



**Expert analysis: Federal funding  
and First Nations in Canada**



This report was prepared at the request of a First Nation and their legal team for a matter before the Supreme Court of Canada. The content is Kevin Page's expert opinion to the Court.

**1) What on-reserve programs, services and / or activity areas does the federal government fund for *Indian Act* bands?**

Indigenous Services Canada (ISC) is the primary source of federal funding for Indian Act Bands and Services.<sup>1</sup> The *Department of Indigenous Services Act* enumerates the following ministerial duties for eligible recipients:

- (a) child and family services;
- (b) education;
- (c) health;
- (d) social development;
- (e) economic development;
- (f) housing;
- (g) infrastructure;
- (h) emergency management;
- (h.1) governance;
- (i) any other matter designated by order of the Governor in Council.<sup>2</sup>

ISC lists its areas of activity to be: “[education], emergency management, governance, health, housing, infrastructure, land and economic development, social programs, [and] water.”<sup>3</sup> Programs are set forth by ISC for the administration of community governance regarding accessibility of services and are guided by the terms of the *Indian Act*.<sup>4</sup>

For an overview of programs, expenditures, and performance criteria, see Appendix 1.

While the federal government funds most areas of activity on-reserve, there are various areas of activity that intersect with those of the province or in which there are legislative gaps on-reserve. Education is a particular case, as it is an area of provincial jurisdiction, but the *Indian Act* prescribes control of education for Bands to the federal government.<sup>5</sup>

---

<sup>1</sup> Government of Canada, “Indigenous Services Canada”, (May 2022) online: Indigenous Services Canada <<https://www.canada.ca/en/indigenous-services-canada.html>>.

<sup>2</sup> *Department of Indigenous Services Act*, SC, 2019, c.29 at s. 6.2.

<sup>3</sup> Government of Canada, “Funding Programs”, (February 2021) online: Indigenous Services Canada <<https://www.sac-isc.gc.ca/eng/1591289631120/1591289804651>>.

<sup>4</sup> Government of Canada, “Grant for Band Support Funding”, (December 2018) online: Indigenous Services Canada <<https://www.sac-isc.gc.ca/eng/1386005590251/1615722175686>>.

For a list of programs, please see: <<https://www.sac-isc.gc.ca/eng/1591289631120/1591289804651?wbdisable=true>>.

<sup>5</sup> *Indian Act*, R.S.C., 1985, c. I-5, s. 114-117.

For First Nations on-reserve, health often involves a tripartite approach to governance and service delivery between the federal, provincial, and community governments.<sup>6</sup> On-reserve, the federal government may fund and/or deliver certain health programs and services. Wherever they reside, First Nations can access provincial health services, and non-insured health benefits (covered by ISC).

In child and family services, the federal government funds First Nations child and family services (FNCFS) agencies serving communities on-reserve, as well as related activities on-reserve led by First Nations. Should a First Nation not be served by a FNCFS agency, notably for protection services, the First Nation by default is served by the province (which the federal government funds for services on-reserve). With *An Act respecting First Nations, Inuit and Métis children, youth and families*<sup>7</sup>, First Nations have the option of exercising their jurisdiction in child family services, taking on the indemnification and service delivery requirements in the area (assuming concurrence with federal and provincial actors).<sup>8</sup>

## **2) How are federally funded programs, services and / or activity areas for *Indian Act* bands on-reserve determined?**

Every federally funded program has a set of parameters that determine funding allocations, the purpose/goal of the program, its duration, and its oversight and reporting requirements, as defined by Treasury Board of Canada policy. These parameters are consistent for the Government of Canada, while tools and approaches may vary to accommodate different program goals.

In the case of *Indian Act* bands, the programs and services funded by the federal government on-reserve are guided by the *Indian Act*. Indigenous Services Canada (ISC), the primary source of funding for Indian Bands, funds programs and services in the following categories: “[education], emergency management, governance, health, housing, infrastructure, land and economic development, social programs and water.”<sup>9</sup> For each area of activity, there are one or more programs. Each program will have its distinct purpose, funding approach, indicators to measure progress, timeline, and vote structure (for Parliament’s appropriation).

