time Equivalents

	(\$ millions)			
	Forecast Spending 2006–07	Planned Spending 2007–08	Planned Spending 2008–09	Planned Spending 2009–10
Indian and Northern Affairs Canada				
Governance and Institutions of Government	613.6	637.0	641.5	645.4
Co-operative Relationships	159.1	166.1	145.5	138.3
Claims Settlements	—	500.8	138.3	128.5
Managing Individual Affairs	15.8	24.7	21.1	21.1
Education	1,608.4	1,667.2	1,723.2	1,763.7
Social Development	1,341.9	1,400.5	1,451.2	1,486.3
Clarity of Title to Land and Resources	11.2	9.7	5.7	5.7
Responsible Federal Stewardship	48.7	49.0	43.0	41.8
First Nations Governance over Land, Resources and the Environment	46.0	36.0	35.7	35.7
Economic and Employment Opportunities for Aboriginal People and Economic Development*	694.3	126.4	128.5	127.8
Community Infrastructure	1,305.6	1,265.3	1,068.3	1,074.6
Co-operative Relations (OFI)	40.8	35.7	8.6	8.6
Northern				
Northern Governance	11.3	10.3	10.3	10.3
Healthy Northern Communities	86.7	88.4	85.5	86.5
Northern Land and Resources	174.1	188.3	169.6	154.8
Northern Economy	32.1	26.8	23.4	2.1
Budgetary Main Estimates (gross)	6,189.7	6,232.2	5,699.3	5,731.3
Co-operative Relationships	80.8	74.5	56.3	56.3
Non-Budgetary Main Estimates (gross)	80.8	74.5	56.3	56.3
Less: Respendable Revenue	—	—	—	—
Total Main Estimates	6,270.5	6,306.7	5,755.6	5,787.6
Adjustments:				
Supplementary Estimates (A)				
<i>Voted Appropriations</i>				
Funding to address extraordinary demands and associated evacuation costs as a result of fires and flooding and to address the high fuel costs in First Nations communities that are served by diesel generating plants	67.5	—	—	—
Operating budget carry forward (horizontal item)	28.4	—	—	—
Funding to implement an action plan that will ensure that First Nations communities have access to safe drinking water	22.6	—	—	—
Funding related to the assessment, management and remediation of federal contaminated sites (horizontal item)	19.7	—	—	—
Funding to address increased costs of the Northern Air Stage Food Mail Program	13.3	—	—	—
Funding for consultation and policy development on the legal issue of on-reserve matrimonial real property in the event of marital breakup	8.4	—	—	—
Funding to prepare for Canada's participation in International Polar Year 2007–2008, an extensive international research program in the Arctic and Antarctic (horizontal item)	7.3	—	—	—
Funding for the delivery of federal programs and services, including health, to the O-Pipon-Na-Piwin Cree Nation (horizontal item)	6.1	—	—	—

*The \$694.3 million in 2006–07 includes \$545.0 million for Claims Settlements which appears as a separate program activity beginning in 2007–08.

