




Crown-Indigenous Relations and Northern Affairs Canada

2023–24 Departmental Plan

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Minister of Crown-Indigenous Relations

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From the Ministers

The Minister of Northern Affairs and I are proud to jointly present the 2023–24 Departmental Plan for Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC).

The department remains committed to advancing reconciliation and supporting Indigenous Peoples' right to self-determination, and addressing historical wrongs and systemic racism. As outlined in this departmental plan, CIRNAC will focus on 7 strategic departmental results over the next year. Additionally, working with Indigenous, federal, provincial and territorial partners towards full implementation of the Truth and Reconciliation Commission Calls to Action remains one of the department's top priorities. All 94 Calls to Action are critical to closing the socioeconomic gaps between Indigenous people and non-Indigenous Canadians.



Acknowledging and resolving past injustices play important roles in renewing the relationships between the Government of Canada and Indigenous Peoples. Working collaboratively with First Nation partners to reform the specific claims process and to co-develop a centre for the resolution of specific claims is key to supporting meaningful reconciliation and strengthening the relationship between the Government of Canada and First Nations communities. The department will continue to work towards meeting all of Canada's obligations under the Indian Residential Schools Settlement Agreement and implementing Calls to Action 72-76 regarding the children who never returned home and unmarked burial sites. We will also continue to address the ongoing legacy of the residential school system, and the intergenerational trauma that is still present to this day.

In the coming year, the department will also prioritize the advancement of Indigenous institutional structures and governance in the spirit of self-determination. We will continue to work in collaboration with the First Nations Financial Management Board, First Nations Tax Commission, and First Nations Finance Authority to make enhancements to the *First Nations Fiscal Management Act*, and will continue our work to advance the Framework Agreement on First Nation Land Management in partnership with the Lands Advisory Board, to support these goals. In 2023–24, various initiatives will be implemented through the permanent bilateral mechanisms developed between First Nations, Inuit, and Métis leaders and the Government of Canada. The department will also work collaboratively with Indigenous partners on the United Nations 2030 Agenda for Sustainable Development to advance the 17 Sustainable Development Goals. These partnerships and efforts support self-determination with regards to the political, economic, social, and cultural interests of Indigenous Peoples.

Last year marked the release of the first annual progress report of the *Federal Pathway*, the Government’s contribution to the Missing and Murdered Indigenous Women, Girls, and 2SLGBTQQIA+ People National Action Plan. The plan details a number of key actions that CIRNAC has launched and funded in support of families and survivors of missing and murdered Indigenous women, girls, and 2SLGBTQQIA+ people. In 2023–24, CIRNAC will continue to support the implementation of both the National Action Plan and the *Federal Pathway* while collaborating with Indigenous leaders and partners, and federal, provincial, and territorial governments to end this national crisis.

The Departmental Plan outlines the progress we strive to make in the coming months and years. Working collaboratively with Indigenous leaders and partners is essential to this progress, as we work towards promoting sustainable development in Indigenous communities and advancing reconciliation.

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

The Minister of Crown-Indigenous Relations and I are pleased to present the Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) 2023–24 Departmental Plan.

Supporting the priorities of Northerners remains one of the department's top priorities. Local issues are best dealt with from local perspectives and solutions. CIRNAC plans to ensure that decisions regarding the North and Arctic, including Inuit Nunangat, are made in full collaboration with Indigenous, territorial, and provincial partners as we strengthen nation-to-nation, Inuit-Crown, and government-to-government relationships with Indigenous Peoples based on recognition of rights, respect, cooperation, and partnership.



This coming year, we will continue working with northern and Indigenous partners – First Nations, Inuit and Métis – to support the political, sustainable economic and social development of communities across the North and Arctic. We will continue to advance the Arctic and Northern Policy Framework with Indigenous, territorial, and provincial partners in prioritizing federal investments in the North based on the needs identified by partners. The department will also continue to work with the negotiating parties to finalize the Nunavut Lands and Resources Devolution Final Agreement and proceed with its implementation. The Agreement, which is an important step toward self-governance and economic development in the region, will give the Government of Nunavut control and responsibilities of Nunavut's public lands and resource management.

In 2023–24, the department will continue to work in partnership with innovative solutions in addressing food security, infrastructure development and housing, and climate change. Programs such as Nutrition North Canada will continue to make healthy food and essential items more affordable and accessible as well as promote local food sovereignty with new and expanded programs and grants. Informed by the Calls to Action of the Task Force on Northern Post-Secondary Education, the department will continue to work with and listen to northern partners to find innovative solutions to enhance northern post-secondary education.

Building on work done over the previous year, CIRNAC will continue to support northern and Indigenous communities that are implementing clean, renewable, and reliable energy solutions in an effort to take them off costly and polluting diesel for power and heat. In addition, the co-development of the Indigenous Climate Leadership Agenda will further advance Indigenous-led climate action, support self-determination and build national and regional capacity to respond to climate change. Environmental and health concerns in the North and Arctic will be addressed with the management of 163 active northern contaminated sites, and new economic opportunities will be promoted for Northerners and Indigenous people. These initiatives, as well as CIRNAC's support toward climate change adaptation and monitoring projects, will further advance the

Government of Canada's commitment to locally-led solutions and research that is inclusive of Indigenous knowledge and approaches.

I am confident in our ability to work collaboratively and effectively with Indigenous and northern partners in the coming year as we strive for a stronger, prosperous, and sustainable future for Indigenous communities, Northerners, and all Canadians.

The Honourable Dan 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

CIRNAC will continue to support the Government of Canada’s commitment to advancing reconciliation and strengthening relationships with First Nations, Inuit and Métis, as well as addressing the unique needs of Northerners. This work includes supporting the Indigenous Peoples’ right to self-determination, addressing historical wrongs, shedding our colonial past, and addressing systemic racism in all its forms. To support this work in 2023–24, CIRNAC will focus on the following 7 results.

Crown-Indigenous Relations

Past injustices are recognized and resolved

To support this result, CIRNAC will:

- continue its work to meet all of Canada’s obligations under the Indian Residential Schools Settlement Agreement.
- accelerate [specific claims](#)ⁱ resolution to support reconciliation in Canada, and work with First Nation partners to reform the specific claims process.
- collaboratively address past injustices that have been committed against Indigenous children, through the resolution of litigation and the implementation of negotiated settlements.
- continue working in collaboration with Indigenous partners to redesign the Additions to Reserve Policy and to accelerate the processing of additions to reserve requests.
- continue to implement the [Truth and Reconciliation Commission’s Calls to Action](#)ⁱⁱ, including those related to [missing children and unmarked burial sites](#)ⁱⁱⁱ.

Indigenous Peoples advance their institutional structures and governance

To support this result, CIRNAC will:

- advance priorities relating to the nation-to-nation [Framework Agreement on First Nation Land Management](#)^{iv}.
- work on enhancements to the [First Nations Fiscal Management Act](#)^v regime and collaborate with the 3 First Nations fiscal institutions on key initiatives.
- support the internal capacity building of Indigenous groups through the Enhanced Capacity Building funding stream.

Indigenous Peoples determine their political, economic, social and cultural development

To support this result, CIRNAC will:

- collaborate with representatives of the Assembly of First Nations (AFN) and First Nations, Inuit Tapiriit Kanatami (ITK) and the 4 Inuit Nunangat regions,

as well as the Métis National Council (MNC) and its governing members through the permanent bilateral mechanisms.

- coordinate 6 policy priority area working group tables through the [Canada-CAP Political Accord](#)^{vi}.
- continue to support the ongoing implementation of the [Missing and Murdered Indigenous Women, Girls, and 2SLGBTQQIA+ People National Action Plan](#)^{vii} and [Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQQIA+ People](#)^{viii}.
- collaborate with national Indigenous women’s organizations to implement whole-of-government relationship agreements.
- support Justice Canada in developing the [United Nations Declaration on the Rights of Indigenous Peoples Act](#)^x Action Plan.
- negotiate treaties, self-government agreements and other constructive arrangements and support their full implementation.
- advance the implementation of the [Recognition and Reconciliation of Rights Policy for Treaty Negotiations in British Columbia](#)^x, in partnership with the other Principals to the British Columbia Treaty Process.
- continue working with self-governing Indigenous governments on the development of a renewed fiscal policy that supports self-government through the Collaborative Fiscal Policy Development Process.

Indigenous Peoples strengthen their socio-economic conditions and well-being

To support this result, CIRNAC will:

- review the data from the latest Census to determine if socio-economic conditions have improved in First Nations and Inuit communities.
- work with Indigenous partners to address the pressing housing needs of Indigenous people and to improve the quality of housing within their communities.
- monitor progress on implementation of education agreements concluded with First Nations.
- support family members and survivors of missing and murdered Indigenous women, girls and 2SLGBTQQIA+ people in their healing journey.
- continue working towards the ongoing implementation of the *United Nations Declaration on the Rights of Indigenous Peoples Act* to support Indigenous Peoples in achieving self-determination.

Northern Affairs

Northerners and Indigenous Peoples advance their political, economic and social governance development

To support this result, CIRNAC will:

- finalize co-developed regional governance approaches for [Canada's Arctic and Northern Policy Framework](#)^{xi} with Indigenous, territorial and provincial partners.
- advance innovative solutions that respond to Canada's critical housing needs in the North.
- finalize the negotiation of the Nunavut Lands and Resources Devolution Final Agreement.
- continue to support Northerners through investments in northern post-secondary education and a coordinated response to the Calls to Action of the [Task Force on Northern Post-Secondary Education](#)^{xii}.
- continue to help make healthy food and essential items more affordable and accessible to residents of eligible isolated northern communities through the [Nutrition North Canada](#)^{xiii}, and promote local food sovereignty.

Northern and Indigenous communities are resilient to changing environmental conditions

To support this result, CIRNAC will:

- support northern and Indigenous communities in their transition from diesel to clean, renewable and reliable energy.
- advance the co-development of the Indigenous Climate Leadership Agenda to support self-determination, allowing Indigenous Peoples to adapt and build resilience to climate change impacts.
- support climate change adaptation projects and climate monitoring projects in northern and Indigenous communities.
- continue to engage Northerners and scientists in research and monitoring related to long-range contaminants and plastic pollution in the North, through the [Northern Contaminants Program](#)^{xiv}.