Nearly all of ISC’s funding is allocated on a voted basis, i.e., the funding is reviewed and must be approved by Parliament every fiscal year (or upon sunset of the program) to be transferred to the managing department, and ultimately, the program recipient. There are virtually no statutory programs within ISC. A statutory program does not require an annual Parliamentary appropriation, as the governing legislation, once passed, defines the allocation principles and its source(s) on an ongoing basis.

---

<sup>6</sup> Government of Canada, “Indigenous Health Care in Canada” (October 2021) online: Indigenous Services Canada <<https://www.sac-isc.gc.ca/eng/1626810177053/1626810219482>>.

<sup>7</sup> *An Act respecting First Nations, Inuit and Métis children, youth and families*, SC, 2019, c.24.

<sup>8</sup> *Ibid* at s.8.

<sup>9</sup> Government of Canada, “Funding Programs” (February 2021) online: Indigenous Services Canada <<https://www.sac-isc.gc.ca/eng/1591289631120/1591289804651?wbdisable=true>>.

There are three dimensions to a funding approval: 1) spending authority of the federal government to act in areas related to First Nations (see question #1 above); 2) executive authority to make a policy management and financial decision; 3) parliamentary appropriations and oversight.

The federal government makes a policy decision related to program activities over which it has authority. The proposed policy decision and related allocation goes first to Cabinet for approval. The Prime Minister and the Minister of Finance must sign-off on the proposal (financial authority) through a record of decision. Assuming Cabinet approves the approach, the funding request is presented to Parliament as part of the appropriations process. Assuming Parliament approves the allocation, the responsible department can spend the allocated funds with the terms and conditions assigned on the program based on Treasury Board's decision (before appropriation by Parliament). The department is required to report back to Parliament through the Public Accounts (and related documents, e.g., Departmental Results Reports) on its activities in alignment to the terms and conditions. Any change to policy or funding levels would require working through the three dimensions of funding approval.

The decision by the executive on funding requirements and adequacy is shared through the policy approval process, the funding authorities, and program requirements. It plays out on policy, with program and management related constructs (management authorities), with Parliament's role through the approval of authorities and the review of the programs for which they have oversight obligations. While policy and funding decisions are proposed by the executive and approved by the legislature, there is no guarantee or necessarily, a requirement that the funding amounts be sufficient to meet the different goals and needs of distinct First Nations Bands. Program and funding decisions have their own performance measures associated for monitoring and measuring the achievement of desired targets.

### **3) What are the funding principles and / or factors that govern the determination of funding allocations for *Indian Act* bands from the federal government?**

Transfers to First Nations flow mainly from two federal departments: Crown-Indigenous and Northern Affairs Canada (CIRNAC); and Indigenous Services Canada (ISC). There are general principles (objectives) that govern all federal transfer payments, whether to First Nations or others. In theory, those principles aim to ensure that transfer payments: are managed with accountability; are designed based on the policy decision made by the executive; ensure transparency and accountability of recipients; are aligned with government priorities to achieve better outcomes for Canadians; and consider risks associated with the transfers.

There are also high-level principles associated with transfer payments to First Nations. The preamble of CIRNAC's Comprehensive Funding Agreement 2022-23 template includes the following:

**WHEREAS** this Agreement has been developed in the context of an ongoing initiative to establish a new fiscal relationship (“NFR”) between First Nations and the Crown, whereby First Nations and the Crown seek to co-develop new approaches:

- to support capacity-building by First Nations and to empower First Nations councils to plan and invest based on their own socio-economic, education and health priorities;
- to work toward the closure of socio-economic gaps between First Nations and other peoples of Canada; and
- that are founded on a mutual accountability relationship whereby Canada and the First nations are mutually accountable for the commitments they make to one another under the Agreement, while First Nations are primarily accountable to their [/:CitizenOrMember]s.<sup>10</sup>

Guided by the financial management principles for Canada’s public service, ISC uses its budget management principles, considering Indigenous services context, to allocate funds to First Nations programs. As such,

ISC budget management decisions seek to:

- respond to needs and emerging pressures
- sustain ongoing service delivery
- optimize funding and benefits to Indigenous communities
- implement government priorities.<sup>11</sup>

Responding to needs and emerging pressures in budget decisions does not imply sufficiency in funding to cover all cost requirements. For instance, the federal government may allocate resources to First Nations water and wastewater, a basic need, but there is no requirement that the funding amounts be sufficient to fully cover the different goals and needs of distinct First Nations Bands, both in relation to water and wastewater and more generally.