	(\$ millions)			
	Forecast Spending 2006-07	Planned Spending 2007-08	Planned Spending 2008-09	Planned Spending 2009-10
Funding for operating and maintaining shelters for victims of family violence and prevention-related community programming in order to reduce the incidence of family violence in First Nations communities	6.0	—	—	—
Funding for school construction on reserves in Newfoundland and Labrador, Nova Scotia and Alberta	3.8	—	—	—
Funding to support the claims negotiation processes and the ongoing implementation of the Deh Cho First Nations Interim Measures Agreement	3.7	—	—	—
Funding for the Mackenzie Valley Environmental Impact Review Board's participation in the Joint Review Panel hearings for the Mackenzie Gas Project	3.0	—	—	—
Funding to address federal obligations dealing with outstanding Aboriginal treaty rights to support two Aboriginal organizations in their negotiations	2.0	—	—	—
Funding for the Canada Strategic Infrastructure Fund relating to investments in public infrastructure projects designed to improve the quality of life in both urban and rural communities (horizontal item)	1.3	—	—	—
Additional resources related to a reallocation of the Ministry's regional responsibilities	0.2	—	—	—
Funding to increase the grant to the Sechelt Indian Band pursuant to the <i>Sechelt Indian Band Self-Government Act</i>	0.1	—	—	—
Funding for existing climate change programs pending the finalization of a new environmental agenda (horizontal item)	0.1	—	—	—
Funding to support the administration of representative status Indian organizations	—	—	—	—
Funding for the advancement of scientific knowledge of the North for the Northern Science Award	—	—	—	—
Loans to native claimant groups to continue negotiations — Nunavik Inuit, Crees of Quebec, Algonquins of Eastern Ontario, Northwest Territories Métis, and Deh Cho	8.5	—	—	—
Operating budget carry forward (horizontal item)	0.2	—	—	—
<i>Transfers</i>				
Transfer from Indian Specific Claims Commission — To reimburse funding advanced to the Commission for operational costs	5.0	—	—	—
Transfer from Privy Council — For the Aboriginal Affairs Secretariat as a result of government restructuring	1.4	—	—	—
Transfer from Health — To provide for a grant to the Sechelt Indian Band pursuant to the <i>Sechelt Indian Band Self-Government Act</i>	0.3	—	—	—
Transfer from Office of Infrastructure of Canada — For the Canada Strategic Infrastructure Fund relating to investments in public infrastructure projects designed to improve the quality of life in both urban and rural communities (horizontal item)	0.2	—	—	—
Transfer from Canadian Heritage — For the development of Official Language Minority Communities (Interdepartmental Partnership with the Official Language Communities) (horizontal item)	0.2	—	—	—
Transfer to Fisheries and Oceans — For harbour development at Conne River, Newfoundland and Labrador	(1.4)	—	—	—
<i>Funds Available</i>				
Less: 2005 Expenditure Review Committee Savings — Procurement	(4.7)	—	—	—
Less: 2006 Expenditure Restraint	(2.4)	—	—	—
Less: Spending authorities available within the Vote	(4.7)	—	—	—
Sub-Total Supplementary Estimates (A)	196.2	—	—	—

	(\$ millions)			
	Forecast Spending 2006-07	Planned Spending 2007-08	Planned Spending 2008-09	Planned Spending 2009-10
Supplementary Estimates (B)				
<i>Voted Appropriations</i>				
Funding for out of court settlements	21.1	—	—	—
Funding to contribute to the Aboriginal Peoples' Survey conducted by Statistics Canada to provide a snapshot of socio-economic, cultural and health data for Aboriginal populations	9.4	—	—	—
Funding to support the development and implementation of remedial management plans to improve the First Nation's capacity to manage their financial affairs	3.6	—	—	—
Funding to develop a regulatory regime under the <i>First Nations Commercial and Industrial Development Act</i> to improve economic development opportunities for First Nations communities on reserve lands	2.1	—	—	—
Funding to support the Cree, Naskapi and Inuit for increased costs related to claim settlement agreements as a result of revised population data and a price adjustment on the Cree capital base	1.3	—	—	—
Funding for the Canada Strategic Infrastructure Fund relating to investments in public infrastructure projects designed to improve the quality of life in both urban and rural communities	—	—	—	—
<i>Transfers</i>				
Transfer from Industry — To transfer the control and supervision of Aboriginal Business Canada as a result of government restructuring	27.4	—	—	—
Transfer from Industry — To transfer the control and supervision of First Nations SchoolNet as a result of government restructuring	6.0	—	—	—
Transfer from Heritage Canada — To support the Tr'on d'ek Hw'ech'in First Nation in the development and management of Yukon heritage resources	0.2	—	—	—
Internal reallocation of resources — To provide payments to Indians, Inuit and Innu for the purpose of supplying public services in capital facilities and maintenance	—	—	—	—
Internal reallocation of resources — As a result of reduced contribution requirements related to the deferral of funding for claims settlement and implementation	—	—	—	—
Transfer to Foreign Affairs and International Trade — For the payment of assessed contributions representing Canada's membership in The Stockholm Convention on Persistent Organic Pollutants	(0.1)	—	—	—
Transfer to Office of Infrastructure of Canada — For activities such as evaluation, audit and performance reporting under the Infrastructure Canada Program which will inform undertakings related to the current and next generations of infrastructure funds	(0.7)	—	—	—
Internal reallocation of resources — To fund a portion of the Aboriginal People's Survey conducted by Statistics Canada to provide a snapshot of socio-economic, cultural and health data for Aboriginal populations and a Métis election in Saskatchewan	—	—	—	—
<i>Funds Available</i>				
Less: Spending authorities available within the Votes	(37.5)	—	—	—
Sub-Total Supplementary Estimates (B)	32.8	—	—	—