Northern lands, waters, and natural resources are sustainably managed

To support this result, CIRNAC will:

- manage 163 active northern contaminated sites and address risks to the environment and human health and safety in the 3 territories, while continuing to promote new economic opportunities for Indigenous Peoples and Northerners on these contaminated sites projects.
- promote the North's resource economy while protecting the environment through impact assessment, land use planning and conservation initiatives.

- advance the northern regulatory processes component of the [Canadian Critical Minerals Strategy](#)^{xv}.

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 aims to support Indigenous organizations, individuals, communities and governments in advancing reconciliation and self-determination through strengthening Crown-Indigenous relationships based on respect, cooperation, partnership, the affirmation and implementation of Indigenous rights.



Planning highlights

The renewal of nation-to-nation, Inuit-Crown, and government-to-government relationships with Indigenous Peoples is critical to moving forward with reconciliation. CIRNAC continues to work with Indigenous partners to progressively build towards a better future through self-determination and to address past wrongs. In 2023–24, Crown-Indigenous Relations will focus on 4 departmental results, which support Indigenous partners to progressively create, determine and improve their own conditions for success and well-being.

Departmental result: Past injustices are recognized and resolved

Assimilation policies and practices have led to the denial of Indigenous rights in the past. To resolve grievances, Canada remains committed to pursuing dialogue, partnerships and negotiation as positive means of advancing reconciliation. This is an ongoing process which requires affirmation of rights, acknowledgement of past wrongs and injustices, understanding the colonial history of Canada and working with Indigenous Peoples to co-develop solutions.

In 2023–24, CIRNAC will focus on the following areas:

- Specific claims
- Additions to reserves
- Investigations at former residential schools
- Truth and Reconciliation Commission Calls to Action

CIRNAC continues its work to ensure that all of Canada’s obligations under the [Indian Residential Schools Settlement Agreement](#)^{xvi} are met. Through this work,

CIRNAC remains committed to supporting multi-generational and community healing for all Indigenous Peoples harmed by past government policies.

[Specific claims](#)^{xvii} deal with past wrongs against First Nations. The Government of Canada works with First Nations to resolve outstanding specific claims through negotiated settlements. CIRNAC continues to accelerate specific claims resolution to support reconciliation between First Nations and Canada. The department is aiming to resolve at least 35 specific claims in 2023–24. Work is also underway with First Nations partners to reform the specific claims process and to co-develop a Centre for the resolution of specific claims. This initiative aims to improve the credibility and the efficiency of the specific claims process, contributing to Canada’s efforts to move faster on the path to reconciliation.

CIRNAC also partners with the Department of Justice to manage the resolution of litigation. This includes negotiating out-of-court settlement agreements or supporting litigation through the court system, in accordance with the [Attorney General of Canada’s Directive on Civil Litigation Involving Indigenous Peoples](#)^{xviii}, taking into consideration the [United Nations Declaration on the Rights of Indigenous Peoples](#)^{xix}, 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](#)^{xx}, CIRNAC prioritizes the resolution of litigation cases through negotiation and settlement to promote reconciliation. To support the effective resolution of litigation arising from past injustices, CIRNAC will engage with all implicated federal departments to ensure a whole-of-government approach to address past federal actions leading to these claims.

Canada has committed to resolving Indigenous childhood claims litigation outside of the courts in a fair and non-adversarial manner that supports the priorities of communities, including 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 provinces and territories to collaboratively resolve past injustices that have been committed against Indigenous children. Specifically, the department will work towards the resolution of Indigenous childhood claims litigation, as well as the implementation of childhood claims settlements.

Additions to reserves are parcels of land added to an existing reserve land of a First Nation or that create a new reserve, in a rural or urban setting. In 2023–24, CIRNAC will keep working in collaboration with Indigenous partners to redesign the Additions to Reserve Policy and to accelerate the processing of additions to reserve requests. The goal is to have a policy that better aligns with the [Additions of Lands to Reserves and Reserve Creation Act](#)^{xxi} and the [Framework Agreement on First Nations Land Management](#)^{xxii} in order to streamline the additions to reserve process. 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. In

2023–24, the department, in collaboration with Indigenous Services Canada, is aiming to approve 70 additions to reserve and reserve creation submissions.

Furthermore, the Government of Canada has been working towards full implementation of the 94 [Calls to Action](#)^{xxiii} delivered by the Truth and Reconciliation Commission to advance the process of reconciliation. Of the 76 federally-led or shared Calls to Action, 19 are complete, 47 are well underway, and 10 are in the planning phase as of December 2022. All 94 Calls to Action aim to reduce inequality between Indigenous people and non-Indigenous Canadians, and close the socioeconomic gaps.

To respond to [Call to Action 66](#)^{xxiv}, CIRNAC has invested in a 5-year pilot project led by [Canadian Roots Exchange](#)^{xxv}, including a 2-year extension, to promote greater inclusion of youth in policy making. In 2023–24, 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. Further, the Canadian Roots Exchange-Government of Canada working group will support the co-development process with other departments. The full implementation of Call to Action 66 and the identification of priorities will be informed by a diversity of Indigenous youth voices, including from other Indigenous youth-based organizations.

The department will also continue to implement [Calls to Action 72 to 76](#)^{xxvi} regarding Missing Children and Burial Information. More specifically, the department will continue to collaborate with the [National Centre for Truth and Reconciliation](#)^{xxvii} to update and maintain the National Residential School Student Death Register (Call to Action 72), and support the National Centre for Truth and Reconciliation in developing and maintaining a registry of residential school cemeteries (Call to Action 73). This ongoing work will increase the information available to families and survivors on student deaths and burial places, accelerate the progress made to fill gaps in data collected to date and improve access to information on missing or deceased family members. Moreover, the department will fund community-led initiatives to locate, document, commemorate, and memorialize unmarked burial sites associated with former residential schools, as well as honour families' wishes to bring children's remains home, through the [Residential Schools Missing Children Community Support Fund](#)^{xxviii} (Calls to Action 74-76).

CIRNAC will also provide financial support to the National Centre for Truth and Reconciliation to ensure it can successfully fulfill its mandate, with dedicated support for the work on missing children and unmarked graves, including co-administration of the National Advisory Committee on Missing Children and Unmarked Burials.

Further, to ensure that Indigenous communities have access to the information they require in order to locate, document and commemorate burial sites associated with former residential schools, CIRNAC will:

- lead a whole-of-government process to scope and develop a federal approach to identify and manage the disclosure of documents related to residential schools to the National Centre for Truth and Reconciliation, beyond what has already been shared.
- implement an Advisory Committee comprised of federal representatives, survivors, Indigenous communities and experts, which will provide guidance on prioritization, standards (where applicable), and recommendations on broad approaches to different types of documents.

Departmental result: Indigenous Peoples advance their institutional structures and governance

The development of Indigenous-led institutions and governance is an essential step towards Indigenous self-determination. It is a fundamental principle of the United Nations Declaration on the Rights of Indigenous Peoples. CIRNAC is working to put 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. In 2023–24, CIRNAC will focus on the following areas:

- *Indian Act* alternatives
- Jurisdiction over fiscal and land management
- Governance capacity enhancement

The department will continue to work in partnership with the [Lands Advisory Board](#)^{xxxix} on priorities relating to the nation-to-nation [Framework Agreement on First Nation Land Management](#)^{xxx}, as well as to explore options to establish a First Nation-led land registry that would increase First Nation control over the management of their land transactions.

The [First Nations Fiscal Management Act](#)^{xxxi} provides First Nations with a legislative and institutional framework through which to assert and exercise jurisdiction in the areas of financial management, taxation, and access to capital markets. CIRNAC will continue to work on enhancements to the *First Nations Fiscal Management Act* 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:

- establishing the [First Nations Infrastructure Institute](#)^{xxxii} as a fourth institution under the Act
- exploring innovative approaches and options to advance self-determination and economic reconciliation
- modernizing the mandates of the First Nations institutions and expanding access to the *First Nations Fiscal Management Act* regime to treaty and self-

governing First Nations and aggregate organizations, through regulations and legislative changes

The First Nations Infrastructure Institute is an Indigenous-led initiative that aims to provide Indigenous communities and organizations with the necessary skills and processes to plan, procure, own and manage infrastructure assets on their lands. CIRNAC will continue to work with the *First Nations Fiscal Management Act* institutions and the First Nations Infrastructure Institute [Development Board](#)^{xxxiii}.

CIRNAC will also offer funding under the Enhanced Capacity Building funding stream to support Indigenous groups that participate in recognition of rights and self-determination table discussions. The funding will target groups that are in negotiations or discussions, and will help them achieve their objectives according to their co-developed work plans. This will allow Indigenous groups to prepare for the implementation of their agreements.

Finally, the department will advance its work on a strategic approach for reforming First Nation citizenship and membership, as part of transitioning away from the *Indian Act* and leading towards increased self-determination for First Nations in line with commitments made in the [2019 Collaborative Process on Indian¹ Registration, Band Membership and First Nation Citizenship](#)^{xxxiv}.

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

The Government of Canada is committed to renewing relationships with Indigenous Peoples based on the affirmation and implementation of their inherent right to self-determination, including the right to self-government. This will allow Indigenous Peoples to determine their political, economic, social and cultural development.

In 2023–24, CIRNAC will focus on the following areas:

- Permanent bilateral mechanisms and other relationship agreements
- Preliminary types of co-developed agreements
- Treaties, self-government agreements and other constructive arrangements
- *United Nations Declaration on the Rights of Indigenous Peoples Act* Action Plan

[Permanent bilateral mechanisms](#)^{xxxv} (PBM) are established with First Nations, Inuit, and Métis Nation leaders to identify joint priorities, co-develop policies and

¹ While language in Canada used to describe and speak about Indigenous Peoples is evolving to be more respectful and reflective of how Indigenous people 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.

monitor progress. CIRNAC will continue to collaborate with representatives of the AFN and First Nations, ITK and the 4 Inuit Nunangat regions, and the MNC and its governing members through the PBM.