In addition to these high-level principles and objectives, there are terms and conditions for each funding program that specifies the type of funding (see answer to Question 6), the amount of funding, payment schedule, reporting requirements, delivery requirements, adjustment process if the amount or timing of the funding need to be adjusted, and several other conditions.

---

<sup>10</sup> Government of Canada, “Comprehensive Funding Agreement 2022-2023” (December 2021) online: Crown-Indigenous Relations and Northern Affairs Canada <<https://www.rcaanc-cirnac.gc.ca/eng/1638969525062/1638969543021>>.

<sup>11</sup> Government of Canada, “Budget Management Principles” (December 2019) online: Indigenous Services Canada <<https://www.sac-isc.gc.ca/eng/1549034289631/1584371125401>>.

**4) Does the federal government purport to provide enough funding to meet the basic needs of *Indian Act* bands? If so, how does it determine the bands' basic needs? Does it monitor or assess whether it is actually meeting those needs?**

The federal government has spending obligations to First Nations Bands. The levels and parameters of those spending decisions are based on policy, performance frameworks, and funding decisions. In its expenditures, the federal government is held accountable for the effectiveness and efficiency of its expenditures based on the performance parameters established at the outset of the program by the executive. The policy and the related performance framework will guide spending decisions and any reassessments.

Consider for instance, ISC's budget management principles that suggest the federal government is supposed to provide funding to meet the basic needs of *Indian Act* Bands.<sup>12</sup> According to ISC budget management principles: "[ISC] adheres to the Departmental Results Framework of the Government of Canada which defines the department's core responsibilities and explains how it achieves outcomes, with the provision of data and performance information".<sup>13</sup>

In its explanation, ISC uses the word 'responds' to needs rather than concepts of sufficiency or adequacy:

ISC budget management decisions seek to:

- respond to needs and emerging pressures
- sustain ongoing service delivery
- optimize funding and benefits to Indigenous communities
- implement government priorities.<sup>14</sup>

To determine budgets, ISC indicates that various inputs, including historical trends and forecasting are used: "(...) ISC continually monitors and forecasts program demand to meet program funding needs and legal obligations. Budgets are determined based on anticipated needs, which are normally established through historical trends and forecasting."<sup>15</sup>

Legislation, such as the *ISC Act*, define areas of responsibility and general obligations on the part of the federal government. The policy decisions and performance frameworks associated to those activities are based on executive decisions. There are areas of activity on-reserve for First Nations Bands that the federal government is accountable for funding based on legislation with terms defined by federal policy decisions and performance frameworks, e.g., education, child and family services.

---

<sup>12</sup> Government of Canada, "Funding Agreement Model: Other and Project Based 2022-2023" (December 2021) online: Indigenous Services Canada <<https://www.sac-isc.gc.ca/eng/1638990955980/1638990986628>>.

