



Crown-Indigenous Relations
and Northern Affairs Canada

Relations Couronne-Autochtones
et Affaires du Nord Canada

Canada



Crown-Indigenous Relations and Northern Affairs Canada

Departmental Plan
2022–23





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From the Ministers

Crown-Indigenous relationships have to be based on respect, partnership, and cooperation on shared priorities. Moving toward a stronger nation-to-nation, Inuit-Crown, and government-to-government relationship, Canada will continue to support the inherent right of Indigenous self-determination and self-government, while working in partnership on the implementation of the spirit and intent of treaties, and exploring new ways to advance reconciliation based on the priorities of communities and Indigenous people from coast to coast to coast.

The department's foremost priority is to continue to work in partnership with First Nations, Inuit and Métis in building and renewing relationships, including supporting First Nations communities as they implement their visions of self-government and move away from the *Indian Act*.

Working with Indigenous partners, CIRNAC will address the history and legacy of residential schools, including by continuing to provide the necessary supports to communities who wish to undertake the work of burial searches at the sites of former residential schools.

The department will continue to take action to resolve Indigenous childhood claims litigation. Childhood claims settlements balance individual compensation with forward-looking investments to support healing, wellness, education, language, culture and commemoration. Significant work will also be undertaken with partners to resolve historical grievances through the settlement of specific claims and by reforming policies on additions to reserve and specific claims to bring more timely resolution to communities. The Government of Canada will be looking at our own structures and institutions to make improvements that will position us to work with partners more effectively and efficiently.

Our work at CIRNAC focuses on addressing past wrongs, as well as working with Indigenous partners in building towards a better tomorrow. The department remains committed to lead and coordinate federal efforts to implement the Truth and Reconciliation Commission's Calls to Action.

The Government of Canada has committed to fully implementing the *United Nations Declaration on the Rights of Indigenous Peoples Act* across government. Together with the Department of Justice, CIRNAC will work to make that vision a reality while we also continue to support work with Indigenous partners to develop an action plan.

We will accelerate work to end the violence of missing and murdered Indigenous women, girls and Two Spirit, lesbian, gay, bisexual, transgender, queer, questioning, intersex and asexual (2SLGBTQIA+) people through implementation of the *Federal Pathway*. We will take concrete steps and coordinate a whole-of-government approach towards addressing the root causes of violence and systemic racism, and support families and survivors impacted by this national tragedy in their efforts to heal.

As we look toward the future, we acknowledge that there is much work to be done. We stand ready to take action to address all of our priorities. We remain committed to working in full partnership with Indigenous groups and governments of all levels to lead the future of reconciliation and to





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bring about the transformative changes needed to build a better country for Indigenous peoples and all Canadians.

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

As Minister of Northern Affairs, Minister responsible for Prairies Economic Development Canada and Minister responsible for the Canadian Northern Economic Development Agency, I am pleased to present the 2022–23 Departmental Plan for Crown-Indigenous Relations and Northern Affairs Canada, along with my colleague, the Minister of Crown-Indigenous Relations.



At Northern Affairs Canada, our responsibility is to generate greater economic opportunity and support a higher quality of life in the North, which includes Nunavut, the Northwest Territories and Yukon, as well as northern parts of Newfoundland and Labrador, Quebec, and Manitoba. Many of our 2022–23 projects have an Indigenous distinctions-based implementation, while others will support overall community well-being, enable economic development, and result in increased economic opportunities for Northerners.

The Government of Canada is working together with provincial, territorial and Indigenous partners, to ensure that the North and Arctic will continue to grow and to thrive, safely, securely, and sustainably.

The COVID-19 pandemic continues to present significant challenges, and in response, the Government is working with Indigenous partners to address public health and economic recovery issues and to move forward on reconciliation. The department is focused on delivering its mandate and supporting Indigenous peoples and Northerners, and will remain connected with its partners to respond to pandemic-related impacts in communities.

The pandemic has added to ongoing challenges such as climate change, housing and economic development, food security, transportation and infrastructure. We are committed to making nutritious food and essential items more affordable and accessible to residents of eligible isolated northern communities through the Nutrition North Canada retail subsidy program and Harvesters Support Grant. From the very beginning of this pandemic, the Government of Canada acted quickly by providing territorial and Indigenous partners with health supports and personal protective equipment, increasing subsidy rates, making more nutritious food and essential household items available through Nutrition North Canada, and supporting harvesters and on-the-land activities. The Government also prioritized vaccine delivery to northern, remote, and Indigenous communities, including the territories.

Climate change remains a significant challenge across the North and Arctic. It is affecting safety, livelihoods, economic opportunities, biodiversity and migration patterns, cultures and traditions. The Government of Canada is taking action with partners by supporting locally-led solutions in the areas of clean energy, adaptation and climate monitoring projects in northern and Indigenous communities. Evidence-based decision making is essential to these efforts, and it is important that decisions are inclusive of Indigenous traditional knowledge.

We continue to support sustainable growth and will undertake remediation work in large abandoned mines, ensuring that local and Indigenous communities benefit from those projects, including through procurement, skills training, capacity building, and job opportunities.

Finding solutions to these ongoing challenges requires strong collaboration with provincial, territorial, and Indigenous partners throughout the decision-making processes, to improve opportunities and outcomes for everyone.

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We will also continue to work on the establishment of regional governance mechanisms and implementation plans for Canada's Arctic and Northern Policy Framework (ANPF) with territorial, Indigenous and provincial partners. We will also advance and complete the Nunavut Lands and Resources Devolution Final Agreement, and prepare the implementation phase of devolution. The ANPF establishes a vision of the future where Arctic and northern people are thriving, strong and safe, a vision for the region through to 2030 and beyond, and provides a long-term foundation for transformative change, for the social and economic benefit of the Arctic, Indigenous peoples, northern residents and all Canadians. In the co-development of the Framework, Indigenous and northern partners have offered insightful, innovative, adaptive solutions that call for trust, inclusiveness and transparency. Our path forward is to move to co-implementation of the ANPF. Building on this collaboration, this Departmental Plan contains the initiatives that we are implementing with partners in 2022–23 to bring tangible results.

By addressing the unique challenges of the North and by working together, I am confident that we can build a future that is more sustainable and prosperous for Northerners and all Canadians.

The Honourable Daniel Vandal, P.C., M.P

Minister of Northern Affairs, Minister responsible for Prairies Economic Development Canada and
Minister responsible for the Canadian Northern Economic Development Agency

Plans at a glance

In 2022–23, CIRNAC will carry out activities that support the Government of Canada's commitment to advance reconciliation and strengthen relationships with First Nations, Inuit and Métis, as well as address the unique needs of Northerners. This work will include supporting the Indigenous peoples' right to self-determination, addressing historical wrongs, shedding our colonial past, and addressing systemic racism in all its forms.

COVID-19 Response

In the context of the challenges brought forward by the COVID-19 pandemic, the Government will work with Indigenous partners to address public health and economic recovery issues and to move forward with reconciliation.

CIRNAC remains committed to meeting the various needs and responding to the unique realities of Indigenous peoples and Northerners during the pandemic. The department will focus on alternative ways to deliver its mandate and support Indigenous peoples and Northerners, and will remain connected with partners to respond to pandemic-related impacts in communities. While considerable work remains to be done, measures taken to-date demonstrate the strength of the government's commitment going forward.

Priorities

In 2022–23, the department will focus on 6 departmental results for which indicators and targets are presented in the Planned Results tables under core responsibility 1 – Crown-Indigenous Relations, and core responsibility 2 – Northern Affairs. To achieve these results, CIRNAC, Indigenous partners and Northerners will continue to work together on the following priorities:

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

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

- will increase the number of treaties, self-government agreements and other constructive arrangements using an approach based on affirmation of rights and by reform policies to ensure they align with partner expectations.
- will accelerate [specific claims](#)ⁱ resolution to support reconciliation in Canada, and will advance work with First Nation partners to reform the specific claims process.
- will ensure the resolution of Indigenous childhood claims litigation, as well as the implementation of childhood claims settlements.
- will continue to implement the [Truth and Reconciliation Commission's Calls to Action](#)ⁱⁱ, including those related to [missing children and unmarked burial sites](#)ⁱⁱⁱ.

- will implement the [Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQQIA+ People](#)^{iv}, the Government of Canada's contribution to the [2021 National Action Plan](#)^v, to end gender-based violence and advance reconciliation.
- will advance the implementation of the [Recognition and Reconciliation of Rights Policy for Treaty Negotiations in British Columbia](#)^{vi}.

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

- will collaborate with representatives of the Assembly of First Nations (AFN) and First Nations, the Inuit Tapiriit Kanatami (ITK) and the 4 Inuit Nunangat Regions, as well as the Métis National Council and its governing members through the permanent bilateral mechanisms to advance joint priorities, co-develop policies and monitor ongoing progress.
- will continue to build relationships with Indigenous women and 2SLGBTQQIA+ organizations, including through the implementation of an [Accord](#)^{vii} with the Native Women's Association of Canada, a Memorandum of Understanding with Pauktuutit Inuit Women of Canada, and a [Declaration](#)^{viii} signed with Les Femmes Michif Otipemisiwak (Women of the Métis Nation).
- will support on-going enhancements to the [First Nations Fiscal Management Act](#)^{ix} regime and to work closely with the 3 First Nations fiscal institutions.
- will keep working in collaboration with Indigenous partners to redesign the Additions to Reserve Policy and to reduce the percentage of active additions to reserves.
- will work with the Congress of Aboriginal Peoples (CAP) on the implementation of the [Canada-CAP Political Accord](#)^x.

To advance work in the North, CIRNAC:

- will work on the establishment of regional governance mechanisms and implementation plans for [Canada's Arctic and Northern Policy Framework](#)^{xi} with territorial, Indigenous and provincial partners.
- will advance and complete the Nunavut Lands and Resources Devolution Final Agreement, and prepare the implementation phase of devolution.
- will continue to help make nutritious food and essential items more affordable and accessible to residents of eligible isolated northern communities through the Nutrition North Canada [retail subsidy program](#)^{xii} and [Harvesters Support Grant](#)^{xiii}.
- will support clean energy, adaptation and climate monitoring projects in northern and Indigenous communities.
- will undertake remediation work at the [Giant Mine](#)^{xiv} in the Northwest Territories, 1 of 8 large abandoned mines.
- will make further progress in responding to the infrastructure gap, including with respect to affordable housing and climate-resilient infrastructure in northern communities.

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

Core responsibilities: planned results and resources, and key risks

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

CORE RESPONSIBILITY 1: CROWN-INDIGENOUS RELATIONS

Description

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



Planning highlights

The renewal of a nation-to-nation, Inuit-Crown, and government-to-government relationship with Indigenous peoples is critical to moving forward with reconciliation. CIRNAC continues to work with Indigenous partners in addressing shared priorities, accelerating the resolution of outstanding historic grievances and achieving the long-term reconciliation goals. In 2022–23, Crown-Indigenous Relations will focus on 3 departmental results.

