



# Departmental Plan

2019–20



Indigenous Services  
Canada

Services aux  
Autochtones Canada

Canada

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## Minister's message

As Minister of Indigenous Services, I am pleased to present the 2019–20 Departmental Plan for Indigenous Services Canada (ISC).

ISC has a mandate to advance work to close socio-economic gaps and advance self-determination. This plan outlines our ongoing commitment to work in partnership with First Nations, Inuit and Métis to achieve our mandate.

We are working with First Nations, Inuit and Métis communities and partners to reduce the disproportionate number of Indigenous children in care and to keep families together. On February 28, 2019, the Government of Canada introduced Bill C-92, an Act respecting First Nations, Inuit and Métis children, youth and families. This Bill seeks to affirm the inherent rights of Indigenous peoples to exercise jurisdiction over First Nations, Inuit and Métis child and family services, and to support communities in making their own laws regarding child and family services. It is designed to increase efforts to address the root causes of child apprehension, and to reunite children with their parents, extended families, communities and nations. The introduction of Bill C-92 is an important step toward more comprehensive reform of Indigenous child and family services.



Budget 2018 also committed new funding for the First Nations Child and Family Services program over six years starting in 2017–18 to ensure the safety, security and well-being of Indigenous children. This investment includes new funding through the Community Well-Being and Jurisdiction Initiative that will support First Nations communities to lead the development and delivery of prevention services and to assert greater control over the well-being of their children and families.

All children in Canada deserve a real and fair chance to reach their full potential, no matter where they live. This is why a new co-developed education policy framework for First Nations on reserve takes effect starting April 1, 2019. Predictable core funding, comparable to provincial systems, will allow long-term planning, and additional funding will be dedicated to language and cultural programming, special education and expansion to full-day kindergarten for children aged four and five. This new approach will allow First Nations to be in the driver's seat – ensuring that they are in control of First Nations education.

We are also supporting Indigenous students pursuing post-secondary education, aided by Budget 2019 investments for First Nations, Inuit and Métis students.

We are focusing on improving access to health care and social services for Indigenous peoples, including through Jordan's Principle and the Inuit Child First Initiative. This is supported by a new investment in Budget 2019, with additional funding for the Child First Initiative which will support the immediate needs of Inuit children.

Efforts will advance the transformation of First Nations health services towards greater First Nations ownership and control, and will support Inuit-led strategies in tuberculosis elimination, health research and suicide. We are continuing our partnership work with the Health Portfolio in advancing Métis health with Métis Governing Council members.

We will also work diligently towards the goal of ending all long-term drinking water advisories on public systems on reserve by March 2021. We are on track to achieve this goal, supported by Budget 2019 investments. While we address and prevent long-term drinking water advisories, we will continue the work of addressing vulnerable systems and supporting operator training and community capacity building.

In addition, we will continue to advance our work with urban Indigenous partners to provide sufficient, predictable, long-term funding to help contribute to their economic growth and path to self-determination. To address this critical need, Budget 2019 invests additional funding over five years to support capital infrastructure investments in Friendship Centres, which deliver fundamental programming, as well as other urban Indigenous service provider facilities.

In the year ahead, it is essential that we continue to work collaboratively and effectively. Time is of the essence. We must maintain the momentum that we have created working in partnership. Together, with First Nations, Inuit and Métis leadership and communities, we will make progress on our shared priorities, deliver quality services to Indigenous peoples across Canada, and advance self-determination.

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The Honourable Seamus O'Regan, PC, MP  
Minister of Indigenous Services Canada

## Plans at a glance and operating context

In August 2017, the Prime Minister announced the dissolution of Indigenous and Northern Affairs Canada (INAC), and the creation of two new departments: Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) and Indigenous Services Canada (ISC). The final structure of these two new departments is being developed with an objective to accelerate self-determination, contribute to the closing of socio-economic gaps, and to advance reconciliation. These changes to departmental organization are in support of the commitment to replace the colonial structures conceived in the past and reflect the recommendations made by the Royal Commission on Aboriginal Peoples.

On November 30th 2017, ISC was created, bringing together First Nations and Inuit health services (formerly with Health Canada), education, essential social services, child and family services programs and housing and infrastructure programs (formerly with INAC).

ISC continues to advance work that closes socio-economic gaps and improves the quality of services for First Nations, Inuit, and Métis peoples, in partnership with them, and in a way that promotes self-determination. The end goal is not only that the design, delivery and control of services — in all areas — are led by and for Indigenous peoples, but also that the Department will disappear over time. ISC will reach this end goal by promoting consistency and quality, improving accountability to Indigenous peoples, taking a distinctions-based approach in the delivery of services and developing partnership models.

When self-determination is a reality for all, this Department will no longer need to exist.

Over the past three years, significant progress has been made in many areas, including reducing the number of long-term drinking water advisories on public systems on reserve, new investments in education programming and infrastructure, mental health and crisis support for communities and work to support a new fiscal relationship. However, much work still needs to be accomplished to close the continuing, unacceptable socio-economic gaps that exist between Indigenous and non-Indigenous peoples. In 2019–20, ISC will focus, in partnership with Indigenous peoples, on the following five interconnected priority areas: children and families, education, health, infrastructure, and economic prosperity.

In delivering on these five key priorities, ISC's ultimate goal is ensuring that the design, delivery and control of services are led by Indigenous peoples for Indigenous peoples. This will be achieved by working with Indigenous peoples to ensure that services are designed to meet their unique needs, priorities, and circumstances on a distinctions-basis. ISC is committed to working in true partnership with Indigenous peoples to support good governance, plan for the future and advance their vision of self-determination through the progressive and successful devolution of services to Indigenous peoples. To demonstrate progress in achieving this goal, the ISC [Departmental Results Framework](#)<sup>i</sup> for 2019–20 and beyond is articulated around a service delivery continuum that will demonstrate progress towards devolution of services to Indigenous Peoples.

## Keeping Children and Families Together

The over-representation of First Nations, Inuit and Métis children in the child and family services system has been described as a humanitarian crisis. According to Census 2016, Indigenous children aged 0 to 14 make up 7.7% of all Canadian children, yet represent 52.2% of children in foster care.

Ensuring that children and families stay together is a top priority for the Government of Canada. This requires profound reform so that Indigenous child and family services are truly child-centred, community-directed, and focused on culturally-relevant prevention services. The goal is to ensure that children remain in their communities; are connected to their language and culture; and that Indigenous peoples can fully exercise jurisdiction over First Nations, Inuit and Métis child and family services. This work requires full partnership with Indigenous peoples and the active inclusion of provinces and territories.



Over the course of 2019–20 and in partnership with provinces, territories and Indigenous partners, the Department will continue to implement the Government's six points of action, announced in January 2018, to address the over-representation of Indigenous children and youth in care in Canada. These include:

- Continuing the work to fully implement all orders from the Canadian Human Rights Tribunal, in consultation with the parties to the complaint and reforming child and family services. This includes funding the actual costs of child and family services agencies, in prevention and other areas, and developing an alternative funding system to meet the needs of agencies;
- Shifting the programming focus to ensure families-at-risk receive support and prevention services; supporting families to stay together; and children to remain in their communities and connected to their language and culture;
- Supporting communities to exercise jurisdiction and explore the potential for co-developed federal child and family services legislation;
- Accelerating the work at tripartite and technical tables across the country in support of program reform;
- Supporting Inuit and Métis Nation leadership to advance culturally-relevant reform; and
- Developing a data and reporting strategy with provinces, territories and Indigenous partners.

### **Bill C-92, an Act respecting First Nations, Inuit and Métis children, youth and families:**

- seeks to affirm the inherent rights of First Nations, Inuit and Métis peoples to exercise jurisdiction over child and family services;
- would establish national principles such as the best interests of the child, cultural continuity and substantive equality;
- represents a historic opportunity to break from the past and focus on the safety and well-being of Indigenous children and youth; and
- is a concrete step toward reconciliation.

On February 28, 2019, the [Government of Canada introduced Bill C-92](#),<sup>ii</sup> an Act respecting First Nations, Inuit and Métis children, youth and families. This Bill seeks to affirm the rights of Indigenous peoples to exercise jurisdiction over child and family services and establishes national principles such as the best interests of the child, cultural continuity and substantive equality to guide Indigenous communities, Provinces and Territories on the delivery of child and family services.



Bill C-92 is the culmination of intensive engagements, which began with the January 2018 Emergency Meeting on Indigenous Child and Family Services which involved Indigenous partners, provincial and territorial representatives, youth (including youth with lived experience), experts and advocates. Engagement with Indigenous partners, Provinces, Territories, and experts is ongoing, and will continue should the Bill receive Royal Assent.

## Establishing Quality Education

Despite steady improvements over the years, the gap in educational attainment between Indigenous peoples and non-Indigenous Canadians remains unacceptable. About 70% of First Nations and 56% of Inuit (age 25 to 64) have completed high school, compared to a completion rate of 89% for other Canadians. The gap in educational attainment prevents Indigenous peoples from contributing to, and fully benefiting from participating in the Canadian economy and society, and perpetuates socio-economic inequities between Indigenous peoples and other Canadians. The Government of Canada is taking action to close these gaps, through significant new investments in elementary, secondary, and post-secondary education. ISC is also co-developing new approaches and concluding regional education agreements that strengthen Indigenous self-determination.



Student at Nunavut Arctic College,  
Cambridge Bay, Nunavut

To achieve quality education and higher graduation rates, the Department will coordinate its efforts on several fronts, including; ensuring First Nations schools have the resources needed for students to succeed; supporting the integration of languages and culture into the classroom; providing greater access to early learning opportunities; and strengthening First Nations control of First Nations education.

Over the course of 2019–20, the Department will continue implementing the historic \$2.6 billion in investments made since Budget 2016 in education and focus on the following key commitments:

- Implementing a co-developed new policy framework for First Nations elementary and secondary education which is aimed at improving the way First Nations and First Nations education organizations are funded by ISC;
- Continuing to work with First Nations partners to co-develop and implement options to strengthen regional approaches and First Nations control of First Nations education;
- Supporting the development and implementation of an Indigenous Early Learning and Child Care Framework to improve access to high-quality, inclusive, early learning and child care programs for Indigenous children across Canada;
- Advancing distinctions-based strategies that provide support to First Nation, Inuit, and Métis Nation students pursuing post-secondary education; and
- Developing and implementing First-Nations led education models that provide students with high quality, culturally-relevant schooling experiences that lead to improved outcomes.