	(\$ millions)			
	Forecast Spending 2006-07	Planned Spending 2007-08	Planned Spending 2008-09	Planned Spending 2009-10
Other Adjustments				
Expected year end lapse for funding reprofiled to 2007-08	(269.7)	—	—	—
First Nations Education in British Columbia	—	0.6	0.6	0.6
Federal investments in International Polar Year (includes funding for other government departments)	—	51.7	55.0	17.1
Funding for Mi'kmaq Education in Nova Scotia	—	2.2	(1.1)	(1.1)
Nunavik Inuit Land Claims Agreement	—	31.0	17.9	17.9
Aboriginal Peoples Survey	—	1.0	1.0	1.0
Incremental funding for Internal Audit	—	0.5	—	—
Strengthening First Nations financial management capacity	—	7.0	—	—
Aboriginal Business Canada — Transfer from Industry Canada	—	49.1	49.1	49.1
Budget 2006 funding earmarked in the Fiscal Framework for priorities including education, women, children, families, water and housing (not yet allocated to specific initiatives/program activities — includes funding for other government departments)	—	314.5	275.9	289.6
Sub-Total (Other Adjustments)	(269.7)	457.7	398.4	374.1
Total Adjustments	(40.7)	457.7	398.4	374.1
Total Planned Spending	6,229.8	6,764.3	6,154.0	6,161.7
Less: Non-Respendable Revenue	(207.6)	(209.7)	(332.1)	(323.6)
Plus: Cost of services received without charge	68.0	69.2	69.7	70.4
Net Cost of Program	6,090.3	6,623.8	5,891.6	5,908.5
Full-time Equivalents	4,114.0	4,389.5	4,260.7	4,174.2
Canadian Polar Commission				
Research Facilitation and Communication	1.0	1.0	1.0	1.0
Budgetary Main Estimates (gross)	1.0	1.0	1.0	1.0
Total Main Estimates	1.0	1.0	1.0	1.0
Adjustments	—	—	—	—
Total Planned Spending	1.0	1.0	1.0	1.0
Plus: Cost of services received without charge	—	—	—	—
Net Cost of Program	1.0	1.0	1.0	1.0
Full-time Equivalents	5	5	5	5

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

Total Planned Spending — Explanation of Trend

The planned spending over the three-year period is diminishing mainly because of a decrease in the planned cash flow requirements for the negotiation, settlement and implementation of specific and comprehensive claims as well as reductions related to the sunset of targeted funding (e.g. funding provided in Budget 2005 for First Nations housing and related infrastructure; funding provided in Budget 2003 for the First Nations Water Management Strategy), offset by incremental funding provided to meet the demand for ongoing Indian and Inuit programs and services.

Table 2: Voted and Statutory Items Listed in Main Estimates

Vote or Statutory Item	(\$ millions)		
	2007-08 Main Estimates	2006-07 Main Estimates	
Indian and Northern Affairs Canada			
1	Operating expenditures	647.5	609.4
5	Capital expenditures	22.1	28.7
10	Grants and contributions	5,308.8	5,252.8
15	Payments to Canada Post Corporation	27.6	27.6
20	Office of the Federal Interlocutor for Métis and non-Status Indians — Operating expenditures	9.3	7.2
25	Office of the Federal Interlocutor for Métis and non-Status Indians — Contributions	23.6	31.0
(S)	Minister of Indian Affairs and Northern Development — Salary and motor car allowance	0.1	0.1
(S)	Grassy Narrows and Islington Bands Mercury Disability Board	—	—
(S)	Liabilities in respect of loan guarantees made to Indians for Housing and Economic Development	2.0	2.0
(S)	Indian Annuities Treaty payments	1.4	1.4
(S)	Grants to Aboriginal organizations designated to receive claim settlement payments pursuant to Comprehensive Land Claim Settlement Acts	110.0	137.6
(S)	Grant to the Nunatsiavut Government for the implementation of the Labrador Inuit Land Claims Agreement pursuant to the <i>Labrador Inuit Land Claims Agreement Act</i>	18.0	36.0
(S)	Payments to comprehensive claim beneficiaries in compensation for resource royalties	1.5	1.5
(S)	Contributions to employee benefit plans	60.3	54.4
	Total budgetary	6,232.2	6,189.7
L30	Loans to native claimants	39.1	31.1
L35	Loans to First Nations in British Columbia for the purpose of supporting their participation in the British Columbia Treaty Commission Process	35.4	49.7
	Total non-budgetary	74.5	80.8
	Total Department	6,306.7	6,270.5
Canadian Polar Commission			
40	Program expenditures	0.9	0.9
(S)	Contributions to employee benefit plans	0.1	0.1
	Total Agency	1.0	1.0