Departmental result 1: Indigenous peoples determine their political, economic, social, and cultural development

The Government of Canada recognizes that all relations with Indigenous peoples need to be based on the affirmation and implementation of their inherent right to self-determination, including the inherent right of self-government. The department's 2022–23 areas of focus are outlined below.

CIRNAC will hold innovative discussions at over 169 negotiations tables based on the affirmation of rights, respect, cooperation, and partnership. Through these discussion tables, representing over 469 First Nations, 22 Inuit communities and 8 Métis organizations, with a total population of over 1 million people, CIRNAC will increase the number of treaties, agreements and other constructive arrangements. The priorities identified by Indigenous groups are the starting point for discussions at these tables.

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

CIRNAC will also keep working with the Métis Nation to advance and implement self-governance arrangements based upon the recognition, affirmation, and implementation of Métis rights protected by section 35 of the *Constitution Act, 1982*, and, as pursuant to our permanent bilateral mechanism (PBM) process, meet regularly with Métis Nation partners to make progress on Métis priorities.

Moreover, CIRNAC will advance the implementation of the [Recognition and Reconciliation of Rights Policy for Treaty Negotiations in British Columbia](#)^{xv}, including the development of annexes listed in [Schedule A](#)^{xvi}, in partnership with the other Principals to the British Columbia Treaty Process (the First Nations Summit and the Province of British Columbia). This policy supports approaches to the negotiation of treaties, agreements and other constructive agreements. Using the new framework provided by the policy, the department will support and develop approaches that accelerate the renewal of relationships through treaties, agreements and other constructive arrangements between Canada, British Columbia and participating Indigenous Nations in British Columbia. Canada is ready to discuss the approaches found in the Policy with negotiating partners in other areas of the country where there is interest. In addition, the parties will undertake the first annual review of the policy to understand how well its approaches and implications are understood across governments and among participating First Nations.

Through the Missing and Murdered Indigenous Women and Girls (MMIWG) Secretariat, CIRNAC will advance its work with national, regional and community-based Indigenous partners, families and survivors to end gender-based violence and advance reconciliation. The Government of Canada will accelerate work with Indigenous partners to address the national tragedy of missing and murdered Indigenous women, girls and 2SLGBTQQIA+ people through the implementation of the [2021 National Action Plan](#)^{xvii}. The Government of Canada's contribution to the National Action Plan, the *Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQQIA+ People*, will contribute to this goal through the development of implementation planning, renewal, monitoring and progress reporting of federal actions. All of this work will support Indigenous-led and self-determined solutions to address violence against Indigenous women, girls and 2SLGBTQQIA+ people.

Since the release of the [Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls](#)^{xviii}, there has been significant planning and action on the part of the federal government in the areas of Indigenous languages and cultures under each action elaborated in the [Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQQIA+ People](#)^{xix}. One such initiative is the [Cultural Spaces in Indigenous Communities Program](#)^{xx}, a new contribution program that offers opportunities for Indigenous women, girls and 2SLGBTQQIA+ individuals to access culture and language and to strengthen identities. The first iteration of this \$108.8 million program runs over 2 years, starting in 2021–22, to re-establish and revitalize Indigenous cultural spaces.

Furthermore, CIRNAC will continue to work in partnership on the implementation of the spirit and intent of modern treaties and self-government agreements. The department will also work with modern treaty and self-governing partners, other government departments and other relevant partners to ensure that Canada, in a whole-of-government approach, meets its obligations. This includes actively participating in regular Implementation Committee/Panel meetings, ensuring the efficient and effective management of transfer payments, and maintaining productive working relationships with partners.

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

- ongoing work on [Canada's Collaborative Self-Government Fiscal Policy](#)^{xxi} development process by advancing intergovernmental fiscal policy for self-government and supporting self-governing Indigenous partners to advance their community development goals
- continuing to work in partnership on the spirit and intent of treaties, land claim and self-government agreements with appropriate oversight mechanisms to hold the federal government accountable, including consideration of the potential for a Modern Treaty Implementation Review Commission, in accordance with the Minister's mandate letter commitments
- addressing the requirements of the [Cabinet Directive on the Federal Approach to Modern Treaty Implementation](#)^{xxii} through enhancements to the Assessment of Modern Treaty Implications process and analysis in collaboration with Indigenous partners, and reporting on the status of whole-of-government modern treaty and self-government agreements obligations

CIRNAC will advance implementation of self-governance in Yukon in partnership, through the ongoing negotiation of program and service transfer agreements. These agreements enable self-governing First Nations in Yukon to assume responsibility for federal programs and services and directly support self-determination. The department will also advance efforts to support self-determination through ongoing administration of justice agreement negotiations aimed at enabling self-governing First Nations in Yukon to adjudicate and enforce their own laws.

Pursuant to the [Evaluation of the Cabinet Directive on the Federal Approach to Modern Treaty Implementation](#)^{xxiii}, improvements to the oversight of implementation obligations will be undertaken through ongoing collaboration with other government departments through the Director General Implementation Committee (DGIC), which acts as the operational arm for the Deputy Minister's Oversight Committee (DMOC). The DGIC also serves as a supporting structure to better manage risks, issues and disputes for DMOC, and helps to set its policy agenda to support an annual work plan.

CIRNAC will improve awareness of modern treaties across government and the implications for federal business through the delivery of training on modern treaty implementation and assessment of modern treaty implications to federal officials. In 2022–23, at least 8 training sessions have already been planned. Canada also honours the treaty relationship by providing Indigenous partners with funding to participate in the delivery of modern treaty implementation training.

CIRNAC will also continue to support a whole-of-government approach to consultation and accommodation through enhanced guidance and coordination to help ensure the Crown meets its constitutional obligations and its commitments to the United Nations Declaration on the Rights of Indigenous Peoples.

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

The Inuit-Crown Partnership Committee remains the PBM where Inuit and the Crown meet regularly to advance current shared priorities including: Inuit land claims; Inuit Nunangat policy space; legislative priorities; reconciliation measures and MMIWG; Inuktitut revitalization, maintenance, protection and promotion; health and wellness; food security; economic development and procurement; environment and climate change; infrastructure and housing; education, early learning and training. Work will also continue to finalize a co-developed Inuit Nunangat Policy and accelerate its implementation.

With regards to the Métis Nation PBM, CIRNAC will advance work on jointly-identified priorities, building on the successes of the Métis Nation Housing Sub-Accord. Priorities include: MMIWG; health; child and family services; economic development; infrastructure; education; environment; justice and policing; Sixties Scoop; data, accountability and reporting results. Work will also continue on the legislative agenda, including the United Nations Declaration on the Rights of Indigenous Peoples, child and family services, health, and languages. Additional issues under consideration include emergency management, systemic racism and discrimination.

Moreover, CIRNAC will work with the Congress of Aboriginal Peoples (CAP) on the implementation of the [Canada-CAP Political Accord](#)^{xxiv}, which aims to build a renewed relationship and to close the socio-economic gap between Indigenous people and non-Indigenous Canadians, through the coordination of 6 policy priority tables, with participation from multiple other federal departments. These tables focus on post-secondary education (Indigenous Services Canada and Employment and Social Development Canada), justice (Justice Canada, Public Safety Canada and Correctional Services Canada), Indigenous languages (Canadian Heritage), housing (Canada Mortgage and Housing Corporation and Indigenous Services Canada), family programs (Indigenous Services Canada), and MMIWG. Work at these tables will unpack and identify needs/gaps faced by off-reserve Indigenous peoples and will inform future policy/programming decisions.

Relationship building with Indigenous women's organizations will continue through the implementation of an [Accord](#)^{xxv} with the Native Women's Association of Canada, that enhances, promotes and fosters greater social, cultural and economic well-being for Indigenous women across Canada, a Memorandum of Understanding with Pauktuutit Inuit Women of Canada, and a [Declaration](#)^{xxvi} with Les Femmes Michif Otipemisiwak (Women of the Métis Nation), which commits the parties to work together to advance the priorities of Métis Nation women and girls. These agreements are implemented through the co-development of interdepartmental working groups based on joint priorities. In addition, relationship building with regional and local Indigenous women and 2SLGBTQIA+ organizations will be advanced with a focus on grassroots participation. Funding was enhanced from Budget 2021 by \$36.3M over 5 years to support Indigenous women's and 2SLGBTQIA+ organizations.

Further, Budget 2021 infrastructure funding will provide an opportunity for Métis and Inuit partners to build upon previous successes, such as Budget 2018 investments in the Métis Nation Housing Strategy and the Inuit Nunangat Housing Strategy, and will enable Métis and Inuit-led solutions for addressing inadequate infrastructure. Success in this context will build momentum toward meeting Canada's commitment to address critical needs in Métis and Inuit communities by 2030.

The context in which Métis communities in Canada live is unique in comparison with other Indigenous groups. The majority of Métis governments do not exercise direct control over a land base, nor do they have access to the suite of federal programming to respond to their infrastructure needs. Generally, regional experiences of Métis regarding access to infrastructure or updates is

similar to what non-Indigenous Canadians in the area also experience; therefore, investments in addressing access to critical infrastructure for Métis will likely benefit other local residents of that region as well (broadband, water, social infrastructure, etc.).

Specifically, investments in Métis community infrastructure will constitute the first direct federal infrastructure investment for Métis, and will begin to address the infrastructure gap that perpetuates the economic and social inequities that exist between Métis and non-Indigenous Canadians. Adequate infrastructure is vital to improving health outcomes, educational outcomes, developing local Métis economics, and supporting strong Métis culture and traditions.

Budget 2021 funding represents a short-term funding investment to begin the process of addressing the critical infrastructure gap by 2030. The funding prioritizes shovel-ready infrastructure projects, enabling the Métis Nation and the Métis Settlements General Council to make their own prioritization decisions, and to design and deliver their own projects to the benefit of their citizens. The efficiency and effectiveness with which the Métis Nation Housing Strategy has been delivered through the first 3 years demonstrates the viability of this Métis-led model for service delivery.

Budget 2018 Inuit housing investments and Budget 2021 Inuit infrastructure investments are being delivered directly to Inuit partners who are leading housing and infrastructure development associated with these investments in their communities. This approach supports Inuit self-determination for project design and delivery and Inuit-led partnerships, and responds directly to Inuit-determined needs. It also promotes the maximizing of benefits to Inuit and their communities.