## Improving Health Outcomes

Despite notable progress made in First Nations and Inuit health in recent years, significant gaps remain in the overall health status of Indigenous peoples compared to non-Indigenous Canadians. Life expectancy for First Nations is five years shorter and for Inuit is 10.5 years shorter than non-Indigenous peoples; the infant mortality rates are two-to-three times higher for First Nations and Inuit; the diabetes rate among First Nations is nearly four times higher; and the tuberculosis (TB) rate for Inuit living in Inuit Nunangat is 300 times higher than non-Indigenous Canadians.

Ensuring access to responsive health services, an interdisciplinary healthcare work force, and safe and modern health infrastructure are fundamental elements to sustainable and effective health systems. For Indigenous peoples, increased ownership, control and management of health services are the foundation for closing the gaps that exist in health outcomes between Indigenous and non-Indigenous Canadians.



Sto:Lo Nation Dental Clinic, Chilliwack, B.C.

In 2019–20, to make progress on this collaborative agenda, the Department will continue:

- Building on existing national and regional partnerships with First Nations to support First Nations Health Transformation Agenda, including increased control by First Nations governments and mandated First Nations health authorities;
- Advancing the Inuit Health Approach, which states that ISC will, “work with Inuit, territorial and provincial governments, and other federal partners to develop an approach to Inuit health that informs planning.” ISC will work to improve food security in the North and support the Inuit Tuberculosis Elimination Framework which aims to eliminate TB in every Inuit community by 2030 and to reduce the incidence of active TB by at least 50% by 2025;
- Making progress to ensure that First Nations and Inuit receive timely access to health services, increase interdisciplinary teams, as well as recruiting and retaining health professionals such as nurses;
- Increasing First Nations and Inuit access to mental wellness teams, mental health counselling, and suicide prevention initiatives;
- Continuing the work to fully implement all orders from the Canadian Human Rights Tribunal, in consultation with the parties to the complaint. This includes continuing to fund and work with local coordinators to ensure that all requests under Jordan’s Principle are processed as quickly as possible; and
- Continuing to work towards the development of a Ten-Year Métis Nation Health Accord, as committed to in the Canada-Métis Nation Accord.

## Building Reliable Infrastructure, including Housing and Water

Reliable infrastructure is a foundation for improving quality of life and socio-economic outcomes in other key priority areas for every community. Despite recent historical investments in Indigenous infrastructure since Budget 2016 of \$2.47 billion, there is still much work to be done on reserve. According to the [Canadian Council for Public-Private Partnerships](#),<sup>iii</sup> the infrastructure deficit in First Nations communities is estimated to be as high as \$30 billion dollars. Major repairs and new builds are required in housing, water and wastewater, roads, energy systems, and broadband connectivity. Overcrowding, due to a shortage of available housing, is one of the most critical needs, which has immediate ripple effects on illnesses like tuberculosis, as well as on education attendance and performance, family well-being, and economic development.



Technician at Alderville Solar Farm.

Access to clean drinking water is also a critical issue. The Government of Canada is on track with its commitment to end all long-term drinking water advisories on public systems on reserve before March 2021; as of March 11, 2019, 81 long-term drinking water advisories have been lifted, and 59 are still in effect, some of which have been in effect for more than 20 years.

To address systemic infrastructure issues, predictable long-term funding is essential for communities to plan for their future infrastructure needs and support the operation and maintenance of existing infrastructure. Capacity needs to be built in communities and Indigenous institutions to support the financing, procurement, and maintenance of public infrastructure on reserve.

Over the course of 2019–20, the Department will focus on the following key initiatives:

- Continuing to make progress on the Prime Minister's commitment to eliminate long-term drinking water advisories on public systems on reserve by 2021. This year the Department expects to support First Nations in lifting 28 long-term drinking water advisories. It will also continue to work with communities to implement action plans for each long-term drinking water advisory. ISC is also working with communities to prevent long-term drinking water advisories, address short-term advisories and vulnerable systems, build capacity and address operational and maintenance challenges;
- Co-developing housing strategies with First Nations partners, based on Budget 2017 and Budget 2018 investments as well as supporting program reform;
- Continuing to support First Nations communities in their efforts to reduce dependency on diesel energy; and
- Making necessary investments in health resources, including investments in on-reserve health facilities, and innovative e-Health and remote presence technologies.

## Economic Prosperity

The Government of Canada is committed to growing the middle class. However, many First Nations, Métis and Inuit do not enjoy the same quality of life as other Canadians as a result of a long history of colonialism, neglect and failed paternalistic policies. Indigenous peoples experience higher levels of poverty, lower income, and lower employment rates compared to other Canadians. The Department is committed to working in partnership to change this reality for Indigenous peoples by creating an enabling environment to achieve prosperity.

The Government of Canada is committed to building a new fiscal relationship with First Nations that results in sufficient, predictable and sustained funding. In support of this objective, Budget 2018 provided \$138.6 million over three years, starting in 2018–19, to better support First Nations and to advance the new fiscal relationship with Canada. Part of that new relationship is replacing the *First Nations Fiscal Transparency Act* with a respectful approach to the mutual accountability relationship between Canada and First Nations.

Over the course of 2019–20, the Department will work with Indigenous peoples to advance in these key areas:

- Providing more funding flexibility and predictability to support self-determination through the creation of ten-year-grants, co-developed with the Assembly of First Nations (AFN), for qualified First Nations as of April 1, 2019;
- Replacing the Default Prevention and Management Policy with a new, proactive approach that supports capacity development;
- Continue working, with Indigenous partners and organizations to advance community governance capacity and community economic development, while working to transfer economic development services to Indigenous-led Institutions;
- Continue working, in collaboration with First Nations partners to implement the new *Additions to Reserve Land and Reserve Creation Act*, the [Additions to Reserve/Reserve Creation - 2016 Policy Directive](#)<sup>iv</sup> and to identify and implement other features to improve the Additions to Reserve process as part of the Government of Canada's overall efforts to help advance reconciliation by facilitating First Nations self-determination, self-governance, and self-sufficiency through access to lands;
- Continue exploring, in collaboration with the [First Nations Tax Commission](#),<sup>v</sup> the potential for a national First Nations Infrastructure Institution that would provide innovative ways to facilitate economic growth on reserve by building First Nations capacity for infrastructure financing, planning, development and maintenance;
- Continuing work through the Joint AFN – ISC Committee on Fiscal Relations to provide further guidance and support ongoing co-development on a new fiscal relationship;
- Continuing to moving forward with replacing the *First Nations Fiscal Transparency Act*, in a respectful, reconciliation-oriented way, and co-developing a mutual accountability framework based upon recommendations to be provided from the joint committee on fiscal relations in spring 2019; and



Cheam Trading Post,  
Rosedale, B.C.

- Continue providing distinctions-based, targeted support to improve socio-economic opportunities for urban First Nation, Inuit, and Métis, through the Budget 2017 investment of \$118.5 million over five years for the new Urban Programming for Indigenous Peoples.

For more information on ISC's plans, priorities and planned results, see the "Planned results" section of this report.



# Planned results: what we want to achieve this year and beyond

## Services and Benefits to Individuals

### Description

These services and benefits are mainly delivered directly to Indigenous people by the Department. They include, among other services and benefits, individual First Nations and Inuit clinical care and health-related benefits such as pharmacy, dental and vision care.

### Planning highlights

To achieve progress in this area, the Department will focus on two Departmental Results.

#### 1. Quality and timely services are delivered directly to Indigenous people

Access to quality and timely government services is critical to all Canadians. Meanwhile, a key factor in Canada's changing demographic landscape is the growth of the Indigenous population, which is young and growing twice as fast as the overall Canadian population. The growth in the Indigenous population, along with socio-economic and geographic challenges, has created an ever-increasing demand for services. The Department is committed to meeting the demand and improving both the quality and timeliness of services, many of which are delivered through regional offices across the country, directly to Indigenous peoples. In 2019–20, the Department will:

#### A Nursing Services Response Centre

In 2019–20, work to establish a Nursing Services Response Centre is advancing and will provide dedicated corporate and administrative service supports to front-line nurses across Canada. This will contribute to a stable and sustainable workforce.

- Continue efforts to stabilize access to timely and quality services by addressing the current shortage of healthcare professionals which will permit earlier diagnosis, better management of oral and chronic health conditions by:
  - Hiring new Nurse Practitioners and other health care providers (e.g., paramedics/first responders, dental hygienists to complement the existing nursing workforce);
  - Expanding interdisciplinary teams, which have been proven to improve access to health services;
  - Making further investments to provide nursing services 24/7 in remote and isolated communities; and
  - Expanding access to preventive oral health services.
- Continue improving client access to the [Supplementary Health Benefits Program](#)<sup>vi</sup> (Non-Insured Health Benefits) in collaboration with First Nations and Inuit partners.
  - Bilateral engagement with the AFN will continue, as part of the multi-year Joint Review of the Program, to identify and implement actions that enhance client access to benefits. Many changes have already been made as a result of the Joint Review, such as: expansion of mental health counselling benefit coverage (including new coverage for traditional healer services), increased coverage for preventive dental services, and new coverage under the medical transportation benefit so all pregnant women travelling for childbirth are eligible for an escort.

- Engagement will continue with the Inuit Tapiriit Kanatami (ITK) and the National Inuit Committee on Health on ways of improving the delivery of Non-Insured Health Benefits (NIHB) benefits to Inuit clients.
- Continue to provide direct client service in regional offices to determine eligibility for registration under the *Indian Act*. The Department issues proof of registration documents, including the Secure Certificate of Indian Status (SCIS), which, in turn, identifies individuals who are eligible to receive various programs and services. In 2019–20, to facilitate more timely service in verifying eligibility for registration and/or issuing the SCIS, digital options are being explored; including the public deployment of a mobile Photo APP. This option provides an innovative solution to individuals, particularly in remote areas, where travelling to obtain the SCIS can be a barrier to accessing timely service.
  - Additionally, Correctional Service Canada and ISC are formalizing a partnership through a memorandum of understanding to assist Indigenous offenders in verifying eligibility for registration and obtaining a SCIS. This would facilitate better access to health services and support for Indigenous offenders, upon release, in order to better facilitate the transition to their communities.

## 2. Health services delivered to Indigenous people contribute to improved health outcomes

Access to health services is a fundamental determinant of overall health status. Services provided directly by ISC to First Nations and Inuit play an essential role in supporting them to achieve health outcomes that are comparable with other Canadians. ISC will continue to work with First Nations and Inuit partners to maintain services that are accessible and culturally-relevant. In 2019–20, the Department will:

- Adopt a patient-centred approach to service delivery that is focused on community wellness; linked with provincial and territorial health care systems; and considers the connection between health care and the social determinants of health.

### Risk

In respect to the delivery of services delivered directly to Indigenous peoples, there is a risk that the Department may lack the capacity to successfully implement new initiatives, while sustaining current program delivery.