The Inuit-Crown Partnership Committee will continue to meet 3 times a year to make progress on 14 joint priorities and their associated work plans. In 2023–24, specific priorities to advance include reconciliation measures, implementation of the Inuit Nunangat Policy across federal departments, Inuit land claims implementation, and legislative priorities.

The Métis-Crown PBM was reactivated in 2022–23 following a hiatus of 3 years. Senior officials meetings, leaders meetings and a Summit with the Prime Minister are planned for 2023–24. New priorities identified through the PBM include co-development principles and the *United Nations Declaration on the Rights of Indigenous Peoples Act*, international priorities, justice and policing, as well as kindergarten to grade 12 education. These priorities will continue to advance through new or revitalized PBM working groups.

The AFN-Canada senior officials meeting was held on November 9, 2022, which was the first meeting to relaunch the PBM. The [Healing Path Forward Accord](#)^{xxxvi} was introduced and could lead to a renewed PBM in the near future. In 2023–24, discussions with the AFN will continue in order to plan the next senior officials meeting (target date is Spring 2023). Discussions will also focus on meetings among Ministers and First Nations leadership.

The Government of Canada will continue to collaborate with the 3 national Indigenous women’s organizations (Pauktuutit Inuit Women of Canada, Les Femmes Michif Otipemisiwak and the Native Women’s Association of Canada) to implement the whole-of-government relationship agreements. In 2023–24, CIRNAC will work with each organization to set priorities, engage federal departments and identify opportunities to breakdown colonial and systemic barriers to advance the interests of Indigenous women and gender-diverse people and meet key federal objectives.

CIRNAC will also work to hold an Intergovernmental Leaders Forum with leaders of Modern Treaty and Self-Government Agreement Holders to advance shared priorities.

The [Canada-Congress of Aboriginal Peoples \(CAP\) Political Accord](#)^{xxxvii} 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 area working group tables, with participation from multiple other federal departments. CIRNAC functions as the secretariat and relationship lead with the CAP, providing support and guidance to participating departments. The priority tables on post-secondary-education, missing and murdered women and girls, family programs, languages, housing and justice will continue to meet regularly to advance work, including drafting a joint annual report outlining progress.

The Collaborative Fiscal Policy Development Process is a whole-of-government initiative involving Canada, 25 self-governing Indigenous governments and one group whose self-government agreement will become effective in 2023–24. The Process is intended to develop expenditure need models and approaches as set out in [Canada's Collaborative Self-government Fiscal Policy](#)^{xxxviii}. Work in 2023–24 will primarily focus on Indigenous language revitalization, land management and infrastructure expenditure needs.

In 2021, the Government of Canada, Indigenous families, survivors, partners, Indigenous women's organizations, provinces and territories launched the [Missing and Murdered Indigenous Women, Girls, and 2SLGBTQQIA+ People National Action Plan](#)^{xxxix} to end systemic racism and violence. The Federal Government also released the [Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQQIA+ People](#)^{xl}, its contribution to the 2021 National Action Plan. Solutions led by Indigenous Peoples and focused on communities are essential to effect real and tangible change in the lives of Indigenous women, girls and 2SLGBTQQIA+ people. In 2023–24, CIRNAC will engage Indigenous women's and 2SLGBTQQIA+ organizations with an emphasis on regional and grassroots organizations for more effective and responsive policies and programs that are easier to implement. The department will also continue to support the ongoing implementation of the National Action Plan and *Federal Pathway*.

Another initiative which aims to improve data methodologies specific to missing and murdered Indigenous women, girls and 2SLGBTQQIA+ people is the [Indigenous-Led Data Research Projects Program](#)^{xli}. Through the Budget 2021 [Supporting Indigenous Women's and 2SLGBTQQIA+ Organizations](#)^{xlii} program, CIRNAC will undertake a targeted call for proposals in Spring 2023 to identify opportunities to support a diversity of organizations with longer-term projects with Indigenous women's and 2SLGBTQQIA+ organizations. It is anticipated that in 2023–24, \$7.2 million in funding will be disbursed through both new agreements and on-going multi-year agreements already in place.

With regards to the United Nations Declaration on the Rights of Indigenous Peoples, CIRNAC will continue to support Justice Canada as the lead on the development of the Action Plan required under the *United Nations Declaration on the Rights of Indigenous Peoples Act*. To date, the department has worked with Justice Canada to provide more than 150 Indigenous partners with funding to support their participation in the engagement process.

[Modern treaties](#)^{xliii} and [self-government agreements](#)^{xliv} are the foundations for transformative change that move us away from colonial systems of administration and governance. Full and fair implementation of these agreements embodies a solemn commitment to the ongoing process of reconciliation with modern treaty and self-governing Indigenous partners, and is key to strengthened and sustained nation-to-nation, Inuit-Crown, and government-to-government relationships. CIRNAC will continue to implement 26 modern treaties (18 of which include self-government provisions or have accompanying self-government arrangements), 3 stand-alone self-government arrangements, 6 sectoral education agreements and a newly-signed Anishinabek Nation Governance Agreement in Ontario that recognizes control over governance for participating First Nations.

By the beginning of 2023–24, CIRNAC expects to conclude 5 new or amended fiscal transfer agreements with Indigenous Modern Treaty partner organizations to support their institutional capacity as well as lands and resources responsibilities.

CIRNAC will also hold discussions at over 189 negotiations tables based on the affirmation of rights, respect, cooperation, and partnership. Through agreements reached with partners at these discussion tables, representing over 492 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.

Moreover, the [Recognition and Reconciliation of Rights Policy for Treaty Negotiations in British Columbia](#)^{xlv} supports rights-based approach to the negotiation of treaties, agreements and other constructive arrangements among Canada, British Columbia and participating Indigenous nations in British Columbia. Where there is interest, Canada is prepared to engage using the approaches found in the Policy with negotiation partners elsewhere in the country. In 2023–24, CIRNAC will continue to advance the implementation of the Policy, in partnership with the other Principals to the [British Columbia Treaty Process](#)^{xlvi} (the First Nations Summit and the Province of British Columbia). The parties will support the development of annexes listed in [Schedule A](#)^{xlvii} and, following the conclusion of the first review of the Policy, will identify further opportunities to support the Policy’s implementation going forward.

Further, CIRNAC has been working with Indigenous partners through a collaborative process to co-develop Canada’s Collaborative Modern Treaty Implementation Policy, with the goal of changing federal behaviour through increasing understanding and awareness of implementation across the whole of government. In 2023–24, the department will continue to advance this work with partners to improve oversight and accountability and to refresh the 2015 [Cabinet Directive on the Federal Approach to Modern Treaty Implementation](#)^{xlviii}.

In parallel, CIRNAC will continue to implement the requirements of the Cabinet Directive on the Federal Approach to Modern Treaty Implementation and use the

tools it establishes. The department will continue to expand training and support to federal officials to increase awareness of modern treaty relationships, objectives, and obligations across government. CIRNAC will also raise awareness of the implications of modern treaties for federal initiatives through the delivery of training and support to federal officials on the Assessment of Modern Treaty Implications.

The Government of Canada also has a duty to consult, and where appropriate, accommodate Indigenous groups when it considers conduct that might adversely impact the rights of Indigenous Peoples. CIRNAC will continue to support a whole-of-government approach to consultation and accommodation through enhanced guidance and interdepartmental coordination to help ensure the Crown meets its constitutional obligations, as well as its commitments under the United Nations Declaration on the Rights of Indigenous Peoples and its corresponding Act. To this effect, the department will continue to provide guidance and tools to federal officials on the duty to consult.

In addition, CIRNAC will make ongoing system enhancements and content updates to the [Aboriginal and Treaty Rights Information System \(ATRIS\)](#)^{xix} to support the compilation of data and information on potential or established Aboriginal or treaty rights holders. The department will also continue to provide regular training on using ATRIS.

Finally, on behalf of Canada, CIRNAC is committed to developing relationships with Indigenous Peoples through the co-development of [consultation protocols](#)[!]. These protocols create a process to follow when consulting on potential adverse impacts to Aboriginal or Treaty rights. The current program funding supports the implementation of 10 consultation protocols, the co-development of 9 consultation protocols (representing 92 Indigenous communities and 27 Métis regions), and the operation of 5 resource centres (representing 62 Indigenous communities and 18 Métis regions). In 2023–24, it is expected that 3 of the 9 consultation protocols in co-development will be signed. Further, 40 additional partners are seeking access to funding. However, new consultation agreements cannot be co-developed until the program is renewed, as demand has exceeded funding capacity.

Departmental result: Indigenous Peoples strengthen their socio-economic conditions and well-being

The Government of Canada is committed to supporting Indigenous Peoples in achieving self-determination, which will lead to improved socio-economic conditions and well-being. In 2023–24, CIRNAC will focus on the following areas:

- Community Well-Being Index scores
- Education agreements with a culturally-based curriculum
- Supports for missing and murdered Indigenous women and girls' family members and survivors

The [Community Well-Being Index](#)^{li} is a method of assessing socio-economic well-being in Canadian communities. Various indicators are derived from Statistics Canada’s Census of Population and combined to give each community a well-being score. These scores are used to compare well-being in modern treaty and self-government agreement areas with well-being in other Canadian communities. An increase in the index score would suggest improvement in the socio-economic conditions for the respective populations. Modern treaties and self-government arrangements recognize rights, jurisdictions and responsibilities. These advance Indigenous partners’ political, economic, social and cultural development and support the objectives of these agreements, including improving the socio-economic well-being of the populations.

CIRNAC intends to review the data from the latest Statistics Canada’s Census over the course of 2023–24. Analysis of these scores is expected to demonstrate if any socio-economic conditions have increased, decreased or stayed the same in an individual geographic area included in a modern treaty or self-government arrangement. The results of this review and analysis may support and inform the development of modern treaty and self-government agreement implementation policies moving forward.

Access to safe and affordable housing is also critical to improving health and social outcomes for Indigenous Peoples, and to ensuring a strong future for their communities. In 2023–24, the Government will continue to work with Indigenous partners to address the pressing housing needs of Indigenous people and to improve the quality of housing within their communities. Budget 2021 and Budget 2022 funding provides the opportunity to accelerate the work in closing the infrastructure and housing gaps by 2030. CIRNAC will help advance projects and investments that Inuit, Métis and modern treaty and self-governing First Nations have determined will best respond to infrastructure and housing needs in their communities. This is another important step towards setting the conditions to build healthy, safe and prosperous Indigenous communities while supporting self-determination.