Finally, recognizing that work remains to address the critical and pervasive housing and infrastructure needs throughout Inuit Nunangat, the department continues, in partnership with Inuit, to advance the implementation of the co-developed Inuit Nunangat Housing Strategy. This work includes addressing key identified gaps and challenges and, through the Inuit-Crown Partnership Committee, fully assessing infrastructure needs and implementing impactful approaches to address these needs.

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

Renewal of the nation-to-nation, Inuit-Crown, and government-to-government relationships, including treaty relationships, is expressed by putting in place effective mechanisms to support the transition away from colonial systems of administration and governance through support to Indigenous peoples to advance their governance institutions. The department's 2022–23 areas of focus are outlined below.

CIRNAC will keep working with First Nations and the Lands Advisory Board towards replacing the *First Nations Land Management Act* with concise enabling legislation consistent with the [Framework Agreement on First Nation Land Management](#)^{xxvii}. The department will also continue to work on a strategic approach for reforming First Nation citizenship and membership, as part of

transitioning away from the *Indian Act* and building on the success and commitments of the [2019 Collaborative Process on Indian¹ Registration, Band Membership and First Nation Citizenship](#)^{xxviii}.

CIRNAC will also support on-going enhancements to the [First Nations Fiscal Management Act](#)^{xxix} regime and to work closely with the 3 First Nations fiscal institutions (First Nations Financial Management Board, First Nations Tax Commission, and First Nations Finance Authority) on key initiatives, including:

- continuing to advance institutional development by considering the establishment of the [First Nations Infrastructure Institute](#)^{xxx}
- continuing to explore innovative financing approaches and options, such as enhancing access to insurance for communities
- continuing to work to modernize the mandates of the First Nations institutions and to expand access to the regime to treaty and self-governing First Nations and aggregate organizations through regulations
- providing support to institutions and their members to ensure economic recovery from the COVID-19 pandemic

Departmental result 3: Past injustices are recognized and resolved

Assimilationist policies and practices have led to the denial of Indigenous rights in the past. To resolve grievances, Canada remains committed to pursuing dialogue, mutual cooperation, partnerships and negotiation as positive means of advancing reconciliation. This is an ongoing process which requires affirmation of rights, acknowledgement of past wrongs, understanding the colonial history of Canada and working with Indigenous peoples to co-develop solutions. The department's 2022–23 areas of focus are outlined below.

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

Specifically, CIRNAC will ensure the resolution of Indigenous childhood claims litigation, as well as the implementation of childhood claims settlements. The department will also continue its work to ensure that all of Canada's obligations under the [Indian Residential Schools Settlement Agreement](#)^{xxxi} are met. Through this work, CIRNAC remains committed to supporting multi-generational and community healing for all Indigenous peoples harmed by past government policies.

Moreover, the Government of Canada will continue to work in partnership with Indigenous partners to redesign the Additions to Reserve Policy and streamline the process. The objective of this work is to have a policy that better aligns with the [Additions of Lands to Reserves and Reserve Creation](#)

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

[Act](#)^{xxxii} and the [First Nations Land Management Act](#)^{xxxiii} in order to facilitate a more coherent approach to the additions to reserve process. The Government will also reduce the percentage of active additions to reserves that have been in the inventory for more than 5 years. By accelerating the processing of additions to reserves requests, First Nations can unlock value promptly from new lands with greater potential for community and economic development opportunities that may be found on historical reserves.

CIRNAC also partners with the Department of Justice to assist with the resolution of litigation, including negotiating settlement agreements out of court or supporting litigation through the court system, in accordance with the [Attorney General of Canada's Directive on Civil Litigation Involving Indigenous Peoples](#)^{xxxiv}, as well as helping to establish Canada's Indigenous jurisprudence. As per the Directive and the [10 Principles respecting the Government of Canada's relationship with Indigenous peoples](#)^{xxxv}, CIRNAC prioritizes the resolution of litigation cases through negotiation and settlement to promote reconciliation.

[Specific claims](#)^{xxxvi} resolution is key to addressing historical grievances between First Nations and Canada and to creating pathways to support nation building, self-determination, and economic development. CIRNAC will secure settlement mandates and access funding to help resolve specific claims, and will further accelerate specific claims resolution to support reconciliation in Canada. Work is also underway with First Nation partners to identify options for and work towards implementation of program, process, policy and legislative reforms. This initiative aims to manage and resolve Indigenous litigation (past injustices) to the benefit of all parties, and to improve the legitimacy and efficiency of the specific claims policy and process, contributing to Canada's efforts to move faster on the path to reconciliation. The department will keep tracking, monitoring and reporting on specific claims settlement and resolution activities.

Other concerted efforts to advance reconciliation relate to the ongoing government response to the Truth and Reconciliation Commission's Calls to Action. CIRNAC will continue to lead and coordinate the work required of all government departments to accelerate the implementation of the 76 Calls to Actions that fall under the federal government's purview, with support from Indigenous Services Canada.

Further, CIRNAC will continue to implement the Truth and Reconciliation Commission's [Calls to Action 72-76](#)^{xxxvii} (Missing Children and Burial Information). The department will collaborate with the [National Centre for Truth and Reconciliation](#)^{xxxviii} to update and maintain the National Residential School Student Death Register (Call to Action 72), support the National Centre for Truth and Reconciliation in developing and maintaining a registry of residential school cemeteries (Call to Action 73), and fund community-led initiatives to locate, document, commemorate, and memorialize unmarked burial sites associated with former Indian residential schools and other federally-run institutions, such as day schools and Indian hospitals, as well as honour families' wishes to bring children's remains home, through the [Residential Schools Missing Children – Community Support Funding](#)^{xxxix} initiative (Calls to Action 74-76).

CIRNAC will also provide funding towards the construction of a permanent home for the National Centre for Truth and Reconciliation and ensure it has sustained financial resources to successfully fulfil its mandate, with dedicated ongoing support for the work on missing children and unmarked graves.

Through the Missing and Murdered Indigenous Women and Girls Secretariat, CIRNAC will pursue dialogue, mutual cooperation and partnerships as a means of advancing reconciliation. This work includes providing support for the healing of family members and survivors through the Secretariat's [Contribution Program to support the wellbeing of families and survivors of missing and murdered Indigenous women, girls and 2SLGBTQQIA+ people](#)^{xi}, as well as providing support to CIRNAC's partners for data methodology development priorities through the [Indigenous-Led Data Research Projects Program](#)^{xii}. This work complements the department's collaboration with Justice Canada and Statistics Canada in the area of data disaggregation, as well as efforts underway to support Indigenous Data Sovereignty, through Indigenous Services Canada, at distinctions-based data tables.

When it comes to advancing reconciliation, CIRNAC is committed to coordinate efforts under the PBMs and associated joint working group tables with the ITK, the AFN and the Métis Nation. The Reconciliation Measures Working Group established by the Inuit-Crown Partnership Committee addresses specific joint priorities such as advancing the recommendations of the [Qikiqtani Truth Commission](#)^{xiii}, progressing the [Nanilavut Initiative](#)^{xiii} (Inuktitut for "Let's find them"), addressing the impacts of the dog slaughter, and responding to the Calls to Justice included in the report on MMIWG. CIRNAC is also advancing reconciliation with First Nations by initiating discussions on improving funding processes and renewal of the AFN Memorandum of Understanding. The department continues to advance Métis-identified priorities, such as housing through the Métis Housing Technical Working Group, which was launched in July 2020 to serve as a platform for collaboration to implement the Métis Nation Housing Strategy and to share best practices.

Finally, CIRNAC remains committed to advance the [Canada-CAP Political Accord](#)^{xiv} to address social and economic gaps and challenges faced by off-reserve Indigenous peoples represented by CAP and its affiliates.

Gender-based analysis Plus (GBA Plus)

In 2022–23, CIRNAC will keep working in collaboration with Indigenous Services Canada (ISC), Women and Gender Equality (WAGE) and Indigenous partners to ensure distinctions-based, culturally-competent GBA Plus approaches and tools for use internally and externally. CIRNAC will actively promote GBA Plus in approved initiatives contributing to the Government of Canada's reconciliation agenda, including key elements of the Truth and Reconciliation Commission and the MMIWG National Inquiry report, as well as the United Nations Declaration on the Rights of Indigenous Peoples. This work is intended to promote more inclusive and responsive policies and programs that meet the unique needs of Indigenous women, men, and 2SLGBTQQIA+ people. To advance these efforts, CIRNAC will support and work closely with national Indigenous women's organizations to ensure these new GBA Plus approaches are designed and guided by Indigenous peoples.

Gender-based violence remains a critical issue across the country that disproportionately impacts Indigenous women, girls and 2SLGBTQQIA+ people. In 2022–23, and building on the work of the previous year, the Government will accelerate work with Indigenous partners to address the national tragedy of missing and murdered Indigenous women, girls and 2SLGBTQQIA+ people through the implementation of the 2021 National Action Plan. This includes the coordination by CIRNAC of a collaboration structure for the implementation and renewal of the Plan, the identification of new priorities, and the work to develop a shared understanding of the best way to monitor progress and to report on results. The implementation of the National Action Plan and the

creation of a new MMIWG and 2SLGBTQIA+ people horizontal initiative results framework will also align with and complement [Canada's Strategy to Prevent and Address Gender-Based Violence](#)^{xlv}, a whole-of-government approach led by WAGE. The implementation of the 2021 National Action Plan is critical to ending gender-based violence and to advancing reconciliation.

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

Through efforts coordinated under the PBM and their various joint working group tables, CIRNAC will engage the ITK, the AFN and the Métis Nation in the process of completing GBA Plus analyses to ensure proper and appropriate consideration of First Nations, Inuit and Métis. CIRNAC will also engage Indigenous women's organizations, including Les Femmes Michif Opitemsiwak, Pauktutit Inuit Women of Canada and others, in the process of co-developing policies with regional leadership to take into account the important perspectives of Indigenous women and other marginalized groups or individuals.

Self-governing Indigenous governments exemplify principles of GBA Plus and inclusion within their structures and decision-making. CIRNAC will advance work with modern treaty and self-governing partners to strengthen the consideration of GBA Plus implications in their collaborations and partnerships.

Finally, CIRNAC will raise awareness on GBA Plus considerations through the provision of whole-of-government guidance, advice and training on the Crown's legal duty to consult.

United Nations' (UN) 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDG)

CIRNAC understands the importance of its mandate in making progress towards the achievement of SDGs and in honoring Indigenous rights. The department is committed to working in partnership with other departments and rights holders to ensure that Indigenous perspectives are taken into account and that all efforts are connected to the work underway in achieving the United Nations' 2030 Agenda and SDGs.