This risk will be addressed with targeted hiring strategies in key areas, prioritized planning based on mutually-agreed upon objectives and ongoing consultations with recipients to ensure services are meeting critical needs and are culturally appropriate.

### Planned results

Departmental Results	Indicators	Target	Date to achieve target
Quality and timely services are delivered directly to Indigenous people	% of First Nations adults who rate the quality of health care services delivered in their community as good or excellent	To be established in May 2019 <sup>a</sup>	March 31, 2023
	% of prior approval requests for medication coverage completed within 24 hours	100%	March 31, 2020
	% of eligible First Nations and Inuit who received at least one non-insured health benefit in a year	74%	March 31, 2022



Departmental Results	Indicators	Target	Date to achieve target
Health services delivered to Indigenous people contribute to improved health outcomes	% of First Nations and Inuit adults who reported being in very good or excellent health	50%	March 31, 2028

<sup>a</sup> Data from the Regional Health Survey, available in May 2019, will be used to establish a target.

### Budgetary financial resources (dollars)

2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending
1,963,612,086	1,963,612,086	1,775,476,820	1,862,058,430

The year-over-year differences primarily reflect changes in the approved funding profile for the non-insured health benefits for First Nations and Inuit (-\$119.3 million over two years).

### Human resources (full-time equivalents)

2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
1,165	1,170	1,170

Financial, human resources and performance information for ISC's Program Inventory is available in the [GC InfoBase](#).<sup>vii</sup>

## Health and Social Services

### Description

These services are primarily delivered in partnership with Indigenous communities and organizations, provinces/territories and agencies. Together, they focus on health and well-being for Indigenous people. They include health services to strengthen Indigenous communities in areas such as healthy living, communicable disease control, healthy child development and community care. They also include social services with an emphasis on children and families, as well as education services from kindergarten to post-secondary.

### Planning highlights

To achieve progress in this area, the Department will focus on the following three results.

#### 1. Indigenous people and communities are healthier

The health and well-being of Indigenous people and communities has been negatively affected by historical and intergenerational trauma from colonialism and discriminatory policies. Removing barriers to improving the health and well-being of Indigenous people is fundamental to reconciliation, and responding to unacceptable health gaps. For example, Indigenous people are disproportionately affected by TB due to several factors including: inadequately maintained and overcrowded housing as well as poor access to culturally-relevant care. Furthermore, Indigenous women have an increased incidence of human immunodeficiency virus (HIV) and other sexually transmitted and blood borne infections due to social, cultural, and environmental factors that disproportionately impact them. In 2019–20, to support Indigenous partners in addressing chronic and communicable diseases; and other public health concerns, ISC will continue:

- Working with the ITK and participating in the Inuit Public Health Task Group to advance the Inuit Tuberculosis Elimination Framework. The Framework has a goal of eliminating TB in Inuit Nunangat by 2030;
  - Supporting the four Inuit Regions in Inuit Nunangat in the implementation of their Action Plans.
- Working towards a sustainable approach for ensuring food security in the North;
- Addressing sexually transmitted and blood borne infections, especially in high incident regions (Ontario, Manitoba, Saskatchewan and Alberta) by enhancing awareness and education programming. As well as providing support to the Native Women’s Association of Canada for the creation of culturally-safe and trauma-informed sexually transmitted and blood-borne infection resources for Indigenous women, girls, gender diverse people, and service providers to use and distribute;
- Providing additional harm reduction services, such as needle distribution, to further prevent the transmission of infections such as HIV and hepatitis C and expanding access to the highly successful “Know Your Status” program to an additional 37 communities in Saskatchewan by 2022;

#### TB Elimination

The government is committed to working towards the elimination of TB across Inuit Nunangat by 2030, with a reduction of at least 50% in active tuberculosis by 2025.

#### Did you know?

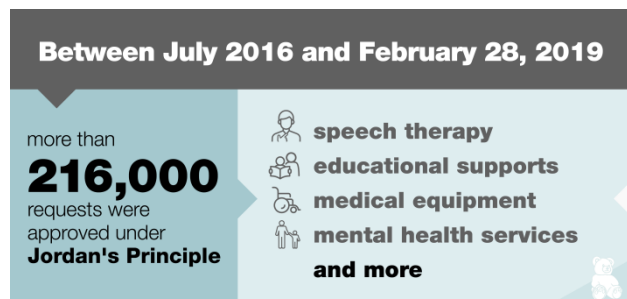
The “Know Your Status” program provides HIV prevention and testing services in a culturally-relevant manner and has demonstrated success in addressing stigma associated with HIV and hepatitis C.

- Funding an additional 39 communities to undertake community-based projects related to Climate Change and Health and increasing community access to commercial tobacco reduction and cessation activities;
- Working with First Nations and Inuit communities and organizations to advance health partnerships with the provinces and territories to address the increased use of problematic substances, such as drugs and alcohol, which may cause both psychological or physical dependence;
- Expanding Maternal Child Health and Fetal Alcohol Spectrum Disorder supports to an additional 10 communities, with a further seven communities being added in 2020–21;
- Advancing a suite of midwifery demonstration projects which will improve access to pre-natal, post-natal, and birth supports; and
- Supporting the implementation of a large scale longitudinal study of Food, Environment, Health and Nutrition of First Nations Children and Youth, led by the University of Ottawa in collaboration with the AFN, University of Montreal, Laval University, and McGill University.

Finally, in support of the government's efforts to advance reconciliation, ISC will work with partners to advance the [AFN Health Transformation Agenda](#)<sup>viii</sup> and the [Canada-Métis Nation Accord](#).<sup>ix</sup> The Department will also continue to work with partners to implement the [Truth and Reconciliation Commission's health-related Calls to Action](#).<sup>x</sup>

## 2. Indigenous people receive social services that respond to community needs

Over recent decades, health outcomes have continued to improve for First Nations and Inuit, but they continue to lag behind those of the broader Canadian population. The reasons for the discrepancy in health outcomes between First Nations and Inuit and their non-Indigenous counterparts are complex and influenced by a range of historic, geographic, and socio-economic factors. To address long-standing program and service gaps and improve health outcomes for First Nations on-reserve and Inuit living in Nunangat, ISC is continuing work with partners to improve access to effective and culturally-relevant health care services in key areas such as communicable diseases, mental wellness and children's health.



Responding to the needs of First Nations communities on reserve requires a holistic approach to the delivery of social services. These include such services as: family wellness and togetherness services; mental wellness supports; and supports for employability and participation in the workforce. For First Nations living off reserve, Inuit, and Métis, the Department provides support services in urban centers.

In 2019–20, the Department will continue:

- Fully implementing [Jordan's Principle](#)<sup>xi</sup> and reform the First Nations Child and Family Services program in response to all Canadian Human Rights Tribunal Orders. The Department is working towards implementing longer term relief measures to prevent and address discriminatory practices, such as responding to funding pressures facing child and family services agencies, increasing prevention resources for communities so that children are safe and families can stay together, and developing mandatory training for ISC employees;

- Working to stabilize [mental wellness investments introduced in 2016](#).<sup>xii</sup> Maintaining the 52 Mental Wellness teams added since 2015, which are helping strengthen community-based supports, build community capacity, and address ongoing mental health needs;
  - Providing rapid response services and crisis coordination with a focus on vulnerable communities.
- Supporting the Government of Canada in the implementation of the response to the recommendations made in the final report of the National Inquiry into Missing and Murdered Indigenous Women and Girls which is due by April 2019;
- Building upon the 2018 engagements with First Nations, Inuit, and Métis Nation communities and organizations, to support reform of First Nations child and family services. This will include developing an alternate funding system, and [proposed federal legislation](#)<sup>xiii</sup>, advancing community-directed proposals focused on prevention, and resolving any outstanding issues before the Canadian Human Rights Tribunal. The goal of the Budget 2018 investment of \$1.4 billion over six years is to ensure First Nations children remain in their communities, are connected to their language and culture, and that Indigenous peoples control and design their child welfare systems;
- Completing the First Nations-led engagement process that began in 2018–19 and proceed with the co-development of initial reforms to income assistance as recommended by the 2017 Evaluation of the Income Assistance Program. The objective is to ensure sufficiency and appropriateness of investments for meeting the community needs that will ultimately help facilitate the transition of individuals living on income assistance to employment and education;
- Providing distinctions-based, targeted support to improve socio-economic opportunities for urban First Nation, Inuit, and Métis, through the Budget 2017 investment of \$118.5 million over five years for the new Urban Programming for Indigenous Peoples; and
- Working with Indigenous partners and other stakeholders to support the modernization of the Assisted Living Program to enable the Indigenous delivery of social services at all points along the continuum of care with an emphasis on addressing the social determinants of health. This work will consider the [House of Commons Standing Committee on Indigenous and Northern Affairs report](#)<sup>xiv</sup> released in December 2018.

### 3. Indigenous students receive an inclusive and quality education

Despite steady improvements over the years, educational achievement gaps between Indigenous peoples and non-Indigenous Canadians remain unacceptable. These gaps prevent Indigenous peoples from contributing to and fully benefiting from the Canadian economy and society, and perpetuate socio-economic inequities between Indigenous peoples and other Canadians. Building on key Ministerial commitments, the Department will continue to work with Indigenous partners to improve current and future program delivery to ensure that Indigenous students receive a high-quality education that improves outcomes.

In 2019–20, the Department will work with Indigenous partners to:

- Implement a [co-developed new policy framework for First Nations elementary and secondary education](#)<sup>xv</sup> aimed at fundamentally improving the way the funding is provided to First

#### **Innovative Approaches**

ISC is working with Indigenous partners to co-develop improvements to the education programs and identify new, long-term service delivery strategies that respect the different priorities, needs, and cultures of First Nations, Inuit and Métis partners and increase Indigenous control. The Department is also co-developing a new programming approach for research and innovation investments and undertaking a collaborative review of the High-Cost Special Education program.

Nations and First Nations education organizations. Beginning in 2019–20, the Department will begin implementing a series of new, formula-based, regional funding models to ensure that students attending First Nations schools are supported by predictable base funding comparable to students in provincial education systems. The new co-developed funding approach also includes increased investments in First Nations language and culture programming and full-time kindergarten at on-reserve schools;

- Develop and implement First-Nations led education models that provide students with a high-quality and culturally-relevant education that improves outcomes. This will include continued investments in institutional capacity building, research and innovation as well as strengthened partnerships between First Nations and provincial and territorial education systems. It will also include the development of regional education agreements that respond to the education goals and priorities set by First Nations;
- Advance co-developed post-secondary education strategies that respond to the different priorities of First Nations, Inuit and Métis partners. This will be informed by the results of the recent comprehensive review of federal post-secondary education programming; and
- Continue delivering programs as part of the Youth Employment Strategy to promote First Nations and Inuit access to skills and work experience programs.