Specifically, in 2023–24, distinctions-based Inuit housing investments will be delivered directly to Inuit partners. This approach supports Inuit self-determination for housing design and delivery, and responds directly to Inuit-determined needs. Through the [Inuit Nunangat Housing Strategy](#)^{lii}, the Government of Canada, ITK and Inuit land claims organizations will advance joint work to address housing needs, and assess progress of housing delivery to inform long-term housing plans in Inuit Nunangat. Progress on Inuit-developed and Inuit-led housing will also be tracked and evaluated by the Housing Working Group of the Inuit-Crown Partnership Committee.

Under the Métis Nation Housing Strategy, Canada will provide support for housing programming delivered by governing members of the MNC and Manitoba Métis Federation to address housing needs of Métis people. Partners have made steady progress on the Métis Nation Housing Strategy in this reporting year. In 2023–24, CIRNAC will continue to support the implementation

of the Strategy through Technical Working Group meetings and the completion of housing needs assessments to ensure that the housing needs of Métis people are being met.

With regard to housing in self-governing and modern treaty First Nations communities, Canada, in collaboration with partners, developed allocations for investments in infrastructure and housing which are being delivered directly to partners in support of their unique vision for self-determination. These are the first dedicated housing investments for these communities. In 2023–24, Canada will continue to support investments in modern treaty and self-governing First Nations housing.

Canada has entered into several education sectoral and self-government agreements which provide full jurisdictional control over education. These agreements enable Indigenous Peoples to establish and control their education systems and institutions by providing services that better reflect student needs and by delivering culturally-appropriate education. In 2023–24, CIRNAC is working towards the implementation of 9 new education sectoral agreements in British Columbia and will continue to negotiate and finalize additional agreements.

Moreover, CIRNAC is committed to support family members and survivors of missing and murdered Indigenous women, girls and 2SLGBTQQIA+ people to find healing in whatever form that is meaningful to them. In 2023–24, the department will provide support to Indigenous groups and organizations who offer assistance and services for the healing journeys of individual Indigenous family members and survivors who have lost loved ones to such violence.

More broadly, CIRNAC will work towards the ongoing implementation of the *United Nations Declaration on the Rights of Indigenous Peoples Act*, which supports Indigenous Peoples in achieving self-determination, resulting in improved socio-economic conditions and well-being. In particular, CIRNAC will work to advance the following articles of the United Nations Declaration on the Rights of Indigenous Peoples:

- the right to self-determination (art. 3)
- the right to self-government over internal and local affairs (art. 4)
- the right to maintain and strengthen distinct institutions while participating in life of the State (art. 5)
- the right to belong to a nation (art. 9)
- the right to participate in decision making that affects them (art.18)
- the right to free, prior and informed consent (art.19)
- the right to develop political institutions (art. 20)
- the right to determine membership (art. 33)
- the right to promote and maintain their institutional structures and distinctive culture (art 34).

CIRNAC will plan its implementation strategy from 2023 onward according to the priorities identified in the *United Nations Declaration on the Rights of Indigenous Peoples Act* Action Plan

Gender-based analysis Plus (GBA Plus)

Information on [GBA Plus](#)^{liii} for the Crown-Indigenous Relations core responsibility is available in the supplementary information table.

United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

Information on the [United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals](#)^{liv} for the Crown-Indigenous Relations core responsibility is available in the supplementary information table.

Innovation

CIRNAC's efforts to advance policy design and delivery in innovative ways and through iterative approaches will continue in 2023–24, as the department exercises greater flexibility and seeks opportunities to adapt policies and programs to meet the needs, priorities and capacity of Indigenous partners. The department is working in new ways with partners that respect and advance self-determination, partners' priorities and Indigenous ways of knowing. In addition, CIRNAC continues to support the Government of Canada's commitment to advance reconciliation with First Nations, Inuit and the Métis, by leading whole-of-government approaches relating to overall Crown–Indigenous relationships. The department will also continue to prioritize co-development and more collaborative ways of working with Indigenous partners, prioritizing efforts to move towards Indigenous approaches and community-led efforts. Furthermore, it will examine how shifts in relationship management have been informed through experience, policy learning and Indigenous ways of knowing and doing and to find ways to advance this work and apply the learning more broadly.

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 other Indigenous groups to advance co-development and to foster Indigenous-led changes.

As part of these ongoing efforts, CIRNAC is working on a co-developed reform of the specific claims resolution process with the AFN and other First Nations partners to support a more credible, collaborative and efficient approach to settling specific claims. Pending transformative changes to the specific claims process, CIRNAC is deploying innovations to further accelerate the pace of claims resolution. In 2023–24, the department will continue to implement approaches to make the resolution process more efficient and to better support reconciliation.

Further, the Treaties and Aboriginal Government Learning Strategy is a 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. This strategy is flexible and allows for the design of curricula that are closely aligned with the particular learning needs of federal employees at different levels and in different roles, in their efforts for building relationships with Indigenous Peoples. The Strategy has different components that can guide the customized design of different curricula and has the potential to be implemented by other Government departments. Ultimately, this strategy will increase CIRNAC's capacity to develop treaties, agreements and other constructive arrangements across the country. The Strategy will be incrementally rolled-out in 2023.

Key risks

The complexity of 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. 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 CIRNAC need to effectively manage its own strategic and organizational changes and establish the capacity (both cultural and technical) required for that, but the department 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 and 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 on Modern Treaty Implementation, 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, as well as specific collaborations with provinces and territories on key matters. 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.
- the joint CIRNAC-Indigenous Services Canada policy committee, which 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 path towards 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 2023–24, and the actual results for the 3 most recent fiscal years for which actual results are available.

Departmental result: Past injustices are recognized and resolved					
Departmental result indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
Number of specific claims resolved by the department	35	March 31, 2024	New in 2023–24	New in 2023–24	New in 2023–24
Number of additions to reserves completed	70	March 31, 2024	New in 2023–24	New in 2023–24	36 ^a
Percentage of former residential schools for which investigation work has been conducted ^b	86%	March 31, 2025	New in 2023–24	New in 2023–24	New in 2023–24
Percentage of Truth and Reconciliation Commission Calls to Action that are implemented ^c	85%	March 31, 2024	New in 2020–21	80%	80%

^a Although this indicator is new in 2023–24, a result is available for 2021–22.

^b This indicator pertains to unmarked burial sites investigations at residential schools included in the Indian Residential Schools Settlement Agreement and the Newfoundland and Labrador Residential Schools Settlement Agreement.

^c This indicator includes initiatives under shared or sole responsibility of the federal government that are implemented or well underway.

Departmental result: Indigenous Peoples advance their institutional structures and governance					
Departmental result indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
Percentage of First Nations that have opted into an <i>Indian Act</i> alternative	61.2%	March 31, 2024	53%	55%	58.4%
Percentage of First Nations that assert jurisdiction over fiscal management	54%	March 31, 2024	45%	48.8%	53.1%
Percentage of First Nations that assert jurisdiction over land management	18%	March 31, 2024	New in 2021–22	New in 2021–22	17.4%
Percentage of Indigenous groups that have enhanced their governance capacity	5%	March 31, 2024	New in 2023–24	New in 2023–24	New in 2023–24

Departmental result: Indigenous Peoples determine their political, economic, social and cultural development					
Departmental result indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
Annual number of priorities identified through the permanent bilateral mechanisms that result in policies, funding or legislation	To be determined ^a	March 31, 2024	New in 2020–21	10	10
Percentage of Indigenous people that have reached preliminary types of co-developed agreements	61%	March 31, 2024	New in 2023–24	New in 2023–24	New in 2023–24
Number of treaties, self-government agreements and other constructive arrangements that have been concluded	89	March 31, 2024	New in 2020–21	39	53
Percentage of Indigenous people with whom treaties, self-government agreements and other constructive arrangements have been concluded	38%	March 31, 2024	New in 2023–24	New in 2023–24	New in 2023–24

^a This indicator is currently being co-developed with partners. A target will be established once the data is available.

Departmental result: Indigenous Peoples strengthen their socio-economic conditions and well-being					
Departmental result indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
Average Community Well-Being Index score for modern treaty and self-government agreement holders	66	March 31, 2024	66 ^a	66 ^a	66 ^a
Percentage of Indigenous groups with concluded arrangements demonstrating an increase in the Community Well-Being Index score	70%	March 31, 2024	67 ^b	67 ^b	67 ^b
Percentage of First Nations schools associated with a sectoral education agreement that provides culturally-based curriculum	80%	March 31, 2024	New in 2023–24	New in 2023–24	New in 2023–24

Departmental result: Indigenous Peoples strengthen their socio-economic conditions and well-being					
Departmental result indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
Number of missing and murdered Indigenous women and girls family members and survivors who have received supports from a culturally-relevant provider for their healing journey	350	March 31, 2025	New in 2023–24	New in 2023–24	New in 2023–24

^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.

^b This result is from the 2016 Census.

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

Planned budgetary spending for Crown-Indigenous Relations (dollars)

The following table shows, for Crown-Indigenous Relations, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next 2 fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
8,013,293,901	8,013,293,901	4,033,359,260	3,898,652,250

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

Planned human resources for Crown-Indigenous Relations (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2023–24 and for each of the next 2 fiscal years.

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
930	840	770

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

Core Responsibility 2: Northern Affairs

Description

This core responsibility aims to 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.

Planning highlights

CIRNAC, along with Indigenous Services Canada, is the lead federal department responsible for building healthy and sustainable communities, and advancing broader scientific and social development objectives. In 2023–24, Northern Affairs will focus on 3 departmental results, which will contribute to continued progress in building a strong, vibrant, and prosperous North and Arctic.