<sup>13</sup> *Ibid.*

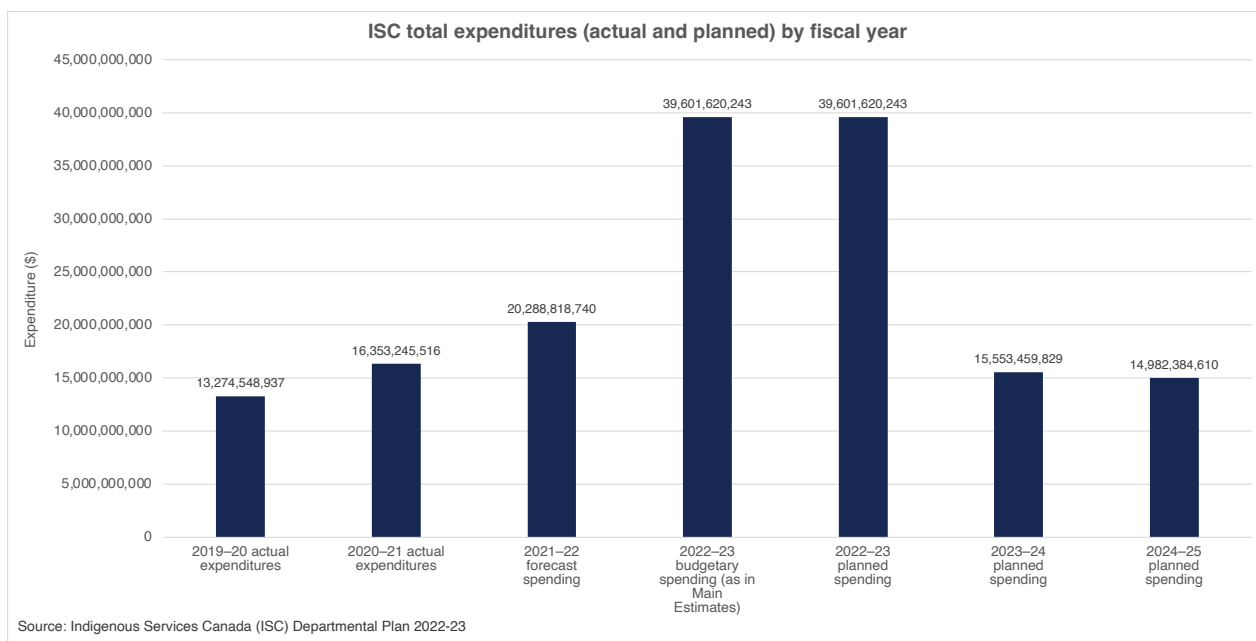
<sup>14</sup> *Supra* at note 11.

<sup>15</sup> *Ibid.*

Requests to increase funding to the executive (budget) and the use of reallocations are instruments to address funding shortfalls.

Information on projected needs (and changing demand conditions) are generally not made available to Parliament and the public in a systematic manner, beyond what is included in the Departmental Plans, program descriptions, and other reporting materials. These materials tend to include information in aggregate with high-level expenditure plans and general policy goals.

Since 2015, funding to First Nations on-reserve through ISC has increased. ISC’s 2022-23 Departmental Plan notes various net increases, beyond one-time increases to meet COVID-19 related expenditures.<sup>16</sup> It can be assumed that the funding increase recognizes and attempts to respond to shortfalls relative to needs. Over time, however, the expenditures are projected to decline.



The funding changes are consistent with findings from various reports and rulings that highlight ongoing gaps in needs and services. Consider for instance, the Canadian Human Rights Tribunal (CHRT) rulings on First Nations child and family services that found the system to be discriminatory and underfunded and required actions be taken to remedy discrimination.<sup>17</sup> The

<sup>16</sup> Patty Hajdu, “Indigenous Services Canada Departmental Plan 2022-2023” (2022) online: Indigenous Services Canada <[https://www.sac-isc.gc.ca/DAM/DAM-ISC-SAC/DAM-CORP/STAGING/texte-text/dept-plan-2022-2023\\_1646161786888\\_eng.pdf](https://www.sac-isc.gc.ca/DAM/DAM-ISC-SAC/DAM-CORP/STAGING/texte-text/dept-plan-2022-2023_1646161786888_eng.pdf)> at 56.

<sup>17</sup> See 2022 CHRT 8; 2021 CHRT 41 amendment; 2021 CHRT 41; 2021 CHRT 12; 2021 CHRT 7; 2021 CHRT 6; 2020 CHRT 15; 2021 CHRT 36; 2020 CHRT 24; 2020 CHRT 20; 2020 CHRT 17; 2020 CHRT 7; 2020 CHRT 11;



Auditor General released a 2021 report assessing the Government of Canada's commitment to eliminate drinking water advisories on-reserve and found that actions by ISC were insufficient to meet those targets.<sup>18</sup> In its cost analysis of water and wastewater infrastructure for First Nations on-reserve, the Office of the Parliamentary Budget Officer (PBO) (2021)<sup>19</sup> found that investments for related infrastructure were sufficient, but ongoing capital and maintenance allocations were not, potentially leaving a gap in sustainability.