## Risk

In respect to health, social and education services, there is a risk that the Department will not sufficiently address the needs and aspirations of Indigenous communities, such as adopting processes and services, in a way that is supportive of partnerships and nation-to-nation building.

The Department is addressing this risk through ongoing engagement initiatives to identify key priorities, capacity gaps and targeted objectives and by co-developing the way forward for health, social and education program reforms and new policies. The Department will continue to work in partnership to develop, implement and monitor the success of targeted health promotion and education reform initiatives.

## Planned results

Some indicators below are transitional as indicators and targets are being defined in partnership with Indigenous peoples.

Departmental Results	Departmental Result Indicators	Target	Date to achieve target
Indigenous people and communities are healthier	Active tuberculosis incidence rate among Inuit living in Inuit Nunangat	Three-year average of 0 cases per 100,000 population	March 31, 2030
	Active tuberculosis incidence rate among First Nations on reserve	Three-year average of 22 cases per 100,000 population	March 31, 2028
	Rate of newly reported cases of HIV among First Nations	Three-year average of 19 cases per 100,000 population	March 31, 2028
	% of First Nations adults with diabetes accessing newer, novel medications and not on insulin	20%	March 31, 2020

Departmental Results	Departmental Result Indicators	Target	Date to achieve target
Indigenous people receive social services that respond to community needs	% of First Nations and Inuit communities with access to mental wellness team services	50%	March 31, 2020
	% of First Nations communities offering family support services aimed at keeping families together	To be established with partners by March 2020 <sup>a</sup>	To be established with partners by March 2020
	% of First Nations children on reserve in care	To be established with partners by March 2021 <sup>b</sup>	To be established with partners by March 2021
	% of residents living on reserve who are supported through Income Assistance <sup>c</sup>	To be established with partners <sup>d</sup>	To be established with partners
	# of individuals who received services under Urban Programming for Indigenous Peoples	To be established by June 2019	To be established with partners by March 2020
Indigenous students receive an inclusive and quality education	# of First Nations students who are provided full-day kindergarten services in First Nations administered schools	To be established with partners by March 2021 <sup>e</sup>	To be established with partners by March 2021
	% of students attending First Nations administered schools who are taught at least one subject in a First Nations language	To be established with partners by March 2021 <sup>e</sup>	To be established with partners by March 2021
	% of First Nations on reserve students who graduate from secondary school <sup>f</sup>	To be established with partners by March 2021 <sup>e</sup>	To be established with partners by March, 2021
	# of funded First Nations, Inuit and Métis students who graduate with a post-secondary degree/diploma/ certificate <sup>g</sup>	To be established with partners <sup>e</sup>	To be established with partners

<sup>a</sup> Target and date to achieve target to be determined in consultation with partners after a baseline is established.

<sup>b</sup> Target to be determined in consultation with partners as part of program renewal. In the meantime, the Department aims to decrease the percentage of children in care.

<sup>c</sup> This indicator has been slightly reframed for 2019–20; however, the data collection methodology remains the same. Previously the indicator was reported as: Income Assistance Dependency Rate.

<sup>d</sup> A national engagement process and joint technical working group with the AFN is underway to co-develop indicators and targets. In the meantime, the Department will aim to decrease the percentage.

<sup>e</sup> Target to be determined in consultation with partners. In the meantime, the Department aims to increase results.

<sup>f</sup> This indicator has been slightly reframed for 2019–20. Previously the indicator was reported as: Percentage of funded First Nations students ordinarily resident on reserve who graduate from high school.

<sup>g</sup> This indicator has been reframed for 2019–20 to include Métis as well as First Nations and Inuit students. In years prior to 2019–20, the indicator only included First Nations and Inuit students, which was reflective of programming at that time.

### Budgetary financial resources (dollars)

2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending
4,611,510,367	4,611,510,367	4,737,111,630	4,813,412,648

The year-over-year differences primarily reflect:

- net increase in funding for the Elementary and Secondary as well as Post-secondary Education Programs (+\$162.4 million over two years);
- net increase in funding for social programming, including First Nations Child and Family Services (+\$77.7 million over two years);
- increase in funding to build healthier First Nations and Inuit communities (+\$54.2 million over two years);
- sunset (in 2021–22) of funding for the First Nations Water and Wastewater Enhanced Program and to improve monitoring and testing of on-reserve community drinking water (-\$27.2 million); and
- sunset (in 2021–22) of funding to continue Canada's legal obligations under the Indian Residential Schools Settlement Agreement (-\$79.3 million).

**Human resources (full-time equivalents)**

2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
1,318	1,307	1,208

Financial, human resources and performance information for ISC's Program Inventory is available in the [GC InfoBase](#).

## Governance and Community Development Services

### Description

These services are commonly delivered in partnership with Indigenous communities and institutions and are focused on strong community governance and physical foundations. They include supports for governance capacity in areas such as community planning.

### Planning highlights

To achieve progress in this area, the Department will focus on the following two results.

#### 1. Indigenous communities advance their governance capacity

Effective governance is key to the socio-economic progress; the overall well-being of every community; and supports the devolution of services to communities. ISC supports First Nations communities in implementing and developing strong, effective, sustainable governments in support of Canada's constitutional and statutory obligations. At the same time, the Department recognizes the need to break away from colonial approaches and do things in a new way: where First Nations communities lead the way and Indigenous-led institutions facilitate the capacity development of First Nations governments, institutions, and leadership. In 2019–20, the Department will:

- Invest \$22.9 million in 19 community-led planning pilot projects to support the governance capacity in approximately 139 First Nations and one Inuit community. These innovative pilots will integrate various planning activities based on the vision and priorities identified by community members. Planning is an important tool to support self-determination and each community is enabled to adapt plans to their culture and traditions. In support of inclusiveness, communities consciously create space for all voices to be heard during the development of plans, including women, men, elders, youth, LGBTQ people, as well as members of the community who live on and off reserve; and
- Continue to provide core funding through the governance program to First Nations governments and tribal councils to support ongoing costs of First Nations governance, while also providing tools and support to help them build on their capacity to govern. First Nations are supported through four distinct but related grants and contributions programs: Band Support Funding, Employee Benefits, Professional and Institutional Development, and Tribal Council Funding.

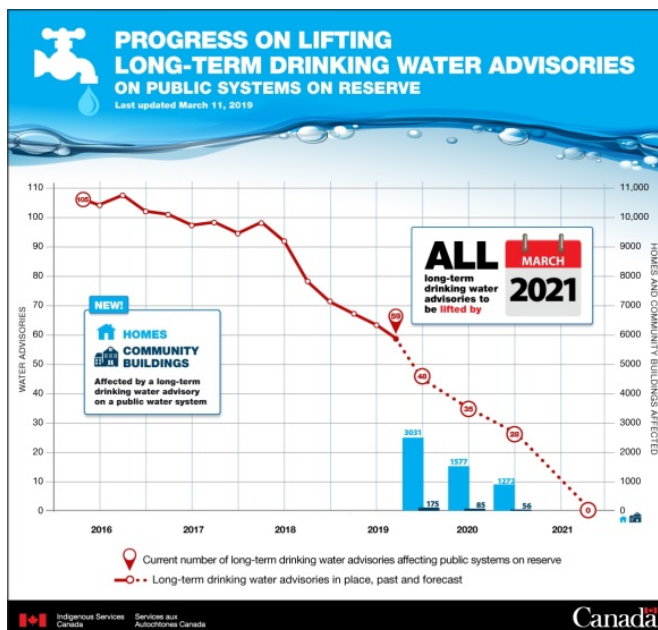
#### 2. Indigenous people have reliable and sustainable infrastructure

The basic, reliable, sustainable infrastructure that exists in most Canadian communities is either missing or in poor condition in many Indigenous communities. For example, clean drinking water, sustainable housing, durable health facilities and reliable sustainable, non-diesel energy is not in place in many communities. The absence or poor state of infrastructure may result in public health or safety concerns and may also prevent communities from keeping pace with population growth or supporting economic development. By investing in infrastructure and capacity building, ISC is supporting communities to have more reliable and sustainable infrastructures that will support economic growth and well-being of Indigenous communities.



ISC’s ability to ensure continuous delivery of health services in First Nations communities depends on maintaining good health facilities. In 2019–20, the Department will:

- Continue to support First Nations in their efforts to have reliable and sustainable public water and wastewater systems in their communities, comparable to Canadians in other communities. The Prime Minister has committed to eliminating all long-term drinking water advisories on public systems on reserve by 2021. In order to achieve this key commitment, the Department will continue working with First Nations partners to identify public water and wastewater system needs, develop infrastructure capital plans and design and implement management plans for the operation and maintenance of water and wastewater systems. The Department is also taking steps to prevent short-term drinking water advisories from becoming long-term, in collaboration with First Nations partners. Finally, the Department will work with the AFN on First Nations-led engagement to advance options on safe drinking water legislation and to inform the co-development of a long-term water and wastewater strategy for First Nations;
- Continue to support the co-development implementation of housing strategies with First Nations partners that improve access and enable First Nations control over housing in their communities. Indigenous leaders have told the federal government that the best approach to housing is one that respects the distinct needs of First Nations, Inuit, and Métis Nation communities. ISC will also advance First Nations housing program reform with First Nations partners through pilot, innovation, and capacity projects;
- Continue investing in the construction, renovation, repair and maintenance of First Nations schools to create quality learning environments that are safe and healthy, promoting better education outcomes for First Nations students living on reserve;
- Continue to support multi-year capital projects and high priority repairs for health facilities and nursing stations in First Nations communities. Continue the implementation of the projects funded through Budget 2016 with 41 projects to be completed by March 2019, and five additional projects to be completed by March 2021;



**Indigenous Homes Innovation Initiative**

The [Indigenous Homes Innovation Initiative](#), to be launched in 2019–20, will provide funding to creative projects led by Indigenous peoples to design and build more effective, sustainable, and culturally-relevant living spaces for Indigenous peoples.