Departmental result: Northerners and Indigenous Peoples advance their political, economic and social governance development

Canada will continue to provide federal leadership and collaboration with partners in the Arctic and the North to develop solutions to challenges, ensure regional needs and priorities are addressed, and build capacity in regional organizations. In 2023–24, CIRNAC will focus on the following areas:

- Community well-being in the North and Arctic
- Status of Nunavut’s devolution
- Reports produced by the Arctic Council that include Canadian content
- Food sovereignty, food expenditures and capacity to purchase nutritious food

[Canada’s Arctic and Northern Policy Framework](#)^{viii} (ANPF), which was co-developed with Indigenous, territorial and provincial partners, aims to achieve a shared vision of the future where northern and Arctic people are thriving, strong and safe. It will guide federal policy in the region until 2030 and beyond.

In 2023–24, CIRNAC will continue to advance on progress made in 2022–23 to finalize co-developed regional governance approaches for the ANPF with Indigenous, territorial, and provincial partners. These new regional governance structures, along with the national governance structure established in 2021–22, will be used to identify and review priorities, and to monitor progress on implementing the goals and objectives of the Framework. The collaborative approach regarding results and delivery will also be further developed with

partners, with the view of releasing an implementation scorecard to report on progress to Northerners and Indigenous communities. The Minister responsible for Northern Affairs will chair the annual ANPF Leadership Committee meeting, which serves as the national governance structure, to continue identifying partner priorities for implementation.

Furthermore, housing is essential to support healthy families and communities in the North and throughout Canada. Through continued investment and ongoing work with territorial and Indigenous partners, the Government of Canada will work to ensure that all Northerners have access to sustainable, affordable and safe housing, and will support the health and well-being of Northerners using made-in-the-North solutions. In 2023–24, on a quarterly basis, the Government of Canada will continue to assess and advance innovative solutions that respond to Canada’s critical housing needs in the North and Arctic through the dedicated Intergovernmental Steering Committees on Housing for Nunavut and the Northwest Territories, and build on historic investments in northern and Arctic housing strategies throughout the North and Arctic.

Moreover, the Government of Canada, the Government of Nunavut and Nunavut Tunngavik Inc. (the Parties) will finalize the negotiation of the Nunavut Lands and Resources Devolution Final Agreement. Once signed, in 2023, the Parties will begin the required 3-year collaborative implementation phase as stipulated by the Final Agreement. The early steps for the implementation phase will include tri-partite work planning and reinvigoration of the necessary working groups to implement the deliverables of the Final Agreement. Section 35 consultations with Indigenous groups with asserted or established rights will continue during the implementation phase.

Seven Arctic countries, including Canada, jointly announced a pause in Arctic Council activities in March 2022, followed by statements on the parameters of limited resumption of Arctic Council activities in June 2022 and August 2022. CIRNAC will continue to work closely with Arctic Council Permanent Participants, comprised of Canadian members, academics, northern leaders and subject matter experts, on Canadian co-led [Sustainable Development Working Group](#)^{lix} projects identified as priorities to northern and Indigenous partners in cases where there is no participation from the Russian Federation.

CIRNAC will continue to support Northerners through investments in northern post-secondary education and a coordinated horizontal response to the Calls to Action of the [Task Force on Northern Post-Secondary Education](#)^{lx}. For example, the department will support the Dechinta Centre for Research and Learning’s delivery of land-based and Indigenous-led research and education programming, as well as the construction of Yukon University’s science building. The department will also continue to foster partnerships and collaboration with other northern post-secondary institutions, including the Aurora College.

The [Nutrition North Canada](#)^{lxi} (NNC) program supports food security in isolated northern communities by improving access to and affordability of retail, country,

and locally-produced food, and other essential items. NNC currently supports 122 communities and continues to adapt to the needs of northern and Arctic communities to ensure affordable access to perishable food and other essential household items. The program contributes to the ANPF goal of ensuring that Canadian Arctic and northern Indigenous Peoples are resilient and healthy, and supports food security.

NNC will continue to help eligible northern and Arctic communities in the following ways:

- The [retail subsidy program](#)^{lxii} helps make nutritious food and some essential items more accessible and more affordable than they otherwise would be. Budget 2022 provided for increased subsidy rates. In 2023–24, CIRNAC will work towards registering additional retailers and suppliers to the program, with a particular focus on those that are community-based.
- The co-developed [Harvesters Support Grant](#)^{lxiii} (HSG) supports increased access to traditional foods in 109 isolated northern communities by offsetting the high costs associated with traditional hunting and harvesting. In 2023–24, NNC will continue to work closely with Indigenous partners to co-develop improved indicators to monitor program performance.
- The [Community Food Programs Fund](#)^{lxiv} (CFPF), co-developed with Indigenous partners, is an important component of the HSG. It directly supports community-led food security programs and initiatives and community food sharing activities that include locally-grown, market and country food. As the CFPF is part of the HSG, the program will continue to work with Indigenous partners to monitor program performance in 2023–24.
- The [Food Security Research Grant](#)^{lxv} supports Indigenous-led projects addressing food security and food access inequality in eligible communities. This is one of 3 complementary research initiatives that collectively increase the evidence base for policy solutions to northern food insecurity and viability of informal economies, inform the Arctic and Northern Policy Framework, and align with the research priorities identified in the [Inuit Nunangat Food Security Strategy](#)^{lxvi}. Funding for grant recipients is set to be released in late 2022–23 and early 2023–24. In 2023–24, NNC will provide support to recipients where appropriate to facilitate the execution of their projects.

In addition, recent expansions to NNC’s food security programs, which were designed in direct collaboration with Indigenous partners, will strengthen local food systems and community-led food security initiatives while promoting local food sovereignty.

In 2023–24, NNC will continue to roll out program expansions and will make a request for sustained funding to maintain expanded programming past 2024, ensuring northern and Arctic communities continue to be supported through NNC as partners work in collaboration to address food insecurity.

In March 2022, the construction of the [Canadian High Arctic Research Station campus](#)^{lxvii} was completed. Situated in Cambridge Bay, Nunavut, this innovative facility can support a wide range of research needs, where Indigenous knowledge is incorporated as fundamentally important to the co-creation of new knowledge. The transfer of the administration of the Station from the Minister of Northern Affairs to Polar Knowledge Canada, through an Order in Council, is planned for 2023–24. This will mark the final major milestone in the implementation and completion of the CIRNAC-led Canadian High Arctic Research Station major Crown project.

Departmental result: Northern and Indigenous communities are resilient to changing environmental conditions

Northern and Arctic residents are exposed to the impacts of changing environments due to a number of factors, including rapid climate change, remoteness and inaccessibility, cold climate, aging and inefficient infrastructure, and flooding. CIRNAC is working to ensure that Indigenous and northern communities are resilient to these changing environments, which in turn will allow them to respond better to these challenges in the future. In 2023–24, CIRNAC will focus on the following areas:

- Clean energy projects to reduce reliance on diesel
- Climate change risk assessments and adaptation actions
- Contaminant information for public health guidance and individual food choices

Many remote Indigenous and northern communities still rely on imported, highly-polluting and costly diesel fuel for heat and electricity. However, to reduce 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 [Northern Responsible Energy Approach for Community Heat and Electricity \(REACHE\)](#)^{lxviii} program is part of ‘Wah-ila-toos’, a multi-departmental Indigenous and remote communities clean energy hub which supports northern and Indigenous communities in their transition from diesel to clean, renewable and reliable energy. The program will continue to fund renewable energy installations, energy efficiency projects, and related capacity-building initiatives in the 3 territories and Inuit Nunangat. It is expected to reduce diesel consumption by 7 million litres annually by 2030. Additionally, the department will support feasibility and planning of hydro-electricity and grid interconnection projects.

Furthermore, CIRNAC will advance the co-development of the Indigenous Climate Leadership Agenda. In 2023–24, the focus will be on co-development of distinction-based climate leadership strategies to build Indigenous capacity and identify the mechanisms to support climate programming led and delivered by Indigenous Peoples. The Indigenous Climate Leadership Agenda will support self-determined action to adapt and build resilience to climate change impacts.

This work will also support implementation of [Canada's National Adaptation Strategy](#)^{lxxix}.

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](#)^{lxxx}, [First Nation Adapt](#)^{lxxxi}, and [Indigenous Community-Based Climate Monitoring](#)^{lxxxii}. The department will invest \$24 million to support communities in adapting to climate change impacts through risk assessments, adaptation planning projects, and 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 CIRNAC-led [Northern Contaminants Program](#)^{lxxxiii} will continue its work to engage Northerners and scientists in research and monitoring related to long-range contaminants in the North. The results inform actions to reduce and, wherever possible, eliminate contaminants in traditionally-harvested foods, while providing information that assists informed decision-making by individuals and communities in their food use. In 2023–24, CIRNAC will support the coordinated generation, collection and management of scientific and environmental data and Indigenous knowledge pertaining to contaminants of concern in the Arctic, such as persistent organic pollutants and mercury, as well as chemicals of emerging Arctic concern, including plastic pollution. A review of the Northern Contaminants Program's core environmental monitoring framework will take place in 2023–24 to ensure it continues to effectively track trends of persistent organic pollutants and mercury, as well as chemicals of emerging Arctic concern in key environmental compartments, fish and wildlife.

Departmental result: Northern lands, waters, and natural resources are sustainably managed

Many remote Indigenous and northern communities are facing environmental and socio-economic challenges associated with environmental and economical changes. Dealing with these challenges requires the participation of Indigenous partners 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. In 2023–24, CIRNAC will focus on the following areas:

- High-priority northern contaminated sites that are being actively managed
- Indigenous and northern groups participation in impact assessments
- Measures taken to ensure long-term sustainability of water and land resources

CIRNAC will continue to manage its portfolio of 163 active northern contaminated sites. These sites pose significant risks to the environment and human health and safety in the 3 territories, and the department will continue to invest in strategies with northern and Indigenous partners to address these risks as part of its commitment to the territorial governments and Indigenous rights holders. In addition, CIRNAC will continue to promote new economic opportunities for Indigenous Peoples and Northerners on these contaminated sites projects. For example, from 2005–06 to 2021–22, CIRNAC has created jobs for over 12,000 Northerners (59% of person-hours worked by Northerners; 27% of person-hours worked by Indigenous people). In addition, CIRNAC has provided 247,800 hours of training to employees (74% of these were Northerners, and 50% were Indigenous).