In 2022–23, CIRNAC will support Canada's efforts to implement the United Nations 2030 Agenda and the SDGs as outlined in [Moving Forward Together: Canada's 2030 Agenda National Strategy](#)^{xlvi} and [Canada's Federal Implementation Plan for the 2030 Agenda](#)^{xlvii}. As the horizontal lead for advancing reconciliation with Indigenous peoples, CIRNAC, with support from ISC, is responsible for ensuring that this crosscutting objective is integrated across the Government of Canada's work to advance the 2030 Agenda and supporting lead departments in considering, reflecting and responding to the unique realities of Indigenous peoples in the advancement of SDGs in Canada. Working closely with Employment and Social Development Canada, the federal lead for the 2030 Agenda, and with partner departments, CIRNAC will support implementation efforts across government through continued collaboration as well as through the advancement of departmental priorities and program delivery. In parallel, internal efforts to enhance the profile,

coordination and coherence of CIRNAC's efforts to advance the SDGs will effectively support the objectives of the National Strategy and the achievement of the SDGs.

Results-based innovation²

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

In 2022–23, CIRNAC will endeavour to enhance and advance efforts that support results-based innovation in the department. To this end, a small unit has been assigned to explore practices related to the policy cycle within the department to identify opportunities to innovate and find new ways to address ongoing challenges in policy practices. Working with partners across and beyond government, the unit will focus on learning from successful models and practices and seeking out opportunities to apply and potentially implement them within the department. It is anticipated that this work will foster a greater awareness of the potential of results-based innovation and enhanced coordination of related efforts within the department.

Under development since April 2021, the Crown-Indigenous Relations Learning Strategy Framework is an innovative learning initiative that supports federal employees by providing the competencies required to co-develop treaties, agreements and other constructive arrangements with Indigenous partners, provincial and territorial governments, and other federal officials in a manner that is compliant with the rights and provisions of modern treaties and self-government agreements.

In a continued renewal of the government's relationship with Indigenous peoples, efforts are being made to develop new ways to engage with First Nations and Indigenous groups to advance co-development, and to foster Indigenous-led changes. Included below are some examples.

The department works on an on-going basis with the *First Nations Fiscal Management Act* institutions on results-based innovations. A recent example of this collaborative co-development approach is the First Nations Infrastructure Institute initiative. This initiative was first proposed to the Government of Canada by the First Nations Tax Commission in 2016–17. With support from CIRNAC, a Development Board was established and engaged nationally on the concept, needs of communities, and how a national First Nations-led institution could support existing and future regional organizations to improve infrastructure outcomes for First Nations. CIRNAC, ISC and the First Nations Infrastructure Institute Development Board then proceeded with demonstration projects with the Kettle and Stony Point First Nation, the First Nations Health Authority and the Atlantic First Nations Water Authority to test the concept, inform organizational design and related

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

legislative amendments, and ensure alignment with the development of infrastructure services delivery models under First Nations' control.

Further, the department has taken a partnership approach to allocating \$189.2M dedicated in Budget 2018 to self-governing Indigenous governments to address socio-economic gaps in areas of infrastructure, housing and social well-being. CIRNAC officials collaboratively developed an approach with Indigenous governments to access these funds by sharing action plans that describe planned gap-closing initiatives along with the Government's plan to measure progress of the initiatives with identified indicators. This is the first time self-governing Indigenous governments have received dedicated funding from Canada without terms and conditions to advance socio-economic initiatives in their communities according to their priorities. Indigenous governments plan to share annual reports on these initiatives with Canada and contribute to a global report on the successes and challenges. This will provide evidence-based information to support future funding for socio-economic gap-closing initiatives in Indigenous communities. This work is now well underway, with some delays due to the COVID-19 pandemic, and officials are monitoring the effectiveness of the approach to policy development and the outcomes produced in closing the gaps for future policy development and collaborative approaches to Indigenous relations and government.

Through the MMIWG Secretariat, the new Horizontal Initiative Results Framework being developed will provide meaningful outcomes that seek to inform future decision-making, in alignment with [The 2021 National Action Plan Data Strategy](#)^{xlvi} and through engagement with Indigenous partners. As an extension of this work, an annual progress report, beginning in 2022, will document progress on the issue, incorporating innovative new data sources and indicators that focus on the impact of the Government of Canada's actions.

In 2022–23, ensuring Indigenous youth involvement in the design, implementation, and evaluation of programs and services remains key to advance inclusive progress and effect change. Budget 2019 launched a 3-year pilot with the Canadian Roots Exchange to address [Call to Action 66](#)^{xli}, which supports a distinctions-based national network of Indigenous youth, the inclusion of diverse voices of Indigenous youth to inform various government policies and programs, and reconciliation-focused community-based projects by Indigenous youth. The Canadian Roots Exchange will continue to provide direct support to Indigenous youth, enhance existing programming for community-based youth organizations, and build capacity and confidence through engagement with federal departments so that the voices and views of Indigenous youth are heard and incorporated into policy initiatives.

Key risks

The complexity of the CIRNAC's mission, coupled with the diversity of perspectives at play, expose the department to an important set of risks associated with its ability to establish alignment around its vision, strategic directions and approaches. While full alignment with these may not ever be possible, the department needs to establish sufficient agreement among its stakeholders and partners to ensure that all players are operating in a direction that will realize the Crown's vision for enhanced and accelerated self-determination and for northern development. This includes the interdependencies of the department with Indigenous Services Canada (ISC). In part, the department's ability to seek alignment and establish trusted, constructive relationships is rooted in its ability to transform itself and to manage in accordance with robust management practices. Not only does it need to effectively manage its own strategic and organizational changes and establish

the capacity (both cultural and technical) required for that, but it must also help to advance the capacity of its Indigenous partners, without which the success of the transformation will be at risk. More fundamentally, the ability of the department and its federal/provincial/territorial partners to advance on the negotiation and implementation of new and different agreements is critical to the establishment of effective and sustainable nation-to-nation relationships.

Accordingly, a number of risks related to the enablement of change and the sustainable management of the department have been identified in CIRNAC's Corporate Risk Profile. Management has formally indicated their commitment to managing these risks in the coming year and to addressing the underlying factors that are causing them. Risks will be actively managed through enhancements to existing management practices or through the implementation of new strategies, including:

- a range of whole-of-government efforts to coordinate on matters related to section 35 rights. This includes governance structures (e.g. Deputy Ministers Oversight Committee, Deputy Ministers Committee on Indigenous Reconciliation, Federal Steering Committee structures, etc.), Cabinet committees and relationship-building mechanisms that aim to enhance trust, alignment and coordination and specific collaborations with provinces and territories on key matters (e.g. Arctic and Northern Policy Framework). The Department of Justice is working closely with CIRNAC to develop the whole-of-government action plan for the implementation of the United Nations Declaration on the Rights of Indigenous Peoples.
- weekly policy meetings between key policy leads within CIRNAC and with other government departments on specific matters, including Missing and Murdered Indigenous Women and Girls (MMIWG). The department will also leverage the tables established for COVID-19 response to coordinate and align with other federal departments. The joint CIRNAC-ISC policy committee is actively engaging on a range of joint policy initiatives as well as medium-term planning. An increased emphasis on policy discussions, through CIRNAC's various committees, also helps to manage this risk.
- implementation of the recommendations included in a recently completed evaluation of the Cabinet Directive on the Federal Approach to Modern Treaties Implementation.

To supplement the current mitigation measures, CIRNAC will:

- work closely with the Privy Council Office and the Department of Justice on whole-of-government items, including the action plan to implement the United Nations Declaration on the Rights of Indigenous Peoples and the narrative on reconciliation.
- enhance internal policy coordination through more active and strategic policy discussions within the department, aimed at identifying joint policy priorities going forward. This will not only help to set proactive directions for the department, but it will also help to better align internal policy teams and manage limited capacity more effectively.
- enhance clarity around the distinctions-based approach to self-determination, through the development of a strategic policy frame that guides engagement, negotiation and implementation.
- work with national Indigenous organizations to better understand their work plans, and to promote a proactive, holistic and strategic approach to engagement with them on areas of common priority.
- provide a range of strategic investments in capacity building and advance on the new fiscal arrangements that aim to provide long-term and sustainable support to Indigenous communities.

Planned results for Crown-Indigenous Relations

The following tables show, for Crown-Indigenous Relations, the planned results, the result indicators, the targets and the target dates for 2022–23, and the actual results for the 3 most recent fiscal years for which actual results are available.

Departmental result 1: Indigenous peoples determine their political, economic, social and cultural development					
Departmental result indicator	Target	Date to achieve target	2018–19 actual result	2019–20 actual result	2020–21 actual result
Annual number of priorities identified through the permanent bilateral mechanisms that result in policies, funding or legislation	11	March 31, 2023	New in 2020–21	New in 2020–21	10
Number of communities where treaties, self-government agreements and other constructive arrangements have been concluded	237	March 31, 2023	54	161	159
Number of treaties, self-government agreements and other constructive arrangements that have been concluded	76	March 31, 2023	New in 2020–21	New in 2020–21	39
Average Community Well-Being Index score for modern treaty and self-government agreement holders	66	March 2024	New in 2020–21	New in 2020–21	66 ^a

^a This result is from the 2016 Census. It is an average of: Stand-alone self-governing Nations: 71, Modern Treaty First Nations: 67 and Modern Treaty Inuit communities: 61. Following the 2021 Census, new data will be available by March 31, 2024.

Departmental result 2: Indigenous peoples advance their governance institutions and regimes					
Departmental result indicator	Target	Date to achieve target	2018–19 actual result	2019–20 actual result	2020–21 actual result
Percentage of First Nations that have opted into an <i>Indian Act</i> alternative	61%	March 31, 2023	50%	53%	55%
Percentage of First Nations with fiscal bylaws or laws	54%	March 31, 2023	39%	45%	48.8%
Percentage of First Nations with established land codes	18%	March 31, 2023	New in 2021–22	New in 2021–22	New in 2021–22

Departmental result 3: Past injustices are recognized and resolved					
Departmental result indicator	Target	Date to achieve target	2018–19 actual result	2019–20 actual result	2020–21 actual result
Number of specific claims settled by the department	33	March 31, 2023	48 ^a	33 ^a	36 ^a
Percentage of active Additions to Reserves that have been in the inventory for more than 5 years	83%	March 31, 2023	New in 2020–21	New in 2020–21	79.6%

Departmental result 3: Past injustices are recognized and resolved					
Departmental result indicator	Target	Date to achieve target	2018–19 actual result	2019–20 actual result	2020–21 actual result
Percentage of Truth and Reconciliation Commission Calls to Action that are implemented ^b	80%	March 31, 2023	New in 2020–21	New in 2020–21	80%

^a Results are not cumulative year over year and fluctuate based on number and complexity of claims.

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

The financial, human resources and performance information for CIRNAC's program inventory is available on [GC InfoBase](#)ⁱ.