- Invest in innovative e-health solutions, such as telepharmacy services, a computerized pharmacy dispensing system, and demonstration projects in remote presence technology;
- Continue to support Canada’s commitments made under the Pan-Canadian Framework for Clean Growth and Climate Change by working with First Nations, provinces, and other government departments in order to reduce diesel consumption in remote Indigenous Communities. Many of these communities rely exclusively on diesel fuel for electrical power and heat which poses challenges to sustainable development. Reducing reliance on diesel generated electricity helps to address unique challenges including: public health and safety concerns; environmental impacts such as contaminated sites and greenhouse gas emissions; energy system blackouts and energy load restrictions, which may result in communities not being able to build additional homes or other infrastructure and may prevent economic development. ISC will continue to actively work to develop renewable generation and energy efficiency projects;
  - In 2019–20, ISC will provide approximately \$3.5 million toward the Wataynikaneyap (Watay) Power Transmission Project. This First Nations-led project connects remote First Nations in northern Ontario to the provincial power grid, ending dependency on diesel-fueled electricity. In December 2018, Pikangikum First Nations became the first community connected to the grid; and by 2025, the remaining 15 communities will be connected for a total project cost of \$1.6 billion.
- Continue the work that is already underway with the provinces, territories, AFN and First Nations communities to establish tripartite emergency management Memorandum of Understanding. These tripartite Memorandum of Understanding will ensure First Nations are fully included in emergency management systems with the necessary resources to protect and support their communities while integrating Indigenous knowledge. Engagement is currently underway in British Columbia, Saskatchewan, Manitoba, Ontario, Nova Scotia, and Prince Edward Island with other provinces and territories to follow shortly.
  - Continue to support the return of evacuees to safer, more sustainable and resilient communities. First Nations communities are often more remote and are more likely to be impacted by emergencies such as wildfire and flooding while also facing challenges such as access to all-weather roads in some communities. The Department is working in partnership with First Nations, provinces and territories as well as third-party service providers to increase community-based preparedness, mitigation and resilience to emergency events while ensuring support is available during response and recovery phases to better support holistic and timely recovery.

#### **Remote presence technologies**

Investments in remote presence technologies support primary care services in communities by providing community members with access to a broader range of health professionals, and providing community healthcare professionals with access to specialists and other health resources located off-site.

Nine demonstration projects funded through Budget 2017 will allow for upwards of 100 First Nations communities having access to additional remote presence technologies by March 2022.

## Risk

There is a risk that the Department will not be able to ensure continuous delivery of health services or provide the required infrastructure in First Nations communities leading to increased health and safety risks.

The Department is addressing this risk by extensive consultations with First Nations to better understand their requirements and needs for support. Based on these engagements, the Department is continuing to invest in capacity building programs in the areas of community planning, emergency management and water and wastewater operations.

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target
Indigenous communities advance their governance capacity	% of First Nations with a completed community-led plan	35%	March 31, 2020
Indigenous people have reliable and sustainable infrastructure	# of long-term drinking water advisories affecting public water systems on reserve	0	March 31, 2021
	% of First Nations housing that is adequate as assessed and reported by First Nations	75%	March 31, 2020
	% of First Nations schools with a condition rating of “good” or “new”	65%	2024-25
	% of First Nations health facilities with a condition rating of “good”	To be determined in 2020 at the beginning of the next inspection cycle <sup>a</sup>	To be determined
	# of First Nations communities located on reserves that rely on ISC funded diesel for electricity generation	24	March 31, 2025
	% of long-term evacuees who have returned home or have a scheduled date within two years after their evacuation	100%	March 31, 2020

<sup>a</sup> The condition ratings of infrastructure are being assessed according to a common rating system, which was not previously utilized to assess health facilities. Therefore, a target can only be established once baseline data from the new methodology has been obtained in 2020.

## Budgetary financial resources (dollars)

2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending
2,542,307,175	2,542,307,175	2,472,545,992	1,532,582,415

The year-over-year differences primarily reflect:

- sunset (in 2021–22) of funding for the First Nations Water and Wastewater Enhanced Program and to improve monitoring and testing of on-reserve community drinking water (-\$451.0 million);
- decrease in funding for infrastructure projects in Indigenous communities (-\$229.1 million over two years);
- sunset (in 2021–22) of funding provided by Budget 2016 to support the Enhanced First Nations Education Infrastructure Fund (-\$181.4 million);
- sunset (in 2020–21) of funding to support the new fiscal relationship with First Nations (-\$46.8 million); and
- sunset (in 2021–22) of funding for First Nations health facilities (-\$35.6 million).

**Human resources (full-time equivalents)**

2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
1,032	1,032	774

Financial, human resources and performance information for ISC's Program Inventory is available in the [GC InfoBase](#).

## Indigenous Self-Determined Services

### Description

These services are designed and delivered by Indigenous people for Indigenous people. They include services for which the control, authority and/or jurisdiction has been formally transferred to Indigenous communities or organizations, as supported through departmental funding.

### Planning highlights

Supporting Indigenous peoples to build capacity so that their vision of self-determination can be implemented is an important part of the Department's mandate. As the Department moves forward with a transformative approach, it is expected that self-determined services will increase as more Indigenous communities assume control or authority for service design and delivery or as they exercise their inherent right to jurisdiction. To achieve progress in this area, the Department will focus on the following two Departmental Results.

#### 1. Indigenous people control the design, delivery and management of services

The Department is committed to a transformative, holistic, and community-based approach to service improvements that supports Indigenous communities and organizations to exercise jurisdiction in the design, delivery and management of services. This result reaffirms the Indigenous right to self-determination which is aligned with the *United Nations Declaration of the Rights of Indigenous Peoples* and the Truth and Reconciliation Commission's Calls to Action.

In 2019–20, the Department will:

- Establish ten-year grants with First Nations that meet co-developed eligibility criteria in a context of mutual accountability. Grants provide enhanced flexibility and predictability of funding, which empowers First Nations to improve outcomes by focusing on community priorities. The grants will provide authority to First Nations to deliver services in areas such as: education, health, income assistance, and other ongoing activities. The Department committed to providing up to 100 grants to eligible First Nations by April 2019;
- Address sufficiency of funding for First Nations; revenue generation opportunities; possibilities for new funding policies, and proposals for strengthening institutions and mutual accountability in partnership with the Joint AFN – ISC Advisory Committee on Fiscal Relations. In 2019–20, the Committee is mandated to provide advice on several issues, including recommendations for a new Fiscal Policy Framework, which could include replacing the [General Assessment](#),<sup>xvi</sup> reforms to the default management prevention policy, and proposals for strengthening institutions and mutual accountability;
- Continue to collaborate with Indigenous, provincial and territorial partners on proposed federal legislation for child and family services in order to affirm the inherent jurisdiction of Indigenous peoples in this area. In this context, affirming jurisdiction means exercising the authority to make and administer laws for Indigenous child and family services. While all Indigenous peoples have this inherent jurisdiction, some may choose not to exercise this jurisdiction at this time. Some

Budget 2018 provided \$138.6 million over three years to establish a new fiscal relationship that moves towards sufficient, predictable and sustained funding for First Nations communities. This initiative advances self-determination and reconciliation for First Nations communities by:

- committing to policy co-development,
- enhancing funding flexibility and predictability, and
- improving governance capacity and accountability of First Nations governments.

Indigenous communities have already exercised their jurisdiction over child and family services. Discussions are underway with communities such as the Cowichan Tribes in British Columbia, with whom ISC signed a letter of understanding in January 2019 to chart a path towards recognizing and implementing jurisdiction over their own child and family services. In 2019–20, progress on these types of agreements is expected to continue;

- Implement self-determined service agreements, in education and health services with First Nations including:
  - Continue to develop and implement First-Nations-led elementary and secondary education (kindergarten to grade 12) which provide students with high quality and culturally-relevant education. This may include developing First Nations school boards or new Regional Education Agreements;
    - Continue to engage with First Nations to implement new Regional Education Agreements to empower First Nations to set their own priorities and deliver services based on their community needs. Regional Education Agreements include all day kindergarten to grade 12 education funding commitments, including special education; establish defined roles and responsibilities of First Nations and First Nations organizations; include co-developed mutual accountability mechanisms and, outline the relationship with provincial ministries of education and school boards.
  - Working with First Nations partners to build on the success of recent education agreements: the British Columbia Tri-partite Education Agreement, the Manitoba First Nations School System, and Maskwacis Education School Commission Agreement. These agreements deliver services to over 180 First Nations in British Columbia, Alberta and Manitoba; and
  - Advancing specific regional initiatives in Quebec, Ontario, Saskatchewan, and northern Manitoba that are expected to improve regional capacity for health governance, paving the way toward self-determination. These efforts will build upon the lessons learned from establishing the First Nations Health Authority, in British Columbia which was created in 2013 to assume all the services formerly provided by the First Nations Inuit Health Branch (Pacific Region).

Self-determined service agreements are signed with First Nations communities or organizations. They transfer control and authority for the design and delivery in at least one or more service areas. Under these agreements, accountability for results will be to community members, with mutually agreed upon reporting commitments to Canada, established in each agreement. These agreements are different from self-government agreements since self-governing First Nations can make their own laws and policies and have decision-making power in a broad range of matters.

## 2. Indigenous self-determined services are improving outcomes for communities

Self-determined services offer a new pathway towards the elimination of socio-economic gaps between Indigenous people and other Canadians. In 2019–20, self-determined services will begin to provide greater flexibility for First Nations to address local needs, which is expected to advance the objective of improving the socio-economic conditions and quality of life in First Nations communities.

As more services are designed and delivered by Indigenous people for Indigenous people and the Indigenous right to self-determination is affirmed, the Department's continued role will be to support Indigenous peoples in their priorities and efforts to improve outcomes for the benefit of their communities.

In its supporting role, the Department also recognizes that good data governance helps to improve outcomes and contributes to the closure of persistent socio-economic gaps.

In 2019–20, the Department will:

- Continue supporting co-development initiatives to transfer service design and delivery and affirm jurisdiction in Indigenous communities and organizations in new services areas;
- Support First Nations' information and data governance institutions and pursue the development of mutual accountability frameworks with First Nations; and
- Explore data governance and sharing partnerships and/or arrangements in specific service areas such as education.

## Risk

There is a risk that new strong, productive and respectful service arrangements with Indigenous peoples, communities, organizations and governments will not be established. The Department is addressing this risk by engaging the appropriate stakeholders in reviewing its current service arrangements and funding policies to ensure they are advancing First Nations' self-determination objectives.

The Department will mitigate this risk through the ongoing work to implement a new fiscal relationship and other new service arrangements whereby First Nations governments are increasingly accountable to their own citizens while the Government of Canada and First Nations governments hold one another mutually accountable for the commitments they make to one another. The Department will also continue to support the co-development of Indigenous-led institutional functions or institutions that will strengthen governance and lay a foundation for further enhancements moving forward.

## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target
Indigenous people control the design, delivery and management of services	# of eligible First Nations communities that have opted in to a grant to support the new fiscal relationship	100	March 31, 2019
	# of First Nations communities that have opted in to a self-determined service agreement	To be established by March 2020 <sup>a</sup>	To be established by March 2020
Indigenous self-determined services are improving outcomes for communities	% of select indicators with improved results for First Nations communities in a new fiscal relationship funding agreement	To be established by March 2020 <sup>a</sup>	To be established by March 2020
	% of select indicators with improved results for First Nations communities in a self-determined service agreement	To be established by March 2020 <sup>a</sup>	To be established by March 2020

<sup>a</sup> This is a new indicator; target to be established after the first year of reporting when data becomes available. In the meantime, the Department will aim to achieve an increase.

## Budgetary financial resources (dollars)

2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending
2,350,269,508	2,350,269,508	2,369,018,506	2,415,647,496

The year-over-year differences reflect changes in the approved funding profile to support the new fiscal relationship with First Nations as well as increase in funding for the British Columbia Tripartite Health Governance.

**Human resources (full-time equivalents)**

2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
17	0	0

Financial, human resources and performance information for ISC's Program Inventory is available in the [GC InfoBase](#).



## Internal Services

### Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of Programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct services that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are: Management and Oversight Services, Communications Services, Legal Services, Human Resources Management Services, Financial Management Services, Information Management Services, Information Technology Services, Real Property Services, Materiel Services, and Acquisition Services.

### Planning Highlights

#### Management and Oversight Services

The Department will work to promote greater accountability, transparency and oversight in its operations by conducting internal audits, evaluations, financial reviews and risk assessments. Through this work, the Department will ensure the appropriate use of human and financial resources and that programs and services are relevant, efficient, and effective. Special attention will be given to identifying, assessing and responding to the risks that may exist with the formation of ISC as a new department. The Department is also continuing to work on ongoing and future proactive disclosure requirements for ISC, including the Minister's office, in support of open government.

The Department is continuing to advance its work to support better decision making and program reform through measuring and reporting on socio-economic gaps as well as other important well-being outcomes, such as health, language, and culture. We will continue to work with key partners including the First Nations Information Governance Centre in the delivery of health and socio-economic surveys, as well as Statistics Canada in the delivery of the Aboriginal Peoples Survey and other key national data initiatives related to Indigenous Peoples. In the context of supporting and advancing Indigenous self-determination, the Department will work closely with Indigenous partners to strengthen Indigenous data governance capacities and research innovation.

#### Communications Services

The Department informs Canadians about its ongoing work, in an accessible way; maintains an open flow of information with First Nations, Inuit, Métis and Northerners; positively influences public perceptions of Indigenous peoples and related issues; and ensures coherence and consistency in messaging aligned with government priorities. In 2019–20, ISC will continue to develop the Government of Canada web and social media presence to support efforts to engage Indigenous peoples and all Canadians.

#### Human Resources Management Services

ISC will continue to support the commitment to increase Indigenous recruitment, leadership development and retention through initiatives and career development programs for the Indigenous workforce, in particular, the Aboriginal Leadership Development program, which is a program that supports and develops Indigenous peoples for leadership positions within the federal public service.

The Department will also continue to staff positions in a transparent manner, where appointments are based on merit, and the principles of gender equity and diversity are respected. Under the proposed *Accessible Canada Act* (Bill C-81), ISC will ensure a plan is in place to identify and remove accessibility

barriers and prevent new barriers for persons with disabilities, especially pertaining to job opportunities and employment policies and practices.

The Department will continue to provide expert services to assist with employee pay-related issues following the implementation of the Phoenix Pay System and the establishment of the new department. Beginning in May 2019, ISC will participate in the Pay Pod Pilot Project.

The Phoenix Response Team and the People Management Data team will work to ensure the integrity of human resources data and alignment of its workforce resulting from organizational changes.

The Department will be implementing the 2018 to 2021 ISC Workplace Well-being & Mental Health Strategy by:

- Ensuring that the workplace culture is one of mutual trust, with decreased mental health stigma, and that it is trained to adequately address issues and to foster engagement; and
- Using the results from the 2017 and 2018 Public Service Employment Surveys to develop action plans to improve work-place well-being.

### **Financial Management Services**

The focus for financial resource management during the transition will be to ensure the continuation of financial services to support both Departments. As of April 1, 2019, the Departments will have separated financial systems to support independent financial operations for both Departments. This supports the separate Departmental reporting requirement such as the production of Public Accounts, Financial Statements and various other financial reporting requirements. Additionally, both Departments are focusing on ensuring sound resourcing strategies are in place to support emerging priorities associated with the transformation and ongoing business which includes improving the regional resourcing model.

### **Information Management and Information Technology Services**

Information Management and Information Technology services and solutions are regarded across the Government of Canada as key strategic enablers essential to achieving positive outcomes for Canadians. The importance of effective services and solution delivery at CIRNAC and ISC is heightened given the unique challenges that exist across remote locations in Canada, including the North. As well, the services offered by ISC have increased with the addition of the First Nations and Inuit Health Branch, and with this important portfolio comes new challenges and opportunities. The Department will continue to work closely with Shared Services Canada and private sector partners, in the provision of a stable Information Management and Information Technology operating environment and in parallel will assume a leadership role in the development and implementation of Information Management and Information Technology strategies and solutions that will enable successful outcomes and service delivery.

### **Real Property Services, Materiel Services, and Acquisition Services**

The Departments will continue to lead the real property management action plan in order to mitigate health and safety risks and enhance sound stewardship of Crown assets, while ensuring compliance with the central agency's real property policies and guidelines. In the context of the Transformation agenda, the Departments will initiate the transfer of properties that are required to support both Departments' mandates and meet the requirements of programs. A strategic plan for acquisition services will be developed to improve service levels and continue to support the use of the Procurement Strategy for Aboriginal Business.

**Budgetary financial resources (dollars)**

2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending
110,917,383	110,917,383	106,499,017	85,535,716

The year-over-year differences reflect changes in the approved funding profile for internal support services.

Some funding for internal support services is in CIRNAC reference levels, pending future transfers once the structure and funding levels are finalized for ISC.

**Human resources (full-time equivalents)**

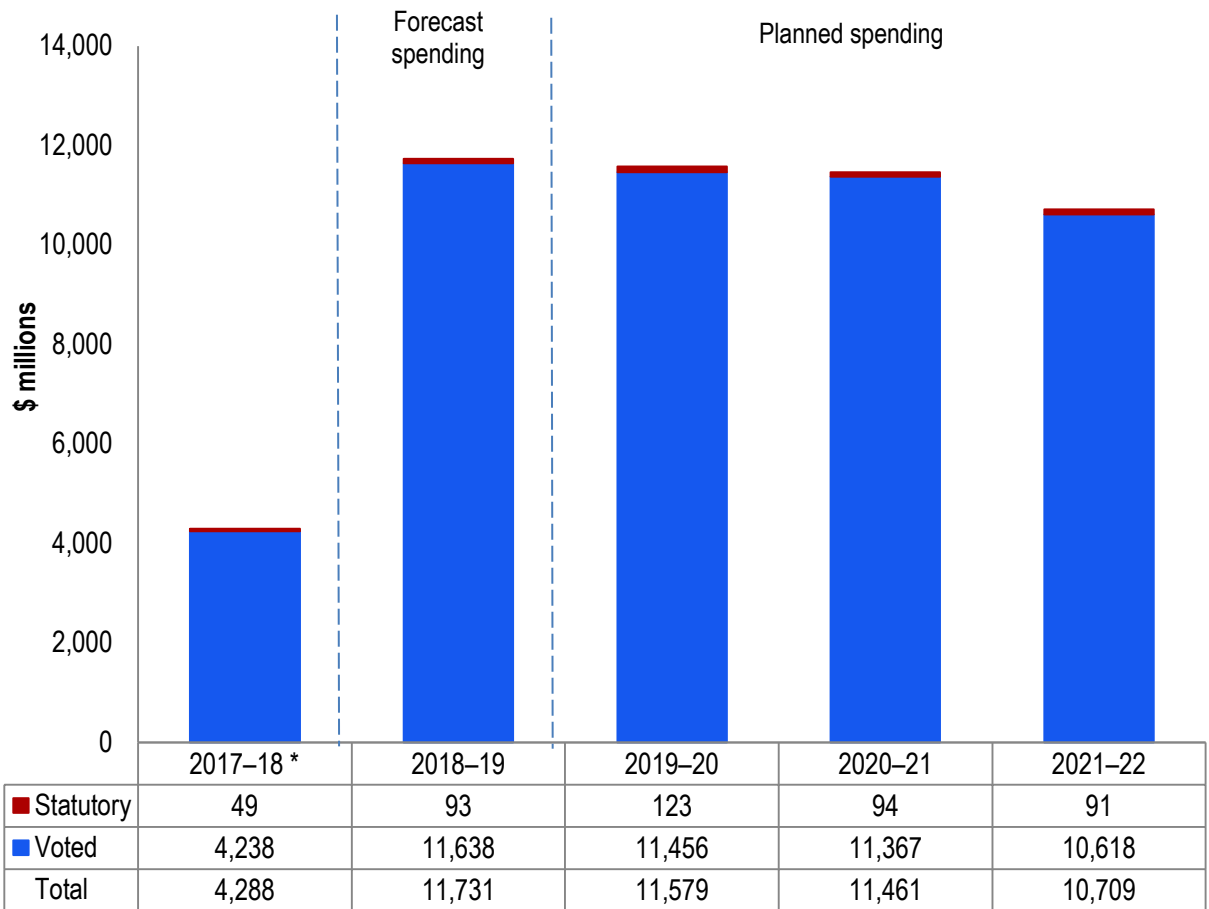
2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
736	739	698



## Spending and human resources

### Planned spending

#### Departmental spending trend graph



\* ISC was established on November 30, 2017. Therefore, the 2017–18 expenditures column represents a partial year from November 30, 2017 to March 31, 2018.

**Budgetary planning summary for Core Responsibilities and Internal Services (dollars)**

Core Responsibilities and Internal Services	2017–18 Expenditures <sup>1</sup>	2018–19 Forecast spending <sup>1</sup>	2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending
Services and Benefits to Individuals	648,354,601	1,814,384,582	1,963,612,086	1,963,612,086	1,775,476,820	1,862,058,430
Health and Social Services	1,927,149,993	6,219,169,680	4,611,510,367	4,611,510,367	4,737,111,630	4,813,412,648
Governance and Community Development Services	1,524,992,985	3,067,318,846	2,542,307,175	2,542,307,175	2,472,545,992	1,532,582,415
Indigenous Self-Determined Services	116,729,933	493,325,415	2,350,269,508	2,350,269,508	2,369,018,506	2,415,647,496
Amount not allocated to the above core responsibilities <sup>2</sup>	45,141,500	N/A	N/A	N/A	N/A	N/A
<b>Subtotal</b>	<b>4,262,369,012</b>	<b>11,594,198,523</b>	<b>11,467,699,136</b>	<b>11,467,699,136</b>	<b>11,354,152,948</b>	<b>10,623,700,989</b>
Internal Services	25,429,592	137,122,146	110,917,383	110,917,383	106,499,017	85,535,716
<b>Total</b>	<b>4,287,798,604</b>	<b>11,731,320,669</b>	<b>11,578,616,519</b>	<b>11,578,616,519</b>	<b>11,460,651,965</b>	<b>10,709,236,705</b>

<sup>1</sup>ISC was established on November 30, 2017. Therefore, the 2017–18 expenditures column represents a partial year from November 30, 2017 to March 31, 2018. The 2017–18 expenditures and 2018–19 forecast spending have been restated from the Program Alignment Architecture to reflect the 2019–20 Departmental Results Framework.