Within CIRNAC's group of [8 large abandoned mine reclamation projects](#)^{lxxiv}, the [Giant Mine Remediation Project](#)^{lxxv} in the Northwest Territories will continue remediation work, and the United Keno Hill Mines in the Yukon will begin remediation in 2023–24. The other 6 abandoned mine projects will continue planning work towards remediation in the coming years, while carrying out care and maintenance activities in the interim to ensure site stability.

CIRNAC will continue to promote the Northern and Arctic resource economy while protecting the environment through impact assessment, land use planning and conservation initiatives. The department will contribute to a regulatory resource management regime in the North and Arctic that is responsive and timely in its decision making and inclusive in its processes, and that takes into account Indigenous knowledge and science research. Specifically, CIRNAC will support efficient and effective impact assessment regimes and engage directly on project reviews, primarily in Nunavut and the Northwest Territories. Further, the department will coordinate the federal role in northern land use planning, provide federal input during reviews, and prepare decision documents for the Minister's acceptance of plans. The department will also continue to participate in water-related licensing processes in the Northwest Territories and Nunavut while providing advice for the Minister to make decisions within the legislative timelines. The department will also issue land-related authorizations on federal Crown land in a timely manner that reflect the terms and conditions developed by impact assessment and land use planning review processes, so as to help ensure the long-term sustainability of water and land resources. Finally, CIRNAC will undertake inspection and enforcement activities to ensure compliance with results of the regulatory regime under the responsibility of the Minister of Northern Affairs. The department will work closely with territorial and Indigenous partners on related initiatives.

On December 9, 2022, the federal government announced \$3.8 billion in funding towards the [Canadian Critical Minerals Strategy](#)^{lxxvi}, which will increase the supply of responsibly-sourced critical minerals and support the development of domestic and global value chains for the green and digital economy. CIRNAC will advance the northern regulatory processes component (\$40 million) of the

Strategy. In 2023–24, the focus will be on establishing regulatory dialogue tables to help inform regulatory priorities and actions, contributing to a regional study in the Northwest Territories, analyzing Crown consultation gaps and opportunities across the North, and administering funding to support participation in impact assessment and land use planning processes.

Finally, CIRNAC will continue to work with Inuit partners, academia and other federal government departments to conduct marine research, harvest studies, and environmental monitoring. This will help inform marine planning, the establishment of protected and conservation sites in the Arctic, and decision making in the Arctic offshore.

Gender-based analysis Plus (GBA Plus)

Information on [GBA Plus](#)^{lxxvii} for the Northern Affairs core responsibility is available in the supplementary information table.

United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

Information on the [United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals](#)^{lxxviii} for the Northern Affairs core responsibility is available in the supplementary information table.

Innovation

CIRNAC will coordinate and host a Northern Contaminants Program Results Workshop in Fall 2023. Canadian scientists, Northerners and policy makers will focus on issues related to contaminants from long-range sources in Canada's North, learn about and discuss the latest results, the current state of knowledge and the policy implications, as well as plan for future initiatives.

A plastics science advisory committee will be established in 2023 to inform and advise the Northern Contaminants Program Management Committee (NSCRD) on knowledge gaps, the development of a plastics monitoring plan for the North, urgent research needs, and planning for the development of a Canadian Arctic Assessment Report on plastic pollution.

CIRNAC will also produce and deliver the outstanding reports of the [Northern Contaminants Program Synopses of Research Report Series](#)^{lxxix}, as well as communication and outreach products, including updates to the Northern Contaminants Program's [website](#)^{lxxx} and [Project Discovery Portal](#)^{lxxx1}. Upgrades to the [Polar Data Catalogue](#)^{lxxxii} and the [Arctic Science and Technology Information System](#)^{lxxxiii} will improve accessibility and transparency for all Canadians who want to access data and publications generated through projects funded by the Northern Contaminants Program.

Moreover, the evaluation of the Northern and Arctic Environmental Sustainability program will be completed in 2023, and the results of the evaluation will guide actions needed to ensure that the Northern Contaminants Program continues to

deliver on its objectives and to meet the needs of Indigenous Peoples and other stakeholders.

Nutrition North Canada (NNC) programming is expanding to address northern food security more broadly. Improvements to its retail subsidy, combined with the recent addition of the Harvesters Support Grant, the Community Food Security Research Grant, and the Food Security Research Fund, reflect strong partnerships with Indigenous and northern partners. Building on these successes, there are clear opportunities, and indeed a requirement, to secure long-term and predictable food security funding, including further investments in local capacity.

NNC is also leading 3 complementary research initiatives which will shed more light on food access inequality and food insecurity, on the dynamics of the retail subsidy model, as well as on the cost of food and the cost of living. These initiatives will also identify distinctions-based interventions that are culturally appropriate, effective, equitable, and feasible to implement in order to support household food security among Indigenous people in isolated and northern communities.

Key risks

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

The department completed a Climate Change and Vulnerability Risk Assessment which 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
- 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, 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

Finally, the department will work with partners in continuing to improve and enhance Nutrition North Canada's expanded food security following Budget 2021 and 2022 investments to support NNC. This will build on the more than \$163 million in new funding already invested in the program in collaboration with northern and Indigenous partners to further support food security initiatives and program expansion.

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 2023–24, and the actual results for the 3 most recent fiscal years for which actual results are available.

Departmental result: Northerners and Indigenous Peoples advance their political, economic and social governance development					
Departmental result indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
Average Community Well-Being Index score for communities in the North	70	March 31, 2024	67.1 ^a	67.1 ^a	67.1 ^a
Number of devolution phases in Nunavut completed	Complete phase 3 (Signature of Final devolution agreement)	March 31, 2024	Phase 2 completed	Advanced to phase 3	Advanced to phase 3
Percentage of reports produced by the Arctic Council that include Canadian content	To be determined ^b	March 31, 2024	New in 2021–22	New in 2021–22	88%
Percent change in recipient self-assessment of food sovereignty	To be determined ^c	To be determined ^c	New in 2023–24	New in 2023–24	New in 2023–24
Percentage of income required to purchase sufficient nutritious food	40% or less	March 31, 2026	New in 2021–22	New in 2021–22	Not applicable

^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.

^b Following the Russian Federation's invasion of Ukraine, the other 7 Arctic Council member states issued a Joint Statement on March 3, 2022, advising that all formal meetings of the Arctic Council, contact with representatives of the Russian Federation and outward communications of the Council were being paused. As a result, there will not be a Ministerial meeting in May 2023 to mark the end of the Russian Federation's chairmanship, and working groups will not be submitting formal work plans and project deliverables.

^c This indicator is currently being co-developed with partners. A target will be established once the data is available.

Departmental result: Northern and Indigenous communities are resilient to changing environmental conditions					
Departmental result indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
Litres of diesel avoided annually with clean energy	7,000,000 litres	March 31, 2030	342,000 litres ^a	366,000 litres ^a	667,000 litres ^a
Percentage of climate change assessments and plans for which measures have been implemented	40 %	March 31, 2024	New in 2021–22	New in 2021–22	40% ^b
Percentage of contaminant information available to inform public health guidance and individual food choices	100%	March 31, 2024	New in 2023–24	80% ^c	90% ^c

^a Although this indicator is new in 2023–24, results are available for previous fiscal years. These are the number of litres reduced annually.

^b Data collection for this indicator lags by 1 year. Therefore, the result is for 2020–21.

^c Although this indicator is new in 2023–24, results are available for previous fiscal years.

Departmental result: Northern lands, waters, and natural resources are sustainably managed					
Departmental result indicator	Target	Date to achieve target	2019–20 Actual results	2020–21 Actual results	2021–22 Actual results
Percentage of high-priority northern contaminated sites that are being actively managed	80%	March 31, 2024	89%	89%	83%
Percentage of Indigenous and northern groups who report that their participation improved completed impact assessments	80%	March 31, 2024	New in 2022–23	New in 2022–23	New in 2022–23
Percentage of regulatory requests for which measures are taken to ensure long-term sustainability of water and land resources in the North	100%	March 31, 2024	New in 2023–24	New in 2023–24	New in 2023–24

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

Planned budgetary spending for Northern Affairs (dollars)

The following table shows, for Northern Affairs, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next 2 fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
968,299,104	968,299,104	843,410,113	508,684,611

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

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 2023–24 and for each of the next 2 fiscal years.

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
390	385	375

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

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 Indigenous Services Canada have an internal service structure with a large number of shared services functions located in one or the other department.

Planning highlights

In 2023–24, CIRNAC will continue leading work to implement a coordinated public communication campaign on key priorities, in partnership with Indigenous communities. This includes the continued development of a digital presence on [reconciliation](#)^{lxxxvii} key themes that have been developed through engagement with Indigenous partners. The department will continue to provide strategic and timely communications services in support of ministerial, department and Government of Canada priorities, including progress made in the implementation of the *Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQQIA+ People*, the United Nations Declaration on the Rights of Indigenous People, the Calls To Action, and the response to the locating of unmarked graves near former residential schools.

CIRNAC will implement its first [Accessibility Plan](#)^{lxxxviii}, which identifies barriers to accessibility and includes actions to overcome these barriers. This will enable the full participation and development of staff with disabilities.

As a result of the [employment systems review](#)^{lxxxix}, the department will implement an employment equity plan. This plan will complement the strategy on diversity, inclusion and anti-racism, with the goal of stimulating workforce diversity, promoting inclusion, improving retention and measuring progress, based on the principles of gender-based analysis plus (GBA Plus). CIRNAC's Diversity, Inclusion and Anti-Racism Secretariat will also continue to engage various employees networks and senior management in response to the [Clerk of the Privy Council's call to action](#)^{xc} to build a diverse, equitable and inclusive Public Service.

CIRNAC will support First Nations, Inuit and Métis recruitment through the implementation of targeted national collective staffing processes in order to leverage enhanced cultural competencies. The department will also continue to provide a variety of human resource services to senior management to attract, develop, and retain a talented, representative, diverse, and bilingual executive workforce.

CIRNAC will also update the Indigenous Cultural Competency Learning Policy, a unique policy that establishes a common approach to ensuring that all employees, regardless of their position, continue to build Indigenous cultural competencies. The updated version will include an Indigenous language component and implement a new system to monitor and measure progress using GBA Plus principles.