Planned budgetary spending for Crown-Indigenous Relations

The following table shows, for Crown-Indigenous Relations, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next 2 fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
\$5,027,304,995	\$5,027,304,995	\$2,237,640,966	\$1,997,944,472

Financial, human resources and performance information for CIRNAC's program inventory is available on [GC InfoBase](#)ⁱⁱ.

Planned human resources for Crown-Indigenous Relations

The following table shows, in full time equivalents, the human resources the department will need to fulfill this core responsibility for 2022–23 and for each of the next 2 fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
820	794	790

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

CORE RESPONSIBILITY 2: NORTHERN AFFAIRS

Description

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



Planning highlights

CIRNAC, along with ISC, is the lead federal department responsible for supporting Canada's Indigenous and northern peoples in the pursuit of healthy and sustainable communities, and broader scientific and social development objectives. In 2022–23, the department will continue to collaborate with partners in the spirit of reconciliation to help build a strong, vibrant, and economically self-sufficient North.

The department will also keep addressing discrimination and racism by promoting a diverse workforce, by integrating GBA Plus considerations into policy proposals and programming, and through the many co-implementation fora the organization participates in with First Nations, Inuit and Métis partners. In 2022–23, Northern Affairs will focus on 3 departmental results.

Departmental result 4: Political, economic and social development in Canada's Arctic and North are advanced

Canada recognizes the need for federal leadership in the Arctic as well as northern regions to develop solutions to northern challenges and ensure regional needs and priorities are addressed. Building capacity in regional organizations is also a key part of developing leadership. The department's 2022–23 areas of focus are outlined below.

The Government of Canada continues to work with the Government of Nunavut and Nunavut Tunngavik Incorporated (the Parties) to advance devolution. A priority from the Agreement-in-Principle committed the Parties to develop a [Transitional Human Resources Development Strategy](#)ⁱⁱⁱ (September 2020) and to implement the Strategy, starting in 2021–22 and up to the transfer date in 2025. The Strategy is an essential first step for a successful devolution of lands and waters administration to the Government of Nunavut.

Ten working groups were established and meet regularly to advance Final Agreement negotiations, including those dedicated to: legal drafting; impacted sites; lands exclusions; oil and gas; affected federal employees; information technology; properties, assets, records and contracts; consultations; communications; and implementation.

Regular negotiation table sessions are also advancing towards a Final Agreement target in 2022. A positive collaborative space across the Parties enables the program to be on track to complete the Nunavut Devolution Final Agreement and advance to the next phase of devolution, which is implementation, with a transfer date in 2025.

CIRNAC will foster, build, and maintain effective intergovernmental relationships with territorial governments, Indigenous governments and organizations, as well as with other stakeholders in order to facilitate their continued engagement in the North. The department will also ensure that each northern and Indigenous community has access to federal support to address their unique housing and infrastructure needs, and it is expected that this will be accomplished through the housing intergovernmental working groups.

[Canada's Arctic and Northern Policy Framework](#)^{liv} (ANPF), released in 2019 following its co-development with territorial, Indigenous and provincial partners, will guide federal policy in the region beyond 2030. Building on the national governance structure discussed with partners at the December 2021 second ANPF Leadership Committee meeting chaired by the Minister of Northern Affairs, CIRNAC is now finalizing the establishment of regional governance mechanisms and implementation plans with territorial, Indigenous and provincial partners. The collaborative work being undertaken by partners to implement the ANPF, beginning with these governance approaches, supports the Government's commitment to renewing government-to-government and nation-to-nation relationships based on a recognition of rights, respect, cooperation and partnership.

The Task Force on Northern Post-Secondary Education is anticipated to submit a Call to Action report to the Minister of Northern Affairs in March 2022. Further, the department continues to support Northerners through investments in northern post-secondary education. For example, supporting Aurora College's transition into a Polytechnic University is ongoing through 2021–22 until 2022–23 (announced in Budget 2021). In addition, funding announced in Budget 2019 continues to roll out for the Dechinta Center for Research and Learning, as well as for the construction of Yukon College's science building.

Moreover, in 2022–23, CIRNAC will continue to provide leadership for Canada's engagement in the Arctic Council's Arctic Monitoring and Assessment Programme (AMAP), on issues of contaminants, pollution and climate change, as Canadian Head of Delegation and international AMAP Vice-Chair, and for the Arctic Council's Sustainable Development Working Group (SDWG), on issues of sustainable development, gender equality, food security, and more, as Canadian Head of Delegation to the SDWG.

In 2022, CIRNAC will also transfer custodianship of the Canadian High Arctic Station campus to Polar Knowledge Canada in Cambridge Bay, Nunavut.

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

Canada's North and its residents are exposed to the impacts of changing environments due to a number of factors, including rapid climate change, remoteness and inaccessibility, cold climate, aging and inefficient infrastructure, and flooding. CIRNAC is working to ensure that Indigenous and northern communities are resilient to these changing environments, including providing access to safe and adequate housing and infrastructure, which in turn will allow them to respond better to these challenges in the future. Many remote Indigenous and northern communities still rely on imported diesel fuel for heat and electricity; however, as continued reliance on fossil fuels is resulting in negative environmental, social and health-related impacts, many communities are now pursuing cleaner and more sustainable sources of energy. Investments in wind, hydro and solar energy is a vital opportunity for ensuring clean growth while generating skilled jobs and advancing Indigenous self-determination. The department's 2022–23 areas of focus are outlined below.

In 2022–23, CIRNAC will continue to support the dedicated working groups for housing in the Northwest Territories, Nunavut and the Yukon (should a Yukon working group be established). These working groups will continue to advance whole-of-government approaches to respond to the critical housing and infrastructure needs of Canada's territories.

Furthermore, in partnership with ISC and Natural Resources Canada, CIRNAC will launch the Indigenous and Remote Communities Clean Energy Hub. This new initiative will use a community-centered approach to streamline and improve community access to federal programs by creating a single window that will provide support to communities throughout project development and implementation phases of clean energy projects. As part of the Hub, CIRNAC's [Northern Responsible Energy Approach for Community Heat and Electricity \(REACHE\) program](#)^{iv} will support Indigenous and northern communities in their transition from diesel to clean, renewable and reliable energy by 2030. This program will continue to fund renewable energy installations, energy efficiency projects, and related capacity building initiatives in the North. In addition, Budget 2021 announced \$40 million over 3 years to expand the program to support planning and feasibility for hydroelectricity projects. Eight hydroelectricity projects will be supported in 2022–23.

The Northern REACHE program's ongoing clean energy projects developed in the 3 territories and Inuit Nunangat will reduce diesel consumption by 2 million litres by March 31, 2023, and the expanded program through the Indigenous and Remote Communities Clean Energy Hub is expected to reduce diesel consumption by 7 million litres annually by 2030.

CIRNAC will also support climate change adaptation projects and climate monitoring projects in northern and Indigenous communities through a suite of climate change programs ([Climate Change Preparedness in the North](#)^{vi}, [First Nation Adapt](#)^{vii}, and [Indigenous Community-Based Climate Monitoring](#)^{viii}). The department will invest \$19 million to support communities in adapting to climate change impacts through risk assessments, adaptation planning projects, and support projects that facilitate the collection and co-application of scientific data and Indigenous knowledge for community-based climate monitoring. Additionally, in the North, CIRNAC will support the implementation of adaptation measures such as permafrost modeling, and the redesign, retrofit, or upgrading of vulnerable infrastructure. The department will also support capacity-building initiatives in Indigenous organizations for climate change activities and engagement.

Nutrition North Canada (NNC) helps to make nutritious food and some essential items more affordable and accessible to residents of eligible isolated northern communities that lack year-round road, rail or marine access. NNC contributes to the ANPF goal of ensuring that Canadian Arctic and northern Indigenous peoples are resilient and healthy, and therefore, recognizes the importance of food security. NNC programming currently helps eligible northern communities in 2 ways: the [retail subsidy program](#)^{lix} and the recently co-developed [Harvesters Support Grant](#)^{lx} (HSG). The NNC retail subsidy helps make nutritious food and some essential items more accessible and more affordable than they otherwise would be, and the HSG supports increased access to traditional foods by offsetting the high costs associated with traditional hunting and harvesting.

In 2022–23, NNC will take further action to address the accessibility and affordability of food in isolated northern communities and will work closely with Indigenous and community partners, including in Inuit Nunangat, to support made-in-the-North solutions. A key engagement activity with Indigenous partners includes the co-development of program performance indicators that are transparent and meaningful for the communities served by the program. Moreover, NNC is working

with Inuit Tapiriit Kanatami and other federal departments on a cost-benefit analysis supporting Inuit school food programming. Furthermore, the recommendations put forth in the [Inuit Nunangat Food Security Strategy](#)^{lxi} align with and inform the direction of NNC moving forward in supporting local food systems comprised of market, traditional and locally-grown foods.

Departmental result 6: Northern lands and resources are sustainably managed

Many remote Indigenous and northern communities are facing environmental and socio-economic challenges associated with environmental and economic changes. Dealing with these challenges requires increasing participation of Indigenous organizations and Northerners in resource management policies and decisions, and strengthening nation-to-nation, Inuit-Crown, and government-to-government relationships with Indigenous peoples based on affirmation of rights, respect, cooperation and partnership. The North also has a number of contaminated sites, abandoned by previous occupants, that include legacy contamination, primarily from private sector mining, oil and gas activities as well as Government military activities. The department's 2022–23 areas of focus are outlined below.

CIRNAC's [Northern Contaminants Program](#)^{lxii} will continue to engage Northerners and scientists in research and monitoring related to long-range contaminants in the North and Arctic. The results of these activities will inform actions to reduce and, wherever possible, eliminate contaminants in traditionally-harvested foods, while providing information that assists informed decision making by individuals and communities in their food use. In 2022–23, CIRNAC will support the coordinated generation, collection and management of scientific and environmental data and Indigenous knowledge related to contaminants of concern in the Arctic, such as persistent organic pollutants and mercury in the environment, wildlife and people, as well as plastic pollution in the environment and wildlife.

Data and information from the Northern Contaminants Program will inform international assessments on contaminants under the Arctic Council's Arctic Monitoring and Assessment Programme. The Programme's data and information will also inform the development of the effectiveness evaluation of the Minamata Convention on Mercury and support Canada's first nomination of a candidate substance to be listed under the Stockholm Convention on Persistent Organic Pollutants. In addition, the Northern Contaminants Program will further develop a research and monitoring strategy for plastic pollution in the North, building on research themes identified in [Canada's Plastics Science Agenda \(CaPSA\)](#)^{lxiii} and the circumpolar monitoring guidelines and framework under the Arctic Council. Together, these initiatives work to identify the extent of plastic pollution and its impact on wildlife in the sea, on land, and in the air.