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

Table 3: Services Received without Charge

	2007-08 (\$ millions)	
	Indian and Northern Affairs Canada	Canadian Polar Commission
Accommodation provided by Public Works and Government Services Canada (PWGSC)	27.2	—
Contributions covering employer's share of employees' insurance premiums and expenditures paid by Treasury Board of Canada Secretariat (excluding revolving funds)	22.8	—
Workers' Compensation coverage provided by Human Resources and Skills Development Canada	0.5	—
Salary and associated expenditures of legal services by the Department of Justice Canada	18.6	—
Total 2007-08 Services Received without Charge	69.2	—

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

Table 4: Summary of Capital Spending by Program Activity

	(\$ millions)			
	Forecast Spending 2006-07	Planned Spending 2007-08	Planned Spending 2008-09	Planned Spending 2009-10
Indian and Northern Affairs Canada				
Co-operative Relationships	0.9	11.7	9.0	15.2
Managing Individual Affairs	—	3.8	0.6	0.6
Clarity of Title to Land and Resources	0.1	1.6	—	—
Community Infrastructure	11.0	5.0	5.0	5.0
Total	11.9	22.1	14.7	20.8
Canadian Polar Commission				
N/A	—	—	—	—

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

Table 5: Loans, Investments and Advances (Non-Budgetary)

	(\$ millions)			
	Forecast Spending 2006-07	Planned Spending 2007-08	Planned Spending 2008-09	Planned Spending 2009-10
Indian and Northern Affairs Canada				
Co-operative Relationships				
Loans to native claimants	39.6	39.1	25.9	25.9
Loans to First Nations in British Columbia for the purpose of supporting their participation in the British Columbia Treaty Commission Process	46.3	35.4	30.4	30.4
Total	85.9	74.5	56.3	56.3
Canadian Polar Commission				
N/A	—	—	—	—

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

Table 6: Source of Non-Respendable Revenue

	(\$ millions)			
	Forecast Revenue 2006-07	Planned Revenue 2007-08	Planned Revenue 2008-09	Planned Revenue 2009-10
Indian and Northern Affairs Canada				
Governance and Institutions of Government				
Refunds of previous years' expenditures	2.3	2.3	2.3	2.3
Co-operative Relationships				
Refunds of previous years' expenditures	1.0	1.0	1.0	1.0
Return on investments	9.4	9.4	9.4	9.4
Claims Settlements				
Miscellaneous revenues	6.6	—	—	—
Education				
Refunds of previous years' expenditures	3.0	3.0	3.0	3.0
Social Development				
Refunds of previous years' expenditures	6.1	6.1	6.1	6.1
Clarity of Title to Land and Resources				
Refunds of previous years' expenditures	0.2	0.2	0.2	0.2
Responsible Federal Stewardship				
Refunds of previous years' expenditures	0.2	0.2	0.2	0.2
First Nations Governance over Land, Resources and the Environment				
Refunds of previous years' expenditures	2.2	2.2	2.2	2.2
Northern Land and Resources				
Return on investments:				
— Norman Wells Project profits	98.0	113.0	105.0	98.0
— Other	0.7	0.5	0.5	0.5
Refunds of previous years' expenditures	1.2	1.2	1.2	1.2
Adjustments of prior year's payables	1.0	1.1	1.1	1.1
Rights and Privileges	3.9	4.1	4.1	4.1
Mining royalties	39.5	32.0	163.4	162.9
Quarrying royalties	—	0.2	0.2	0.2
Oil and gas royalties	16.0	18.0	17.0	16.0
Other non-tax revenues	2.7	1.7	1.7	1.7
Economic and Employment Opportunities for Aboriginal People and Economic Development				
Refunds of previous years' expenditures	0.8	0.8	0.8	0.8
Return on investments	0.4	0.4	0.4	0.4
Community Infrastructure				
Refunds of previous years' expenditures	4.7	4.7	4.7	4.7
Return on investments	1.2	1.2	1.2	1.2
Co-operative Relations (OFI)				
Refunds of previous years' expenditures	0.4	0.4	0.4	0.4
Departmental Management and Administration				
Refunds of previous years' expenditures	5.3	5.3	5.3	5.3
Miscellaneous revenues	0.7	0.7	0.7	0.7
Total	207.6	209.7	332.1	323.6
Canadian Polar Commission				
N/A	—	—	—	—