Further, the department will play an active role in the implementation of the Treasury Board Secretariat's [Next Generation Human Resources and Pay System](#)^{xci} as a key partner in identifying and testing complex pay transactions, while maintaining efforts to stabilize pay within the organization.

CIRNAC will also continue classification conversions as a department-wide priority, as part of the creation of a more agile, inclusive and better equipped public service that contributes to equitable compensation for similar work.

Further, CIRNAC will initiate the development of an Occupational Health and Safety Hazard Prevention program. The department will also implement year 2 of the Workplace Harassment and Violence Prevention Policy, as well as continue to implement the Workplace Wellness and Mental Health Strategy 2021–2024.

CIRNAC will also contribute to the development of experimental plans for return to the workplace and increased office occupancy. The goal is to achieve a flexible work practice model where employees have a recurring presence in the office for meaningful engagement, partnering, ideation, collaboration, and creating a sense of belonging.

In 2023–24, CIRNAC will also advance its enterprise information management, data management and information technology (IM/DM/IT) capabilities, as they are essential for effective digital services and solution delivery. This is vital for CIRNAC given the unique challenges that exist across remote locations in Canada, including the North. In 2023–24, CIRNAC will continue to modernize its IM/IT solutions, address risks, and simultaneously strengthen its ability to deliver on its commitments. Specifically, the department will :

- continue to 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.
- continue to promote responsible IM/DM/IT governance to ensure all investments are consistent with policy requirements as specified in the [Policy on Service and Digital](#)^{xcii}, and align with departmental priorities and desired results.

- continue to work closely with partners to ensure its facilities are modernized and ready to accept employees as they gradually return to the office.
- continue efforts to standardize and rationalize the department’s application portfolio and adoption of enterprise solutions. This will also involve the adoption of cloud-based technologies where appropriate.
- continue to mature an enterprise data management function to enable responsible, coordinated and effective data stewardship and to more effectively bring data, including geospatial and geomatics-related data, to decision making.

Moreover, CIRNAC will advance the modernization of the security and emergency management program, and will seek to augment security awareness given the implications of the flexible work environment on the workplace and workforce. The department will ensure real property is managed in a sustainable and financially-responsible manner, and will strengthen procurement policies and mechanisms to support the [Procurement Strategy for Indigenous Business](#)^{xciii} and to assist Inuit firms in competing for government contracts. In addition, CIRNAC will continue to implement the National Workspace Accommodations Strategy in support of departmental priorities for workplace modernization. This strategy will:

- integrate environmental initiatives and accessibility
- promote diversity, inclusion and Indigenous culture
- improve employees’ wellbeing and work experience
- accelerate the transition to new ways of working that are aligned with the vision of an agile government

Planning for contracts awarded to Indigenous businesses

CIRNAC is committed to reconciliation with Indigenous Peoples and will continue to explore all available avenues for increasing opportunities for Indigenous businesses to participate in federal procurement processes. The department will continue to strengthen procurement policies and mechanisms in support of the Procurement Strategy for Indigenous Business.

In support of this new policy, procurement officials supporting CIRNAC are well versed in Indigenous procurement, and various measures are, or will be, incorporated into routine procurement requests to ensure that Indigenous elements have been considered for each request.

The following table shows in % the actual, forecasted and planned value for the target.

5% reporting field description	2021–22 actual % achieved	2022–23 forecasted % target	2023–24 planned % target
Total percentage of contracts with Indigenous businesses	N/A	Phase 1: 8.0% Phase 2: N/A	At least 5%

Planned budgetary spending for internal services (dollars)

The following table shows, for internal services, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next 2 fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
151,520,293	151,520,293	147,386,662	146,312,820

Planned human resources for internal services

The following table shows, in full-time equivalents, the human resources the department needed to carry out its internal services for 2023–24 and for each of the next 2 fiscal years.

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
908	894	879

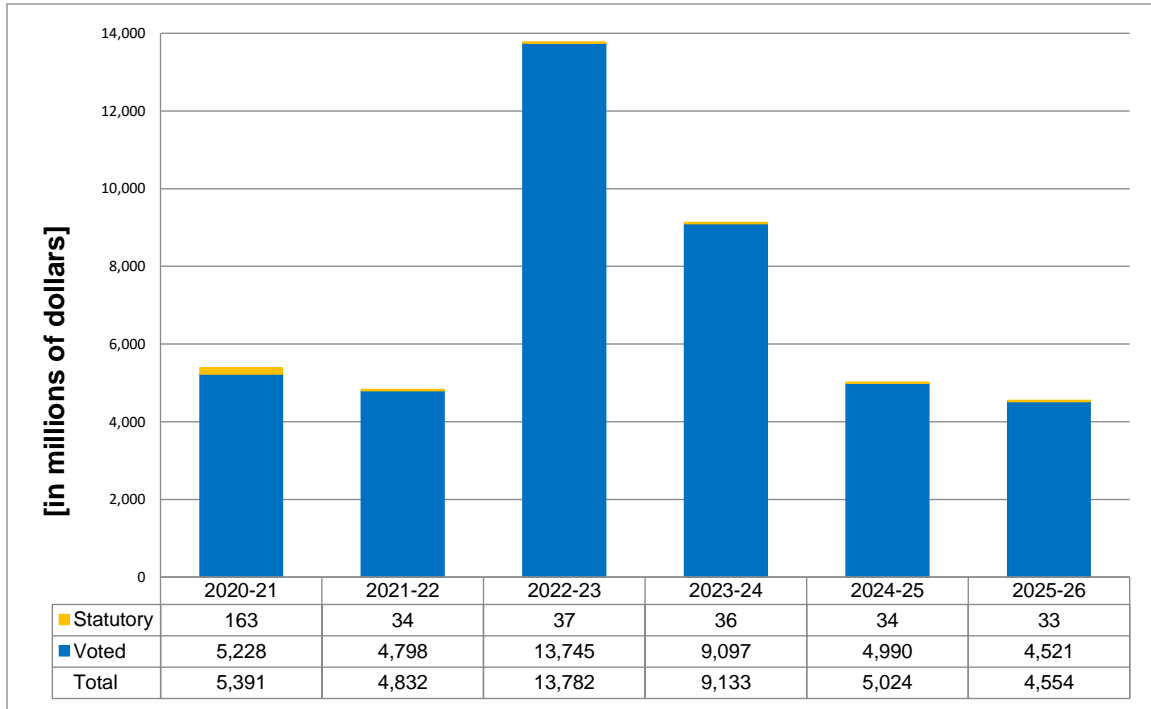
Planned spending and human resources

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 2023–24 with actual spending for the current year and the previous year.

Planned spending

Departmental spending 2020–21 to 2025–26

The following graph presents planned (voted and statutory spending) 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 2023–24 and other relevant fiscal years.

Core responsibilities and internal services	2020–21 actual expenditures	2021–22 actual expenditures	2022–23 forecast spending	2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
Crown-Indigenous Relations	4,481,560,984	4,021,577,284	12,727,335,886	8,013,293,901	8,013,293,901	4,033,359,260	3,898,652,250
Northern Affairs	731,345,985	645,307,861	888,611,114	968,299,104	968,299,104	843,410,113	508,684,611
Subtotal	5,212,906,969	4,666,885,145	13,615,947,000	8,981,593,005	8,981,593,005	4,876,769,373	4,407,336,861
Internal Services	178,135,064	165,257,832	165,965,375	151,520,293	151,520,293	147,386,662	146,312,820
Total	5,391,042,033	4,832,142,977	13,781,912,375	9,133,113,298	9,133,113,298	5,024,156,035	4,553,649,681

For 2020–21 and 2021–22, the figures represent the actual expenditures as reported in the Public Accounts of Canada, while those for 2022–23 represent the forecasted expenditures to year-end.

For 2023–24 to 2025–26, the figures represent total planned spending, as per approved budgetary authorities in the 2023–24 Main Estimates, to support CIRNAC program activities.

For the period of 2020–21 to 2021–22, actual spending has decreased from \$5.4 billion to \$4.8 billion. The net decrease of \$0.6 billion is mainly due to:

- the decrease of \$1.3 billion for the settlement of specific claims

Partially offset by:

- the increase of \$0.5 billion for the Federal Indian Day Schools Settlement (McLean)

For the period of 2021–22 to 2022–23, spending is expected to increase from \$4.8 billion to \$13.8 billion. The increase of \$9 billion is mainly due to:

- the increase of \$3.2 billion for the settlement of specific claims
- the increase of \$3.9 billion towards out-of-court settlement
- the increase of \$1.3 billion for the Siksika Nation Global settlement

For the period of 2022–23 to 2023–24, spending is expected to decrease from \$13.8 billion to \$9.1 billion. The decrease of \$4.7 billion is mainly due to:

- the decrease of \$1.7 billion for the settlement of specific claims
- the sunset of \$1.3 billion in funding for the Sikisika Nation Global settlement
- the decrease of \$1.2 billion for childhood claims including Federal Indian Day School (McLean) and Sixties Scoop settlements

For the period of 2023–24 to 2024–25, spending is expected to decrease from \$9.1 billion to \$5 billion. The decrease of \$4.1 billion is mainly due to:

- the sunset of \$2.9 billion in funding for the of out-of-court settlement
- the decrease of \$0.5 billion for the Federal Indian Day School Settlement (McLean)
- the decrease of \$0.3 billion for Indigenous Infrastructure projects

For the period of 2024–25 to 2025–26, spending is expected to decrease from \$5 billion to \$4.6 billion. The decrease of \$0.4 billion is mainly due to:

- the decrease of \$0.3 billion for the Northern Abandoned Mine Reclamation Program
- the sunset of \$0.2 billion in funding for Indigenous infrastructure projects

2023–24 budgetary gross and net planned spending summary (dollars)

The following table reconciles gross planned spending with net spending for 2023–24.

Core responsibilities and internal services	2023–24 gross planned spending	2023–24 planned revenues netted against spending	2023–24 planned net spending
Crown-Indigenous Relations	8,013,293,901	0	8,013,293,901
Northern Affairs	968,299,104	0	968,299,104
Subtotal	8,981,593,005	0	8,981,593,005
Internal services	189,644,961	38,124,668	151,520,293
Total	9,171,237,966	38,124,668	9,133,113,298

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 2023–24 and the other relevant years.

Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services	2020–21 actual full-time equivalents	2021–22 actual full-time equivalents	2022–23 forecast full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
Crown-Indigenous Relations	779	825	881	930	840	770
Northern Affairs	393	406	380	390	385	375
Subtotal	1,172	1,231	1,261	1,320	1,225	1,145
Internal services	765	787	867	908	894	879
Total	1,937	2,017	2,128	2,228	2,119	2,024

The increase of 111 full-time equivalents from 2021–22 to 2022–23 mainly reflects increased funding to support Recognition of Indigenous Rights and Self-Determination (RIRSD) tables and new funding for Indigenous infrastructure projects.

The increase of 100 full-time equivalents from 2022–23 to 2023–24 mainly reflects increased funding for:

- implementing the federal framework to address the legacy of residential schools
- internal services stabilization
- implementing the *Impact Assessment Act*

The decrease of 109 full-time equivalents from 2023–24 to 2024–25 mainly reflects the sunset of funding to support Recognition of Indigenous Rights and Self-Determination (RIRSD) tables.

The decrease of 95 full-time equivalents from 2024–25 to 2025–26 mainly reflects the sunset of funding for:

- the Cowessess First Nation's Child and Family Services Law
- the Indigenous infrastructure projects
- the federal framework to address the legacy of residential schools

Estimates by vote

Information CIRNAC's organizational appropriations is available in the [2023–24 Main Estimates](#)^{xiv}.

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of CIRNAC's operations for 2022–23 and 2023–24.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending 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](#)^{xcv} 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, 2024 (dollars)

Financial information	2022–23 forecast results	2023–24 planned results	Difference (2023–24 planned results minus 2022–23 forecast results)
Total expenses	20,781,294,640	2,815,401,538	(17,965,893,101)
Total revenues	(33,067,134)	(38,124,937)	(5,057,802)
Net cost of operations before government funding and transfers	20,748,227,505	2,777,276,601	(17,970,950,904)

Expenses

Total expenses for 2023–24 are planned at \$2,815 million, representing a \$17,966 million decrease from the previous year's forecasted total expenses of \$20,781 million. Planned expenses for 2023–24 by core responsibilities are as follows:

- Crown-Indigenous Relations: \$1,857 million (65.9%)
- Northern Affairs: \$711 million (25.3%)

The remainder of the total expenses include Internal Services in the amount of \$230 million (8.2%) and expenses incurred on behalf of the Government of Canada in the amount of \$18 million (0.6%).

The planned decrease in expenses from 2022–23 to 2023–24 mainly results from the decrease in the accrual adjustment related to the provision for claims and litigation.

Revenues

Total revenues for 2023–24 are planned at \$38 million, an increase of \$5 million compared to the previous year's total revenues of \$33 million. Respendable revenues result mostly from the provision of human resources and administrative services, representing \$38 million (100%) of total revenues.

Corporate information

Organizational profile

Appropriate ministers: The Honourable Marc Miller (Minister of Crown-Indigenous Relations) and the Honourable Dan 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](#)^{xcvi}

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](#)^{xcvii} is available on the department's website.

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

Operating context

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

Reporting framework

CIRNAC's approved departmental results framework and program inventory for 2023–24 are as follows.

Core responsibility: Crown-Indigenous Relations		
Supporting Indigenous organizations, individuals, communities and governments in advancing reconciliation and self-determination through strengthening Crown-Indigenous relationships based on respect, cooperation, partnership, the affirmation and implementation of Indigenous rights.		
Departmental results	Indicators	Program inventory
Past injustices are recognized and resolved	Number of specific claims resolved by the department	<ul style="list-style-type: none"> - Consultation and Accommodation - First Nation Jurisdiction over Land and Fiscal Management - Indian Residential Schools Settlement Agreement - Management and Implementation of Agreements and Treaties - Negotiation of Treaties, Self-Government Agreements and Other Constructive Arrangements
	Number of additions to reserves completed	
	Percentage of former residential schools for which investigation work has been conducted	
	Percentage of Truth and Reconciliation Commission Calls to Action that are implemented	
Indigenous Peoples advance their institutional structures and governance	Percentage of First Nations that have opted into an <i>Indian Act</i> alternative	<ul style="list-style-type: none"> - Indian Residential Schools Settlement Agreement - Management and Implementation of Agreements and Treaties - Negotiation of Treaties, Self-Government Agreements and Other Constructive Arrangements
	Percentage of First Nations that assert jurisdiction over fiscal management	
	Percentage of First Nations that assert jurisdiction over land management	
	Percentage of Indigenous groups that have enhanced their governance capacity	
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	<ul style="list-style-type: none"> - Negotiation of Treaties, Self-Government Agreements and Other Constructive Arrangements
	Percentage of Indigenous Peoples that have reached preliminary types of co-developed agreements	
	Number of treaties, self-government agreements and other constructive arrangements that have been concluded	
	Percentage of Indigenous Peoples with whom treaties, self-government agreements and other constructive arrangements have been concluded	
Indigenous Peoples strengthen their socio-economic conditions and well-being	Average Community Well-Being Index score for modern treaty and self-government agreement holders	<ul style="list-style-type: none"> - Indigenous Engagement and Capacity Support - Indigenous-led Services - Other Claims - Residential Schools Legacy - Specific Claims
	Percentage of Indigenous groups with concluded arrangements demonstrating an increase in the Community Well-Being Index score	
	Percentage of First Nations schools associated with a sectoral education agreement that provides culturally-based curriculum	
	Number of missing and murdered Indigenous women and girls family members and survivors who have received supports from a culturally-relevant provider for their healing journey	

Core responsibility: Northern Affairs		
Supporting 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, as well as Indigenous and territorial relations.		
Departmental results	Indicators	Program inventory
Northerners and Indigenous Peoples advance their political, economic and social governance development	Average Community Well-Being Index score for communities in the North	<ul style="list-style-type: none"> - 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 devolution phases in Nunavut completed	
	Percentage of reports produced by the Arctic Council that include Canadian content	
	Percent change in recipient self-assessment of food sovereignty	
	Percentage of income required to purchase sufficient nutritious food	
Northern and Indigenous communities are resilient to changing environmental conditions	Litres of diesel avoided annually with clean energy	
	Percentage of climate change assessments and plans for which measures have been implemented	
	Percentage of contaminant information available to inform public health guidance and individual food choices	
Northern lands, waters, and natural resources are sustainably managed	Percentage of high-priority northern contaminated sites that are being actively managed	
	Percentage of Indigenous and northern groups who report that their participation improved completed impact assessments	
	Percentage of regulatory requests for which measures are taken to ensure long-term sustainability of water and land resource in the North	

Changes to the approved reporting framework since 2022–23

Structure	2022–23	2023–24	Change	Reason for change
Core responsibility	Crown-Indigenous Relations	Crown-Indigenous Relations	No change	Not applicable
Program	Management and Implementation of Agreements and Treaties	Management and Implementation of Agreements and Treaties	No change	Not applicable
Program	Consultation and Accommodation	Consultation and Accommodation	No change	Not applicable
Program	Negotiation of Treaties, Self-Government Agreements and Other Constructive Arrangements	Negotiation of Treaties, Self-Government Agreements and Other Constructive Arrangements	No change	Not applicable
Program	Consultation and Policy Development	Not applicable	Program ended	Note 1
Program	Federal Interlocutor's Contribution Program	Not applicable	Program ended	Note 1
Program	Basic Organizational Capacity	Not applicable	Program ended	Note 1
Program	Not applicable	Indigenous Engagement and Capacity Support	New program	Note 2
Program	Not applicable	Indigenous-led Services	New program	Note 2
Program	Other Claims	Other Claims	No change	Not applicable
Program	First Nation Jurisdiction over Land and Fiscal Management	First Nation Jurisdiction over Land and Fiscal Management	No change	Not applicable
Program	Residential Schools Resolution	Indian Residential Schools Settlement Agreement	Title change	Note 3
Program	Residential School Legacy	Residential School Legacy	No change	Not applicable
Program	Specific Claims	Specific Claims	No change	Not applicable
Core responsibility	Northern Affairs	Northern Affairs	No change	Not applicable
Program	Northern and Arctic Governance and Partnerships	Northern and Arctic Governance and Partnerships	No change	Not applicable
Program	Northern Strategic and Science Policy	Northern Strategic and Science Policy	No change	Not applicable
Program	Nutrition North	Nutrition North	No change	Not applicable

Structure	2022–23	2023–24	Change	Reason for change
Program	Climate Change Adaptation and Clean Energy	Climate Change Adaptation and Clean Energy	No change	Not applicable
Program	Northern and Arctic Environmental Sustainability	Northern and Arctic Environmental Sustainability	No change	Not applicable
Program	Northern Contaminated Sites	Northern Contaminated Sites	No change	Not applicable
Program	Northern Regulatory and Legislative Frameworks	Northern Regulatory and Legislative Frameworks	No change	Not applicable
Program	Canadian High Arctic Research Station	Canadian High Arctic Research Station	No change	Not applicable

1. Program was removed, as it no longer supported results-based management and reporting.
2. New program to better support results-based management and reporting.
3. Program title modified to better reflect its purpose and to differentiate from the Residential Schools Legacy program created in 2022–23.

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](#)^c.

Supplementary information tables

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

- [Details of transfer payment programs](#)^{ci}
- [Gender-based analysis Plus](#)^{cii}
- Horizontal initiatives
 - [Nutrition North Canada](#)^{ciii}
 - [Arctic and Northern Policy Framework](#)^{civ}
 - [Missing and Murdered Indigenous Women, Girls, and 2SLGBTQQIA+ People](#)^{cv}
 - [Residential Schools Legacy](#)^{cvi}
- [United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals](#)^{cvi}

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](#)^{cvi}. 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.

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. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography, language, race, religion, and sexual orientation.

government-wide priorities (*priorités pangouvernementales*)

For the purpose of the 2023–24 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.

high-impact innovation (*innovation à impact élevé*)

High impact innovation varies per organizational context. In some cases, it could mean trying something significantly new or different from the status quo. In other cases, it might mean making incremental improvements that relate to a high-spending area or addressing problems faced by a significant number of Canadians or public servants.

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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