<sup>2</sup> The 2017–18 expenditures under “Amount not allocated to the above core responsibilities” is related to actual expenditures under the Other Claims Program.

The spending trend shown in the table above reflects the partial year of actual expenditures in 2017–18 as ISC was established on November 30, 2017.

The 2018–19 forecast spending is significantly higher than the 2017–18 expenditures as it reflects the full year of forecast spending in 2018–19 compared to the partial year of actual expenditures in 2017–18.

Spending is expected to decrease by \$869.4 million between 2019–20 and 2021–22. This is mainly due to:

- Net decrease in spending related to various significant infrastructure investments, including water and wastewater, housing, education facilities, health facilities and other infrastructures (-\$960.8 million);
- Net decrease in funding for the non-insured health benefits for First Nations and Inuit (-\$119.3 million);
- Decrease due to the sunset of funding for the Indian Residential Schools Settlement Agreement (Budget 2018) (-\$82.4 million);
- Net increase in funding for social programming, including First Nations Child and Family Services (+\$77.7 million); and
- Net increase in funding for the Elementary and Secondary as well as Post-Secondary Education Programs (+\$162.4 million).

Decisions on the renewal of the sunset initiatives will be taken in future budgets and reflected in future estimates.

**2019–20 Budgetary planned gross spending summary (dollars)**

Core Responsibilities and Internal Services	2019–20 Planned gross spending	2019–20 Planned gross spending for specified purpose accounts	2019–20 Planned revenues netted against expenditures	2019–20 Planned net spending
Services and Benefits to Individuals	2,133,056,811	0	(169,444,725)	1,963,612,086
Health and Social Services	4,611,827,532	0	(317,165)	4,611,510,367
Governance and Community Development Services	2,542,307,175	0	0	2,542,307,175
Indigenous Self-Determined Services	2,350,269,508	0	0	2,350,269,508
<b>Subtotal</b>	<b>11,637,461,026</b>	<b>0</b>	<b>(169,761,890)</b>	<b>11,467,699,136</b>
Internal Services	130,334,206	0	(19,416,823)	110,917,383
<b>Total</b>	<b>11,767,795,232</b>	<b>0</b>	<b>(189,178,713)</b>	<b>11,578,616,519</b>

**Planned human resources****Human resources planning summary for Core Responsibilities and Internal Services (full-time equivalents)**

Core Responsibilities and Internal Services	2017–18 Actual <sup>1</sup>	2018–19 Forecast	2019–20 Planned	2020–21 Planned	2021–22 Planned
Services and Benefits to Individuals	470	1,143	1,165	1,170	1,170
Health and Social Services	524	1,404	1,318	1,307	1,208
Governance and Community Development Services	339	1,046	1,032	1,032	774
Indigenous Self-Determined Services	N/A	N/A	17	0	0
<b>Subtotal</b>	<b>1,333</b>	<b>3,593</b>	<b>3,532</b>	<b>3,509</b>	<b>3,152</b>
Internal Services	119	640	736	739	698
<b>Total</b>	<b>1,452</b>	<b>4,233</b>	<b>4,268</b>	<b>4,248</b>	<b>3,850</b>

<sup>1</sup> The 2017–18 Actual column represents a partial year from November 30, 2017 to March 31, 2018. The 2017–18 Actual and 2018–19 Forecast have been restated from the Program Alignment Architecture to reflect the 2019–20 Departmental Results Framework.

**Estimates by vote**

Information on ISC's organizational appropriations is available in the [2019–20 Main Estimates](#).<sup>xvii</sup>

**Future-Oriented Condensed Statement of Operations**

The Future-Oriented Condensed Statement of Operations provides a general overview of ISC's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management. The forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis, as a result, amounts may differ.

A more detailed [Future-Oriented Statement of Operations](#)<sup>xviii</sup> and associated notes, including a reconciliation of the net costs of operations to the requested authorities, are available on the ISC's website.

**Future-Oriented Condensed Statement of Operations for the year ending March 31, 2020 (dollars)**

Financial information	2018–19 Forecast results	2019–20 Planned results	Difference (2019–20 Planned results minus 2018–19 Forecast results)
Total expenses	11,859,782,063	11,670,580,636	(189,201,427)
Total revenues	179,183,713	189,226,071	10,042,358
Net cost of operations before government funding and transfers	11,680,598,350	11,481,354,565	(199,243,785)

**Expenses**

Total expenses for 2019–20 are planned at \$11,671 million, representing a \$189 million decrease from the previous year's forecasted total expenses of \$11,860 million. Expenses by core responsibility are as follows:

- Service and Benefits to Individuals \$2,146 million (18.4%);
- Health and Social Services \$4,488 million (38.5%);
- Governance and Community Development \$2,545 million (21.8%); and
- Indigenous Self-determined Service \$2,350 million (20.1%).

The remainder of the total expenses includes Internal Services in the amount of \$140 million (1.2%), and expenses incurred on behalf of the Government of Canada in the amount of -\$0.02 million (-0.0%).

**Revenues**

Total revenues for 2019–20 are planned at \$189 million, representing a \$10 million increase over the previous year's total revenues of \$179 million. Respendable revenues represent \$170 million (89.9%) of total revenues. Revenues from finance and administrative services represent \$19 million (10.1%) of total revenues.

**Significant variances**

Variances between the planned results for 2019–20 and the 2018–19 forecast results are largely attributable to the timing of key elements in the fiscal cycle. Planned results for 2019–20 are based on the Main Estimates which is the first step in the fiscal cycle. Additional significant funding and initiatives that were not approved in time to be included in the Main Estimates have not been included in the 2019–20 planned results. This in part explains the variance between the planned results for 2019–20 and the 2018–19 estimated results for the core responsibility of Health and Social Services. This funding will be provided through Supplementary Estimates and it should be noted that over the past five years significant funding has been accessed through this process.



## Additional information

### Corporate information

#### Organizational profile

**Appropriate minister:** The Honourable Seamus O'Regan

**Ministerial portfolio:** Department of ISC

**Enabling instrument:** Paragraph 3(1)(a) of the *Financial Administration Act* and P.C. 2017-1464, P.C. 2017-1465, and P.C. 2017-1466.

**Year of incorporation:** November 30, 2017

**Other:** None

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

"Raison d'être, mandate and role: who we are and what we do" is available on [ISC's website](#).

#### Reporting framework

The ISC Departmental Results Framework and Program Inventory of record for 2019–20 are shown below.

Core responsibility : Services and Benefits to Individuals		
These services and benefits are mainly delivered directly to Indigenous people by the Department. They include, among other services and benefits, individual First Nations and Inuit clinical care and health-related benefits such as pharmacy, dental and vision care.		
Departmental Result	Indicators	Program Inventory
Quality and timely services are delivered directly to Indigenous people	% of First Nations adults who rate the quality of health care services delivered in their community as good or excellent	<ul style="list-style-type: none"> <li>- Supplementary Health Benefits</li> <li>- Clinical and Client Care</li> <li>- Community Oral Health Services</li> </ul>
	% of prior approval requests for medication coverage completed within 24 hours	
	% of eligible First Nations and Inuit who received at least one non-insured health benefit in a year	
Health services delivered to Indigenous people contribute to improved health outcomes	% of First Nations and Inuit adults who reported being in very good or excellent health	
Core responsibility: Health and Social Services		
These services are primarily delivered in partnership with Indigenous communities and organizations, provinces/territories and agencies. Together, they focus on health and well-being for Indigenous people. They include health services to strengthen Indigenous communities in areas such as healthy living, communicable disease control, healthy child development and community care. They also include social services with an emphasis on children and families, as well as education services from kindergarten to post-secondary.		
Departmental Result	Indicators	Program Inventory
Indigenous people and communities are healthier	Active tuberculosis incidence rate among Inuit living in Inuit Nunangat	<ul style="list-style-type: none"> <li>- Child First Initiative – Jordan's Principle</li> <li>- Mental Wellness</li> <li>- Healthy Living</li> <li>- Healthy Child Development</li> <li>- Home and Community Care</li> <li>- Health Human Resources</li> </ul>
	Active tuberculosis incidence rate among First Nations on reserve	
	Rate of newly reported cases of HIV among First Nations	
	% of First Nations adults with diabetes accessing newer, novel medications and not on insulin	
Indigenous people receive social services that respond to community needs	% of First Nations and Inuit communities with access to mental wellness team services	