Furthermore, CIRNAC will advance risk management and remediation activities on 162 active contaminated sites in the North. Contaminated sites can pose significant risks to the environment and human health and safety in the 3 territories, and the department will address these risks as part of its commitment to the territorial governments and Indigenous rights holders. CIRNAC will also seek to promote new economic opportunities for Indigenous peoples and Northerners on these projects.

Through the [Northern Participant Funding Program](#)^{lxiv}, CIRNAC supports the meaningful participation of Indigenous governments and organizations, and non-Indigenous organizations, in environmental and socio-economic impact assessments of major development, remediation, and infrastructure projects in the territories. This helps to ensure that the co-management boards

assessing those projects have fuller access to Indigenous knowledge, to better information on potential impacts on Indigenous rights and interests, and to Northerners' concerns more broadly. This in turn supports better environmental stewardship of northern lands and resources.

Within CIRNAC's group of [8 large abandoned mine reclamation projects](#)^{lxv}, the [Giant Mine Remediation Project](#)^{lxvi} in the Northwest Territories will undertake early remediation work in 2022–23. Development plans to prepare for the remediation of the 7 remaining abandoned mines is ongoing. In the interim, the department will carry out care and maintenance activities to ensure site stability.

Moreover, the Yukon Region works in a tripartite way to modernize the environmental assessment regime in Yukon to better align with current practices.

Gender-based analysis plus (GBA Plus)

In 2021–22, the Northern Participant Funding Program began to collect data on how its funding recipients (and how many recipients) considered the perspectives of traditionally under-represented, intersectional, equity-deserving groups within their communities, and to incorporate this data into their analyses as part of their participation in impact assessment processes. This data will be analyzed for the first time in 2022–23, allowing the creation of a baseline and early identification of gaps. Those gaps will be examined to determine possible ways to enhance the incorporation of culturally-competent GBA Plus into participation in impact assessments. The Program will also consider ways to direct available capacity-building funding to enhance the ability of traditionally under-represented groups to participate in impact assessment processes.

In reference to marine conservation targets, a monitoring and evaluation plan is expected to form part of the proposed work. This will allow decision makers to see which communities have participated during each phase of the proposal. Working with regional, territorial, and Indigenous partners throughout all stages will allow for monitoring different groups impacted by marine conservation planning activities, and will allow for a proactive and adaptive approach to ensure neutral or positive benefits to all groups.

CIRNAC's investment in contaminated sites work presents significant opportunities for socio-economic development for Indigenous peoples and Northerners through direct employment, training and procurement of goods and services. The department uses procurement tools such as Indigenous Opportunity Considerations to ensure under-represented demographics are more equitably represented in contaminated sites projects. CIRNAC will also work to ensure under-represented groups are equipped to meaningfully participate in these projects through partnering and capacity-building initiatives.

The Government of Canada engaged the Government of Nunavut and Nunavut Tunngavik Incorporated in exploratory discussions between 2006 and 2013, and in agreement-in-principle negotiations since 2014 for Nunavut land and resources devolution. A Gender-Based Analysis Plus found that the primary demographic group to benefit from devolution will be residents of Nunavut, primarily Inuit, of working age, and who are under-represented in the federal and territorial government workforces. These are individuals with strong ties to the land and resources that the Government of Nunavut will be managing after devolution, and are therefore the individuals who will be sought out for training, development, and recruitment as the Human Resources Development Strategy is implemented. This strategy is being created with families and parents in mind due to Nunavut demographics, and may include elements such as educational financial

support. The Strategy will create an environment where Inuit men, women, parents and families from across Nunavut have the mobility and opportunity to learn the skills necessary to undertake resource management and accept employment opportunities in the Government of Nunavut. The analysis did not identify any groups which would be disadvantaged by devolution.

CIRNAC's collaborative approach to working with Indigenous partners supports distinctions-based food security initiatives that respond to the experiences and lived realities of Indigenous communities. Regular engagement with NNC's Indigenous Working Group, its Advisory Board, and the Inuit-Crown Food Security Working Group guides and informs NNC on where to best target support to maximize benefits for Indigenous groups. These engagements recognize the diverse experiences of Indigenous women, children, elders, and differently-abled persons, and strive to reduce systemic barriers to access.

The NNC retail subsidy and Harvesters Support Grant are important to individuals and groups more likely to face challenges affording or otherwise accessing food. Ongoing programming will rely on GBA Plus, and this should result in increasing Northerners' resiliency to changing environments, and provide better access to food for residents in isolated northern communities.

United Nations' (UN) 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDG)

CIRNAC's climate change programs support SDG 7 – Affordable and Clean Energy, and SDG 13 – Climate Action. Specifically, the Northern Responsible Energy Approach for Community Heat and Electricity (REACHE) Program supports Indigenous and northern communities in their transition from diesel to clean, renewable and reliable energy by 2030. Further, the department supports Indigenous and northern communities in monitoring, assessing and planning for climate change risks and impacts.

The Northern Contaminated Sites Program contributes to the achievement of SDG 3 – Good Health and Well-Being. The Program reduces risks to human health and safety through the elimination, containment, or mitigation of toxic substances in the air, water, and on land.

Nutrition North Canada (NNC) contributes to SDG 2 – Zero Hunger, and SDG 3 – Good Health and Well-Being, through its expanded retail subsidy program and the Harvesters Support Grant, which provide better access to food for residents in isolated northern communities.

The Northern Contaminants Program will contribute to advancing SDG 10 – Reduced Inequalities, by championing the role of Indigenous peoples in the Arctic Council. From 2022 to 2026, the Program will ensure that a majority of reports on circumpolar issues of contaminants, climate change, and sustainable development delivered to Arctic Council Ministerial events include Canadian data and information, and are pursued with joint participation of Indigenous Permanent Participants to the Arctic Council. The Program will also advance SDG 3 – Good Health and Well-Being, by informing and increasing understanding of harmful substances and by working with partners to reduce the risks of harmful substances.

Result-based innovation

The Northern Participant Funding Program has attempted to use a results-based innovation approach—primarily through pre- and post testing—since 2019–20, with some success. However, due to other priorities, the Program will lack the capacity and resources to engage in any meaningfully-conceived or well-structured results-based innovation during 2022–23.

Building on the results of recent evaluations and consultations, Nutrition North Canada (NNC) is working to maximize program benefits to improve access to food in isolated northern communities. NNC actively engages with Indigenous partners, its Advisory Board to the Minister and other key stakeholders, including the Inuit-Crown Partnership Committee Food Security Working Group, to address the needs and priorities of Northerners.

Key risks

In light of the increasing importance of the North and the continued importance of remediating legacy environmental liabilities, CIRNAC is faced with important opportunities and risks related to northern prosperity, sustainable growth and environmental protection.

Canada's Arctic and Northern Policy Framework, launched in September 2019, is intended to set the foundation for policy directions in the North through to 2030 and beyond. This multi-dimensional agenda requires a large number of players to work together to achieve common objectives. The number and complexities of the stakeholders – including other federal departments, provinces and territories, and Indigenous partners – inherently expose the department to risks associated with aligning and navigating differences of perspectives, agendas and capacities. Although governance is being established to help with this alignment, the arrangements are in their early stages of development.

This risk is further compounded by the diversity of the policy questions that form the Crown's northern agenda, which include complex issues related to sovereignty and national boundaries in the face of changing geopolitical landscapes. These matters, along with policy imperatives related to economic development, food security, environmental protection and clean energy (to name a few), will all require multi-dimensional, collaborative policy solutions to protect and advance Canadian and Indigenous interests in the North.

This risk is currently being mitigated by the establishment of governance and collaborative arrangements including: the Arctic and Northern Policy Framework governance arrangements and the Deputy Ministers Arctic Table – both of which foster important inter-departmental and inter-governmental collaboration.

In addition to the risks related to strategic and operational changes, the department is exposed to risks stemming from environmental and climate change. Changing and extreme climatic conditions and events are having serious effects on the communities served by the department, particularly in the North.

This risk is currently being mitigated by investments in contaminated sites programs, most notably through the recent launch of CIRNAC's Northern Abandoned Mine Reclamation Program and the renewal of the Federal Contaminated Sites Action Plan, along with various monitoring and oversight activities and programs.

The recently completed Climate Change and Vulnerability Risk Assessment for CIRNAC has highlighted priority areas for action and will be responded to by management, including:

- monitor health and safety compliance, as well as contract provisions related to performance security and contract holdbacks
- work with communities and stakeholders on the Northern REACHE program to identify and advance projects in communities facing the greatest energy challenges

2022–23 Departmental Plan

- continue the implementation of 3 climate change adaptation programs (First Nation Adapt, Climate Change Preparedness in the North, and Indigenous Community-Based Climate Monitoring Program) to support Northern and Indigenous communities across Canada to assess their vulnerabilities to the impacts of climate change and plan for adaptation
- implement the Northern Participant Funding Program to help ensure the effective participation of Indigenous peoples and Northerners in impact assessments of major resource or infrastructure development projects in Canada's North

Added to these realities are the very significant pressures imposed on the department and its stakeholders as a result of COVID-19. To respond to important vulnerabilities among Northerners, the department continues to support a range of emergency measures to address the urgent needs emerging as a result of the pandemic.

Planned results for Northern Affairs

The following tables show, for Northern Affairs, the planned results, the result indicators, the targets and the target dates for 2022–23, and the actual results for the 3 most recent fiscal years for which actual results are available.

Departmental result 4: Political, economic and social development in Canada's Arctic and North are advanced					
Departmental result indicator	Target	Date to achieve target	2018–19 actual result	2019–20 actual result	2020–21 actual result
Number of devolution phases in Nunavut completed	Complete phase 3 (Final devolution agreement)	June 30, 2022	New in 2019–20	Phase 2 completed	Advanced to phase 3
Number of new initiatives that contribute to Canada's shared vision for the North	25	March 31, 2023	New in 2021–22	New in 2021–22	New in 2021–22
Percentage of reports delivered to Arctic Council Ministers on issues of contaminants, climate change and sustainable development that include Canadian data and information	80%	March 31, 2023	New in 2021–22	New in 2021–22	New in 2021–22
Average Community Well-Being Index score for communities in the North	70	March 2024	New in 2020–21	New in 2020–21	67.1 ^a

^a This result is from the 2016 Census. It is an average of: Nunatsiavut: 66.9, Nunavik: 60.4, Territories Non-Indigenous: 81.4, First Nations: 66.3, and Inuit: 60.7. Following the 2021 Census, new data will be available by March 31, 2024.