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

Table 7: User Fees

Name of User Fee	Fee Type	Fee-setting Authority	Reason for Fee Introduction or Amendment	Effective Date of Planned Change	Planned Consultation and Review Process
Canada Mining Regulations Amended	Regulatory Service	Canada Mining Regulations www.ainc-inac.gc.ca/ps/nap/min_e.html	Conversion to metric system	2007-08	Full consultation process to explain the proposed modifications to the Canada Mining Regulations has been undertaken in 2006 with all stakeholders (e.g., licensees, First Nations, territorial governments, Aboriginal organizations, resources management boards) in the Northwest Territories and Nunavut and will continue over the next year. The user fees are being modified as a result of the conversion to the metric system, not as the result of a fee increase or decrease.

Table 8: Details on Transfer Payments Programs

Over the next three years, INAC will manage the following transfer payment programs, which total more than \$5 billion.

	(\$ millions)		
	2007-08	2008-09	2009-10
Payments for First Nations, Inuit and Northerners — The Government	1,179.5	807.6	788.7
Payments for First Nations, Inuit and Northerners — The People	2,953.7	3,034.2	3,098.5
Payments for First Nations, Inuit and Northerners — The Land	67.3	59.2	62.4
Payments for First Nations, Inuit and Northerners — The Economy	1,322.3	1,140.1	1,126.1
Payments for Métis, non-Status Indians and Urban Aboriginal Canadians — The Office of the Federal Interlocutor	23.6	5.5	5.5
Total	5,546.3	5,046.6	5,081.2

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

For further information on the above-mentioned transfer payment programs, see <http://www.tbs-sct.gc.ca/est-pre/estime.asp>.

Horizontal Initiatives

Over the next three years, INAC will be involved in the following horizontal initiatives as either the lead or as a partner.

Lead

First Nations Water Management Strategy

Labrador Innu Comprehensive Healing Strategy

Urban Aboriginal Strategy

Mackenzie Gas Project and induced oil and gas exploration and development activities
in the Northwest Territories

International Polar Year

Partner

Infrastructure Canada Program

Youth Employment Strategy

National Child Benefit

Climate Change

Federal Contaminated Sites Accelerated Action Plan

Supplementary information on Horizontal Initiatives can be found at http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/profil_e.asp

Sustainable Development Strategy (SDS)

Indian and Northern Affairs Sustainable Development Strategy 2007–2010 was tabled in Parliament on December 13, 2006. The department enters its first year of implementation of this fourth strategy, which builds on a vision of where the department would like to be in the future, setting out a series of commitments to move towards this vision.

INAC's Sustainable Development Vision

Within two generations, many First Nations and Inuit communities will be healthy and safe models of sustainability. They will have housing, infrastructure and support services comparable to those of similar size and function elsewhere in Canada. Within a protected environment, they will have effective transportation and communications links to the rest of the country, and ample affordable, clean sources of energy. A majority of First Nations and Inuit communities will effectively manage their own institutions with strong governance structures. Community members, especially women and youth, will have acceptable opportunities for education, will participate in the economy, and will be able to get involved in local governance.

Métis, Non-Status Indians and urban Aboriginal people will realize their full potential economically, socially and politically in Canadian society.

Land claims and issues such as management and access to natural resources and land tenure will have been largely settled through negotiations. Community planning and development will be long-term, locally driven and comprehensive.

The northern territories will be more self-sufficient and prosperous regions where people manage their own affairs and make stronger contributions to the country as a whole.

As First Nations, Inuit, and Northerners gain greater autonomy and build capacity, the types of services they will require from the federal government will change. As communities become healthier, safer, and economically and environmentally stable, a smaller department will likely emerge.