	% of First Nations communities offering family support services aimed at keeping families together	<ul style="list-style-type: none"> <li>- Environmental Public Health</li> <li>- Communicable Diseases Control and Management</li> <li>- Education</li> <li>- Income Assistance</li> <li>- Assisted Living</li> <li>- First Nations Child and Family Services Family Violence Prevention</li> <li>- Urban Programming for Indigenous Peoples</li> </ul>
	% of First Nations children on reserve in care	
	% of residents living on reserve who are supported through Income Assistance	
	# of individuals who received services under Urban Programming for Indigenous Peoples	
Indigenous students receive an inclusive and quality education	# of First Nations students who are provided full-day kindergarten services in First Nations administered schools	
	% of students attending First Nations administered schools who are taught at least one subject in a First Nations language	
	% of First Nations on reserve students who graduate from secondary school	
	# of funded First Nations, Inuit and Métis students who graduate with a post-secondary degree/diploma/ certificate	
<b>Core responsibility: Governance and Community Development Services</b>		
These services are commonly delivered in partnership with Indigenous communities and institutions and are focused on strong community governance and physical foundations. They include supports for governance capacity in areas such as community planning.		
<b>Departmental Result</b>	<b>Indicators</b>	<b>Program Inventory</b>
Indigenous communities advance their governance capacity	Percentage of First Nations with a completed community-led plan	<ul style="list-style-type: none"> <li>- Health Facilities</li> <li>- e-Health Infrastructure</li> <li>- Health Planning, Quality Management and Systems Integration</li> <li>- Indigenous Governance and Capacity</li> <li>- Water and Wastewater</li> <li>- Education Facilities</li> <li>- Housing</li> <li>- Other Community Infrastructure and Activities</li> <li>- Emergency Management Assistance</li> </ul>
Indigenous people have reliable and sustainable infrastructure	# of long-term drinking water advisories affecting public water systems on reserve	
	% of First Nations housing that is adequate as assessed and reported by First Nations	
	% of First Nations schools with a condition rating of "good" or "new"	
	% of First Nations health facilities with a condition rating of "good"	
	# of First Nations communities located on reserves that rely on ISC funded diesel for electricity generation	
% of long-term evacuees who have returned home or have a scheduled date within two years after their evacuation		
<b>Core responsibility : Indigenous Self-Determined Services</b>		
These services are designed and delivered by Indigenous people for Indigenous people. They include services for which the control, authority and/or jurisdiction has been formally transferred to Indigenous communities or organizations, as supported through departmental funding.		
<b>Departmental Result</b>	<b>Indicators</b>	<b>Program Inventory</b>
Indigenous people control the design, delivery and management of services	# of eligible First Nations communities that have opted in to a grant to support the new fiscal relationship	<ul style="list-style-type: none"> <li>- New Fiscal Relationship</li> <li>- Self-Determined Services</li> <li>- BC Tripartite Health Governance</li> </ul>
	# of First Nations communities that have opted in to a self-determined service agreement	
Indigenous self-determined services are improving outcomes for communities	% of select indicators with improved results for First Nations communities in a new fiscal relationship funding agreement	
	% of select indicators with improved results for First Nations communities in a self-determined service agreement	

### Changes to the approved reporting framework since 2018–19

2019–20 structure	2019–20 program	2018–19 structure	2018–19 program	Change	Rational for change
Services and benefits to Individuals	Supplementary Health Benefits	First Nations and Inuit Health	Supplementary Health Benefits	No change to the program	Not applicable
	Clinical and Client Care		Clinical and Client Care	No change to the program	Not applicable
	Community Oral Health Services	Not applicable	Not applicable	New program	New funding
Health and Social Services	Education	Individuals and Families	Education	No change to the program	Not applicable
	Income Assistance		Income Assistance	No change to the program	Not applicable
	Assisted Living		Assisted Living	No change to the program	Not applicable
	First Nations Child and Family Services		First Nations Child and Family Services	No change to the program	Not applicable
	Family Violence Prevention		Family Violence Prevention	No change to the program	Not applicable
	Urban Programming for Indigenous Peoples		Urban Programming for Indigenous Peoples	No change to the program	Not applicable
	Healthy Child Development	First Nations and Inuit	Healthy Child Development	No change to the program	Not applicable
	Mental Wellness		Mental Wellness	No change to the program	Not applicable
	Healthy Living		Healthy Living	No change to the program	Not applicable
	Communicable Diseases Control and Management		Communicable Disease	No change to the program	Not applicable
	Environmental Public Health		Environmental Public Health	No change to the program	Not applicable
	Home and Community Care		Home and Community Care	No change to the program	Not applicable
	Child First Initiative-Jordan's Principle		Child First Initiative-Jordan's Principle	No change to the program	Not applicable
	Health Human Resources		Health Human Resources	No change to the program	Not applicable
	Governance and Community Development Services		Indigenous Governance and Capacity	Community and Regional	Indigenous Governance and Capacity
Water and Wastewater		Water and Wastewater	No change to the program		Not applicable
Education Facilities		Education Facilities	No change to the program		Not applicable
Housing		Housing	No change to the program		Not applicable
Other Community Infrastructure and Activities		Other Community Infrastructure and Activities	No change to the program		Not applicable

2019–20 structure	2019–20 program	2018–19 structure	2018–19 program	Change	Rational for change
	Emergency Management Assistance		Emergency Management Assistance	No change to the program	Not applicable
	Health Facilities	First Nations and Inuit Health	Health Facilities	No change to the program	Not applicable
	e-Health Infostructure		e-Health Infostructure	No change to the program	Not applicable
	Health Planning , Quality Management and Systems Integration		Health Planning , Quality Management and Systems Integration	No change to the program	Not applicable
Indigenous Self-Determined Services	New Fiscal Relationship	Not applicable	Not applicable	New program	Reflects the new fiscal relationship with First Nations communities
	Self-Determined Services	Not applicable	Not applicable	New program	Reflects self-determined agreements between the Department and Indigenous bands and organizations
	BC Tripartite Health Governance	First Nations and Inuit Health	BC Tripartite Health Governance	No change to the program	Not applicable

## Supporting information on the Program Inventory

Supporting information on planned expenditures, human resources, and results related to ISC's Program Inventory is available in the [GC InfoBase](#).

## Supplementary information tables

The following [supplementary information tables](#) are available on ISC's website.

- [Departmental Sustainable Development Strategy](#)
- [Details on transfer payment programs of \\$5 million or more](#)
- [Gender-based analysis plus](#)

## Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).<sup>xix</sup> This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are the responsibility of the Minister of Finance.

## Organizational contact information

### **Indigenous Services Canada**

Les Terrasses de la Chaudière  
10 Wellington Street, North Tower  
Gatineau, Quebec

Mailing Address: Ottawa, Ontario K1A 0H4

Internet: <https://www.canada.ca/en/indigenous-services-canada.html>

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

### **General and statistical inquiries and publication distribution**

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

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### **Departmental library**

Telephone: 819-997-0811

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### **Media inquiries — Communications**

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

### **Departmental Result (résultat ministériel)**

Any change that the 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)**

The department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

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

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

### **evaluation (évaluation)**

In the Government of Canada, the systematic and neutral collection and analysis of evidence to judge merit, worth or value. Evaluation informs decision making, improvements, innovation and accountability. Evaluations typically focus on programs, policies and priorities and examine questions related to relevance, effectiveness and efficiency. Depending on user needs, however, evaluations can also examine other units, themes and issues, including alternatives to existing interventions. Evaluations generally employ social science research methods.

### **experimentation (expérimentation)**

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

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

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

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

An analytical process used to help identify the potential impacts of policies, Programs and services on diverse groups of women, men and gender-diverse people. The “plus” acknowledges that GBA goes beyond sex and gender differences. We all have multiple identity factors that intersect to make us who we are; GBA+ considers many other identity factors, such as race, ethnicity, religion, age, and mental or physical disability.

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

For the purpose of the 2019–20 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada’s Strength; and Security and Opportunity.

**horizontal initiative (initiative horizontale)**

An initiative where two or more departments are given funding to pursue a shared outcome, often linked to a government priority.

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

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

**performance (rendement)**

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

**performance indicator (indicateur de rendement)**

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

**Performance Information Profile (profil de l’information sur le rendement)**

The document that identifies the performance information for each Program from the Program Inventory.

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

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

**plan (plan)**

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



**planned spending (dépenses prévues)**

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

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

**priority (priorité)**

A plan or project that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Departmental Results.

**Program (programme)**

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

**Program Inventory (répertoire des programmes)**

Identifies all of the department's programs and describes how resources are organized to contribute to the department's Core Responsibilities and Results.

**result (résultat)**

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

**statutory expenditures (dépenses législatives)**

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

**sunset program (programme temporisé)**

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

**target (cible)**

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

**voted expenditures (dépenses votées)**

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



## Endnotes

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- <sup>i</sup> The ISC Departmental Results Framework, <https://www.sac-isc.gc.ca/eng/1554991285778/1554991307016>
- <sup>ii</sup> Government of Canada introduced Bill C-92, <https://www.canada.ca/en/indigenous-services-canada/news/2019/02/government-of-canada-assembly-of-first-nations-inuit-tapiirit-kanatami-metis-national-council-celebrate-the-introduction-of-bill-c-92.html>
- <sup>iii</sup> Canadian Council for Public-Private Partnerships, [http://www.pppcouncil.ca/web/pdf/first\\_nations\\_p3\\_report.pdf](http://www.pppcouncil.ca/web/pdf/first_nations_p3_report.pdf)
- <sup>iv</sup> Additions to Reserve/Reserve Creation - 2016 Policy Directive, <https://www.aadnc-aandc.gc.ca/eng/1465827292799/1465827347934#mm>
- <sup>v</sup> First Nations Tax Commission, <https://fnctc.ca/>
- <sup>vi</sup> Supplementary Health Benefits Program, <https://www.aadnc-aandc.gc.ca/eng/1524773520198/1524773542057>
- <sup>vii</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>viii</sup> AFN Health Transformation Agenda, [https://www.afn.ca/uploads/files/fnhta\\_final.pdf](https://www.afn.ca/uploads/files/fnhta_final.pdf)
- <sup>ix</sup> Canada-Métis Nation Accord, <https://pm.gc.ca/eng/canada-metis-nation-accord>
- <sup>x</sup> Truth and Reconciliation Commission's health-related Calls to Action, <https://www.aadnc-aandc.gc.ca/eng/1524499024614/1524499312525>
- <sup>xi</sup> Jordan's Principle, <https://www.canada.ca/en/indigenous-services-canada/services/jordans-principle.html>
- <sup>xii</sup> Mental wellness investments introduced in 2016, <https://pm.gc.ca/eng/news/2016/06/13/government-canada-provide-immediate-support-indigenous-mental-wellness>
- <sup>xiii</sup> Government of Canada, with First Nations, Inuit and Métis Nation leaders, announce co-developed legislation will be introduced on Indigenous child and family services in early 2019, <https://www.canada.ca/en/indigenous-services-canada/news/2018/11/government-of-canada-with-first-nations-inuit-and-metis-nation-leaders-announce-co-developed-legislation-will-be-introduced-on-indigenous-child-and.html>
- <sup>xiv</sup> House of Commons Standing Committee on Indigenous and Northern Affairs report, <http://www.ourcommons.ca/DocumentViewer/en/42-1/INAN/report-17/>
- <sup>xv</sup> Government of Canada and AFN announce new policy and funding approach for First Nations K-12 education on reserve, <https://www.canada.ca/en/indigenous-services-canada/news/2019/01/government-of-canada-and-assembly-of-first-nations-announce-new-policy-and-funding-approach-for-first-nations-k-12-education-on-reserve.html>
- <sup>xvi</sup> General Assessment, <https://www.aadnc-aandc.gc.ca/eng/1322761862008/1322762014207>
- <sup>xvii</sup> 2018–19 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- <sup>xviii</sup> Future-Oriented Statement of Operations, <https://www.sac-isc.gc.ca/eng/1519846879554/1523912141327>
- <sup>xix</sup> Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>