Departmental result 5: Northern and Indigenous communities are resilient to changing environments					
Departmental result indicator	Target	Date to achieve target	2018–19 actual result	2019–20 actual result	2020–21 actual result
Food expenditures, as percentage of median income, required to purchase sufficient nutritious food	At least 3%	March 31, 2026	New in 2021–22	New in 2021–22	New in 2021–22
Reduction (in litres) in the consumption of diesel fuel for electricity and heating in northern communities resulting from renewable energy and energy efficiency projects	2 million litres	March 31, 2023	New in 2020–21	New in 2020–21	1.1 million litres
Percentage of climate change risk assessments and plans for which adaptation measures have been implemented	40%	March 31, 2023	New in 2021–22	New in 2021–22	New in 2021–22

Departmental result 6: Northern lands and resources are sustainably managed					
Performance indicators	Target	Date to achieve target	2018–19 Actual results	2019–20 Actual results	2020–21 Actual results
Percentage of high priority northern contaminated sites that are being actively managed	80%	March 31, 2023	85%	89%	89%
Percentage of Indigenous and northern groups supported to participate in an impact assessment in the territories who report that their participation improved the completed assessment	100%	March 31, 2023	New in 2022–23	New in 2022–23	New in 2022–23
Percentage of responses related to requests for involvement in water-related regulatory review processes or land-related authorizations that were within the stated timelines	100%	March 31, 2023	New in 2021–22	New in 2021–22	New in 2021–22

The financial, human resources and performance information for CIRNAC's program inventory is available on [GC InfoBase](#)^{lxvii}.

Planned budgetary spending for Northern Affairs

The following table shows, for Northern Affairs, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next 2 fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
\$656,024,909	\$656,024,909	\$622,177,197	\$555,431,969

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

Planned human resources for Northern Affairs

The following table shows, in full time equivalents, the human resources the department will need to fulfill this core responsibility for 2022–23 and for each of the next 2 fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
428	423	421

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

INTERNAL SERVICES: PLANNED RESULTS

Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- management and oversight services
- communications services
- legal services
- human resources management services
- financial management services
- information management services
- information technology services
- real property management services
- materiel management services
- acquisition management services

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

Planning highlights

CIRNAC will keep supporting the recruitment, career paths, well-being, and retention of First Nations, Inuit, and Métis employees while addressing systemic barriers. Human resources policies, resources and tools will be developed to support operational needs, as well as influencing programs and structures that value the strengths of Indigenous employees. One of these tools, the Indigenous Recruitment Module, will be introduced in the coming year.

Through the new Diversity, Inclusion and Anti-Racism Secretariat, formed in July 2021, the department will respond to the Clerk of the Privy Council's call for action on increasing diversity among employees, including senior public service leaders, and on building a culture of inclusion that will combat racism and remove systemic barriers. Through its recently adopted Indigenous Cultural Competency Learning Policy, CIRNAC will be able to better combat all forms of discrimination, help staff better perform their functions, and contribute to building a culturally-safe environment for Indigenous people. The policy will ensure that all staff working for CIRNAC acquires the knowledge, skills, and attitudes reflective of a culturally-competent organization, which then translate into all aspects of their work and workplace interactions.

CIRNAC will continue to provide support and services to ensure that the workplace is free from harassment and violence, in accordance with the *Workplace Harassment and Violence Prevention Regulations*, which came into force on January 1, 2021. In addition, an independent and impartial Ombudsman Office will be put in place to provide an informal setting and confidential support for employees and managers.

The implementation of the Mental Health and Wellness in the Workplace 2021-2024 Strategy will begin across the department. The Strategy will serve as a catalyst for change and a continued investment in a psychologically-healthier workplace.

CIRNAC is working on the implementation of the [Workplace Accessibility Passport](#)^{bx} to complement measures that will be put in place as part of its accessibility strategy. This strategy will identify, prevent and remove barriers to participation for people with disabilities.

With respect to the *Official Languages Act*, the department will complete and proceed with the implementation of CIRNAC's Official Languages Action Plan 2021-2026 to support the creation and maintenance of an inclusive workplace conducive to the effective use of both official languages.

With the implementation of the [Policy on COVID-19 Vaccination](#)^{lxxi}, the department intends to fulfill its responsibility to take all reasonable precautions to protect the health and safety of employees and partners. All CIRNAC employees will be fully vaccinated unless accommodation is provided due to a certified medical contraindication, religion or other prohibited ground of discrimination under the *Canadian Human Rights Act*.

The department will review employee job descriptions and update the classification system, in discussion with bargaining agents and functional communities, to reflect the work being done in the public service today and in the future, as directed by the Treasury Board Secretariat. The department will also work to meet deadlines for all staffing actions to minimize potential impacts on employee pay, while preparing for the next generation of systems.

Enterprise information management, data management and information technology (IM/DM/IT) capabilities are essential for the effective delivery of digital services and solution delivery. This is important for CIRNAC given the unique challenges that exist across remote locations in Canada, including the North. CIRNAC will advance the vital work required to modernize its IM/IT solutions, to address risks, and to simultaneously strengthen its ability to deliver on its commitments.

Specifically, CIRNAC will focus on the implementation of core IM/DM/IT components required to provide employees with the tools and technology they need to do their jobs securely and effectively. This foundational work revolves around the innovative use of technology, information, data, data management and digital technologies, while becoming more agile, open, and user-focused.

CIRNAC's Service and Digital Departmental Plan (2021–24) provides additional detail on key ongoing and planned work in the area of IM/DM/IT, including specifics regarding departmental projects that address application modernization priorities or introduce new innovative digital capabilities in direct support of program delivery. The plan also includes key departmental service improvement initiatives that will serve to shape future investments in IM/DM/IT.

CIRNAC will ensure that real property is managed in a sustainable and financially-responsible manner throughout its life cycle. Through strengthened procurement policies in support of the Procurement Strategy for Indigenous Business, CIRNAC will maximize the participation of and benefit to Indigenous people, businesses and communities. The department will continue to implement measures to meet the requirements of the *Directive on Government Contracts, Including Real Property Leases, in the Nunavut Settlement Area*, to provide reasonable support and assistance to Inuit firms in order to enable them to compete for government contracts, while supporting Green Procurement.

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

Planned budgetary spending for internal services

The following table shows, for internal services, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next 2 fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
\$124,253,346	\$124,253,346	\$123,115,590	\$122,254,549

Planned human resources for internal services

The following table shows, in full time equivalents, the human resources the department will need to carry out its internal services for 2022–23 and for each of the next 2 fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
808	803	796

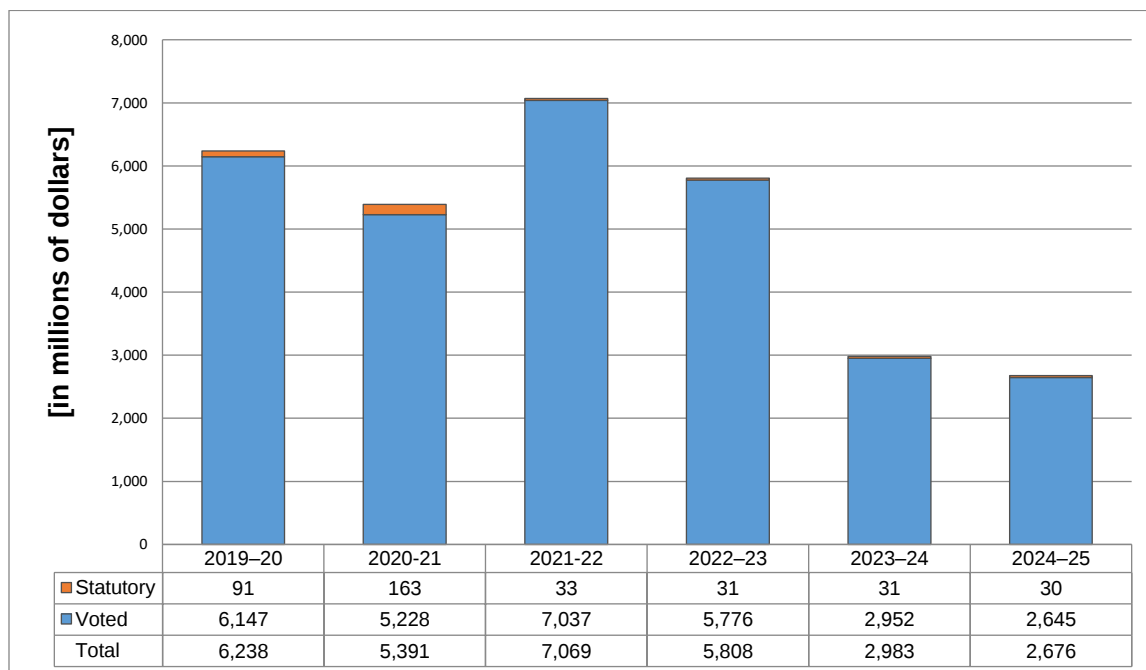
Planned spending and human resources

This section provides an overview of the department's planned spending and human resources for the next 3 fiscal years and compares planned spending for 2022–23 with actual spending for the current year and the previous years.

PLANNED SPENDING

Departmental spending 2019–20 to 2024–25

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



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

Budgetary planning summary for core responsibilities and internal services (dollars)

The following table shows information on spending for each of CIRNAC's core responsibilities and for its internal services for 2022–23 and other relevant fiscal years.

Core responsibilities and internal services*	2019–20 actual expenditures**	2020–21 actual expenditures	2021–22 forecast spending	2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
Rights and Self-Determination	5,608,508,662	N/A	N/A	N/A	N/A	N/A	N/A
Community and Regional Development	456,582,019	N/A	N/A	N/A	N/A	N/A	N/A
Crown-Indigenous Relations	N/A	4,481,560,984	6,181,862,891	5,027,304,995	5,027,304,995	2,237,640,966	1,997,944,472
Northern Affairs	N/A	731,345,985	737,464,501	656,024,909	656,024,909	622,177,197	555,431,969
Subtotal	6,065,090,681	5,212,906,969	6,919,327,392	5,683,329,904	5,683,329,904	2,859,818,163	2,553,376,441
Internal Services	172,862,467	178,135,064	150,030,884	124,253,346	124,253,346	123,115,590	122,254,549
Total	6,237,953,148	5,391,042,033	7,069,358,276	5,807,583,250	5,807,583,250	2,982,933,753	2,675,630,990

* The CIRNAC core responsibilities were reframed in 2020–21 to reflect the 2 ministers' titles and mandates: Crown-Indigenous Relations and Northern Affairs.