A major focus of the department will be the implementation of the many Aboriginal self-government agreements. INAC will also be a strong advocate for Aboriginal and northern peoples and will play a more active role as a facilitator to develop partnerships to work more cooperatively on Aboriginal and northern issues, while respecting traditions, governance structures, language, gender and culture.

Striving towards this vision will strengthen the federal government's legal, constitutional, fiduciary and treaty obligations and will require concerted cooperation.

Sustainable Development Strategy 2007–2010 is the result of collaborative efforts from Indian and Northern Affairs regions and sectors, as well as Aboriginal representatives. The Strategy relies on two strategic directions: Supporting Sustainable Communities and Building a Culture of Sustainability. Under each strategic direction, the department commits to achieving a number of high level, long-term objectives. Supporting each objective are shorter-term targets that will be implemented by the department's regions and sectors. Commitments cover a number of priority areas such as long-term planning, sustainable infrastructure, socio-economic development, responsible environmental stewardship, improving the integration of sustainable development within the department and the greening of departmental operations.

For its implementation, the strategy relies on a result-oriented framework, objectives and targets, as well as a monitoring and reporting framework. All targets included in Sustainable

Development Strategy 2007–2010 will be reported on through one of the department’s strategic outcomes and are linked to achieving positive results that address key departmental priorities. All targets, outlined in the table below, support the federal sustainable development (SD) goals.

Sustainable Development Strategy 2007–2010 Target	Federal SD Goal¹	Performance measure from SDS	SDS departmental expected results²
Comprehensive Community Planning Strategy approved and implemented in collaboration with First Nations	IV	<ul style="list-style-type: none"> • Number of communities engaged in Comprehensive Community Planning (CCP) 	<ul style="list-style-type: none"> • Communication and awareness plans and activities • CCP tool kit • Baseline data available
Identify the factors that influence the sustainability of remote communities south of 60 and determine how INAC policies and programs could be modified to better address the challenges	IV	<ul style="list-style-type: none"> • Number of recommendations • Number of recommendations acted upon 	<ul style="list-style-type: none"> • Partnerships, proposal and funding • Comparative data on remote communities and government policies • Research results and recommendations
Support development of energy management initiatives in First Nation, Inuit and northern communities	III	<ul style="list-style-type: none"> • All INAC regions and sectors developed an approach to integration of renewable energy and energy efficiency in their business lines • Number of Aboriginal and northern communities with renewable energy or energy efficiency projects implemented 	<ul style="list-style-type: none"> • Greenhouse Gas report • Project Tracking report
Support development of First Nation, Inuit and northern communities’ capacity to adapt to the impacts of climate change	III	<ul style="list-style-type: none"> • Developed risk management framework relies on engagement from all INAC regions and sectors • All INAC regions and sectors developed an approach to integration of climate change risk assessment in their business lines • Number of Aboriginal and northern communities with completed climate change risk assessment or adaptation strategies • Number of Aboriginal and northern communities implementing climate change risk management or adaptation strategies 	<ul style="list-style-type: none"> • Series of workshop reports • Departmental risk assessment report • Departmental risk management framework • Support of community level work
Raise awareness of sustainable development within the department	VI	<ul style="list-style-type: none"> • Level of sustainable development awareness 	<ul style="list-style-type: none"> • Communications plan • Baseline data and comparison data • Environmental Sustainability Network members and events

Sustainable Development Strategy 2007–2010 Target	Federal SD Goal¹	Performance measure from SDS	SDS departmental expected results²
Improve the integration of sustainable development considerations within the department	VI	<ul style="list-style-type: none"> • SD reporting coincides with DPR reporting and SDS commitments are included annually in RPP and DPR • Number of preliminary scans and Strategic Environmental Assessments (SEA) completed • The results of SEA are reported on in all Memoranda to Cabinet and Treasury Board Submissions 	<ul style="list-style-type: none"> • SDS commitments appear in Strategic Outcome Plans • Timely annual SD reports • Officers trained in SEA, electronic tracking registry for SEA
Develop and implement an Environmental Management System for Corporate Services	VI	<ul style="list-style-type: none"> • Results of environmental management program for Administrative Services and Corporate Services are quantified 	<ul style="list-style-type: none"> • Baseline data regarding the environmental impacts of Corporate Services Sector is collected
Develop and implement a green procurement policy for Indian and Northern Affairs	VI	<ul style="list-style-type: none"> • The dollar value and quantity of green procurement is documented • Historical data and rates of consumption between past years and the current year are measured and documented 	<ul style="list-style-type: none"> • A green Procurement Policy and supporting guidance, tools, training and awareness is created and promoted throughout the department

¹Federal Sustainable Development Goals: I Clean Water; II Clean Air; III Reduce Greenhouse Gas; IV Sustainable Communities; V Sustainable Development and Use of Natural Resources; VI Governance for Sustainable Development

²Sustainable Development Strategy 2007–2010 is a three year plan. Outcomes and outputs have been identified covering the three year period. It is not expected they will be achieved in the first year of implementation, but some progress should be made on each target.

A monitoring and reporting framework for the implementation of the strategy will be developed to measure progress for each target. Progress will be reported annually through the Departmental Performance Report and the Sustainable Development Strategy Report.

For more information on federal sustainable development goals, please see <http://www.sdinfo.gc.ca>

For more information on Indian and Northern Affairs Sustainable Development Strategy 2007–2010, please visit: http://www.ainc-inac.gc.ca/sd/sd0710/index_e.html

For more information about greening government operations, see: <http://www.pwgsc.gc.ca/greening/text/publications/guidance-sds-e.html>

Internal Audits and Evaluations

The following table lists internal audits and program evaluations that are outlined in INAC's 2006–07 Strategic Risk-based Audit and Evaluation Plan. Two examples of importance work currently underway are the System-Under Development Audit of the First Nations and Inuit Transfer Payment System which will provide assurance of the adequacy of internal systems to provide complete and accurate data and the Evaluation Assessment of Comprehensive Claims which will result in a road map and methodological approach to all future evaluative work in the area of claims.

The Departmental Audit and Evaluation Branch has begun development of the 2007–08 audit and evaluation plan. To ensure compliance with new Treasury Board policies, the new plan is moving towards increased, yet strategic, risk based coverage of INAC's programs and operations.

Name	Type	Status	Expected completion date
EVALUATION			
Comprehensive Land Claims	Transfer Payments	Evaluation Assessment — In progress	April 2007
		Evaluation — Planned	December 2008
First Nations Child and Family Services	Transfer Payments	In progress	January 2007
First Nations Special Education Program	Transfer Payments	In progress	March 2007
National Child Benefit Re-investment	Transfer Payments	Assessment — In progress	March 2007
First Nations Water Management Strategy	Transfer Payments	In progress	December 2007
Third Party Management Level Intervention	Transfer Payments	Plan — In progress	March 2007
		Evaluation — Planned	March 2009
Strategic Investment in Northern Economic Development (SINED)	Transfer Payments	Planned	September 2008
Assisted Living	Transfer Payments	Planned	September 2008
Manitoba Treaty Commission	Transfer Payments	Planned	June 2009
Self Government — Implementation	Transfer Payments	Planned	March 2009
Indian Government Support	Transfer Payments	Planned	March 2010

Name	Type	Status	Expected completion date
AUDIT			
Funding of School Facilities	Transfer Payments	Completed	October 2006
First Nation Land Management Initiative (FNLMI)	Transfer Payments	Completed	January 2007
First Nations Child and Family Services	Transfer Payments	In progress	January 2007
Travel	Operational	In progress	March 2007
First Nation and Inuit Transfer Payment System	Operational	In progress	March 2007
Specific Claims — Settlements	Transfer Payments	Preliminary Survey Audit — Planned	June 2007 June 2008
Income Assistance	Transfer Payments	Preliminary Survey Audit — Planned	June 2007 June 2008
INAC Grants and Contributions Management Control Framework	Operational	In progress	June 2007
Indian Registration Process	Transfer Payments	Planned	March 2008
Land and Estates Management	Transfer Payments	Planned	March 2008
Material Management	Operational	Planned	March 2010
Communications	Operational	Planned	March 2010
Activities associated with Natural Resources, Knowledge and Adaptation	Transfer Payments	Planned	March 2010
Human Resources Compensation	Operational	Planned	March 2010

Electronic link to the internal audit and evaluation reports:
http://www.ainc-inac.gc.ca/pr/pub/ae/index_e.html

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