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

For the period of 2020–21 to 2021–22, spending is expected to increase from \$5.4 billion to \$7.1 billion. The increase of \$1.7 billion is primarily due to increased funding for childhood claims settlement payments, including:

- \$0.9 billion for the Federal Indian Day School (McLean) settlement
- \$0.3 billion for the Sixties Scoop settlement
- \$0.2 billion for the partial settlement of the Indian Residential Day Scholars (Gottfriedson) litigation

For the period of 2021–22 to 2022–23, spending is expected to decrease from \$7.1 billion to \$5.8 billion. The net decrease of \$1.3 billion is primarily due to:

- the decrease of \$1.5 billion for the Federal Indian Day School (McLean) settlement
- the decrease of \$0.2 billion related to the partial settlement of the Indian Residential Day Scholars (Gottfriedson) litigation

Partially offset by:

- the increase of \$0.7 billion for the settlement of specific claims

For the period of 2022–23 to 2023–24, spending is expected to decrease from \$5.8 billion to \$3.0 billion. The decrease of \$2.8 billion is primarily due to:

- the decrease of \$2.3 billion for the settlement of specific claims
- the decrease of \$0.3 billion for the Federal Indian Day School (McLean) settlement
- the decrease of \$0.2 billion for the Sixties Scoop settlement

For the period of 2023–24 to 2024–25, spending is expected to decrease from \$3.0 billion to \$2.7 billion. The decrease of \$0.3 billion is primarily due to a decrease of \$0.2 billion related to Indigenous infrastructure projects.

2022–23 budgetary gross and net planned spending summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2022–23.

Core responsibilities and internal services	2022–23 gross planned spending	2022–23 planned revenues netted against spending	2022–23 planned net spending
Crown-Indigenous Relations	5,027,304,995	0	5,027,304,995
Northern Affairs	656,024,909	0	656,024,909
Subtotal	5,683,329,904	0	5,683,329,904
Internal Services	157,320,047	33,066,701	124,253,346
Total	5,840,649,951	33,066,701	5,807,583,250

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

PLANNED HUMAN RESOURCES

The following table shows information on human resources, in full-time equivalents (FTEs), for each of CIRNAC's core responsibilities and for its internal services for 2022–23 and the other relevant years.

Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services*	2019–20 actual full-time equivalents**	2020–21 actual full-time equivalents	2021–22 forecast full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Rights and Self-Determination	909	N/A	N/A	N/A	N/A	N/A
Community and Regional Development	462	N/A	N/A	N/A	N/A	N/A
Crown-Indigenous Relations	N/A	779	846	820	794	790
Northern Affairs	N/A	393	416	428	423	421
Subtotal	1,371	1,172	1,262	1,248	1,217	1,211
Internal Services	862	765	805	808	803	796
Total	2,233	1,937	2,067	2,056	2,020	2,007

* The CIRNAC core responsibilities were reframed to reflect the 2 ministers' titles and mandates: Crown-Indigenous Relations and Northern Affairs.

** The *Department of Crown-Indigenous Relations and Northern Affairs Act* established the new department effective July 15, 2019. The new department is responsible for the federal public administration formerly under the Department of Indian Affairs and Northern Development. The 2019–20 actual full-time equivalents include numbers reported under the former department for comparison purposes.

The increase of 130 full-time equivalents from 2020–21 to 2021–22 mainly reflects the renewal of funding to support Recognition of Indigenous Rights and Self-Determination (RIRSD) tables and new funding for Indigenous infrastructure projects.

The net decrease of 11 full-time equivalents from 2021–22 to 2022–23 mainly reflects the sunset of the renewal of funding to support Recognition of Indigenous Rights and Self-Determination (RIRSD) tables.

The decrease of 36 full-time equivalents from 2022–23 to 2023–24 mainly reflects the sunset of:

- funding to transition to the new impact assessment and regulatory processes
- the implementation of the *United Nations Declaration on the Rights of Indigenous Peoples Act*
- the implementation of Canada's contribution to the National Action Plan: *Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA+ People*

The decrease of 13 full-time equivalents from 2023–24 to 2024–25 mainly reflects the decrease in funding for Indigenous infrastructure projects and the sunset of funding for the implementation of Truth and Reconciliation Commission's Calls to Action 74 to 76: Missing children and burial information.

ESTIMATES BY VOTE

Information on CIRNAC's organizational appropriations is available in the [2022–23 Main Estimates](#)^{lxvii}.

FUTURE-ORIENTED CONDENSED STATEMENT OF OPERATIONS

The future-oriented condensed statement of operations provides an overview of CIRNAC's operations for 2021–22 to 2022–23.

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

A more detailed [future-oriented statement of operations](#)^{lxviii} and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on CIRNAC's website.

Future-oriented condensed statement of operations for the year ending March 31, 2023 (dollars)

Financial Information	2021–22 forecast results	2022–23 planned results	Difference (2022–23 planned results minus 2021–22 forecast results)
Total expenses	7,428,655,500	6,142,922,610	(1,285,732,890)
Total revenues	(33,067,945)	(33,067,757)	188
Net cost of operations before government funding and transfers	7,395,587,555	6,109,854,853	(1,285,732,702)

Expenses

Total expenses for 2022–23 are planned at \$6,143 million, representing a \$1,286 million decrease from the previous year's forecasted total expenses of \$7,429 million. 2022–23 planned expenses by core responsibilities are as follows:

- Crown Indigenous Relations: \$5,535 million (90.1%)
- Northern Affairs: \$420 million (6.8%)

The remainder of the total expenses include Internal Services in the amount of \$170 million (2.8%) and expenses incurred on behalf of the Government of Canada in the amount of \$18 million (0.3%).

The planned decrease in expenses from 2021–22 to 2022–23 mainly results from the decrease in the accrual adjustment related to the provision for environmental liabilities.

Revenues

Total revenues for 2022–23 are planned at \$33 million, equal to the previous year's total revenues of \$33 million. Respendable revenues results mostly from the provision of human resources and administrative services, representing \$33 million (100%) of total revenues.

Corporate information

ORGANIZATIONAL PROFILE

Appropriate ministers: The Honourable Marc Miller (Minister of Crown-Indigenous Relations) and The Honourable Daniel Vandal (Minister of Northern Affairs)

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

Enabling instrument: [Department of Crown-Indigenous Relations and Northern Affairs Act, S.C. 2019, c. 29, s. 337](#)^{lxxiv}

Year of establishment: July 15, 2019

Other: None

RAISON D'ÊTRE, MANDATE AND ROLE: WHO WE ARE AND WHAT WE DO

Information on CIRNAC's [raison d'être, mandate and role](#)^{lxxv} is available on CIRNAC's website.

Information on CIRNAC's mandate letter commitments is available in the [Ministers' mandate letters](#)^{lxxvi}.

OPERATING CONTEXT

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

REPORTING FRAMEWORK

CIRNAC's approved departmental results framework and program inventory for 2022–23 are as follows.

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

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

CHANGES TO THE APPROVED REPORTING FRAMEWORK SINCE 2021–22

Core responsibility: Crown-Indigenous Relations

Program name 2022–23	Program name 2021–22	Change	Reason for change
Basic Organizational Capacity	Basic Organizational Capacity	No change	Not applicable
Consultation and Accommodation	Consultation and Accommodation	No change	Not applicable
Consultation and Policy Development	Consultation and Policy Development	No change	Not applicable
Federal Interlocutor's Contribution Program	Federal Interlocutor's Contribution Program	No change	Not applicable
First Nation Jurisdiction over Land and Fiscal Management	First Nation Jurisdiction over Land and Fiscal Management	No change	Not applicable
Management and Implementation of Agreements and Treaties	Management and Implementation of Agreements and Treaties	No change	Not applicable
Negotiation of Treaties, Self-Government Agreements and other Constructive Arrangements	Negotiations of Claims and Self-Government Agreements	Title change	Program name changed to reflect new program scope
Other Claims	Other Claims	No change	Not applicable
Residential Schools Resolution	Residential Schools Resolution	No change	Not applicable
Specific Claims	Specific Claims	No change	Not applicable

Core responsibility: Northern Affairs

Program name 2022–23	Program name 2021–22	Change	Reason for change
Canadian High Arctic Research Station	Canadian High Arctic Research Station	No change	Not applicable
Climate Change Adaptation and Clean Energy	Climate Change Adaptation and Clean Energy	No change	Not applicable
Northern and Arctic Environmental Sustainability	Northern and Arctic Environmental Sustainability	No change	Not applicable
Northern and Arctic Governance and Partnerships	Northern and Arctic Governance and Partnerships	No change	Not applicable
Northern Contaminated Sites	Northern Contaminated Sites	No change	Not applicable
Northern Regulatory and Legislative Frameworks	Northern Regulatory and Legislative Frameworks	No change	Not applicable
Northern Strategic and Science Policy	Northern Strategic and Science Policy	No change	Not applicable
Nutrition North	Nutrition North	No change	Not applicable

Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to CIRNAC's program inventory is available on [GC InfoBase](#)^{lxxviii}.

Supplementary information tables

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

- [Departmental Sustainable Development Strategy/Reporting on Green Procurement](#)^{lxxix}
- [Details of transfer payment programs](#)^{lxxx}
- [Gender-based analysis Plus](#)^{lxxxi}
- Horizontal initiatives
 - [Nutrition North Canada](#)^{lxxxii}
 - [Arctic and Northern Policy Framework](#)^{lxxxiii}
 - [Missing and Murdered Indigenous Women and Girls](#)^{lxxxiv}
- [United Nations 2030 Agenda and the Sustainable Development Goals](#)^{lxxxv}

Federal tax expenditures

CIRNAC's Departmental Plan does not include information on tax expenditures. Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#)^{lxxxvi}. This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis plus.

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Appendix: definitions

appropriation (crédit)

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

budgetary expenditures (dépenses budgétaires)

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

core responsibility (responsabilité essentielle)

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

Departmental Plan (plan ministériel)

A document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

departmental result (résultat ministériel)

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

departmental result indicator (indicateur de résultat ministériel)

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

departmental results framework (cadre ministériel des résultats)

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

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

experimentation (expérimentation)³

The conducting of activities that explore, test and compare the effects and impacts of policies and interventions in order to inform decision-making and improve outcomes for Canadians. Experimentation is related to, but distinct from, innovation. Innovation is the trying of something new; experimentation involves a rigorous comparison of results. For example, introducing a new mobile application to communicate with Canadians can be an innovation; systematically testing the new application and comparing it against an existing website or other tools to see which one reaches more people, is experimentation.

³ Refer to footnote 2.

full-time equivalent (équivalent temps plein)

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

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

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2022–23 Departmental Plan, government-wide priorities are the high-level themes outlining the Government's agenda in the 2021 Speech from the Throne: **building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.**

horizontal initiative (initiative horizontale)

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

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

plan (plan)

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

planned spending (dépenses prévues)

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

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

program (programme)

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

program inventory (répertoire des programmes)

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned results.

result (résultat)

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

statutory expenditures (dépenses législatives)

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

target (cible)

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

voted expenditures (dépenses votées)

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

Endnotes

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