## 5) Is funding adequacy defined by the federal government?

The Executive approves spending decisions with rationale for relevant policies. Changes to spending levels can be linked to various requirements, including political or demand pressures, e.g., First Nations advocacy, emergency or crisis, Auditor General report, court decision, etc. Since 2015, funding to First Nations has increased, whereas spending parameters on the grants and contributions have been slower to change, i.e., most funding remains fixed or flexible.

Needs/requirements and funding adequacy must be linked to the policy with recourse for change through a performance framework. It is necessary for the frameworks to reflect desired goals, use relevant indicators, and be subject to review. A strong performance framework is clearly linked to the goal of the program or activity and uses indicators relevant to monitoring that goal. If a performance framework is weak, i.e., it is not linked to goals, relevant indicators for monitoring, the policy review is weak, and Parliament's and the public's ability to assess funding adequacy and demand changes is limited.

For instance, ISC's 2022-23 Departmental Plan includes planned expenditure data and related activities for the upcoming fiscal year, with planned spending up to fiscal years 2024-25. In these forward-looking planning documents, there is seldom consideration of why decisions are being made or certain amounts of funding being allocated. There are no principles or rationale made publicly available to define a funding approach or formula.

Consider for instance the actual and projected spending detailed by ISC in its 2022-23 Departmental Plan.<sup>20</sup>

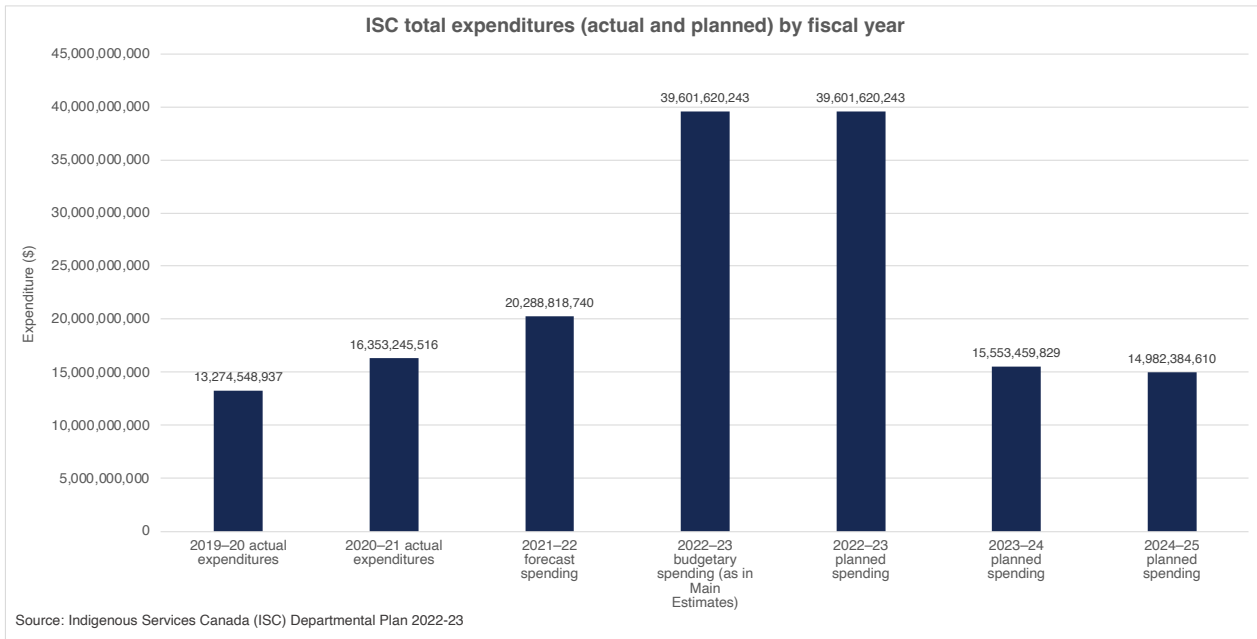
---

2019 CHRT 39; 2019 CHRT 7; 2019 CHRT 1; 2018 CHRT 4; 2017 CHRT 25; 2017 CHRT 14; 2017 CHRT 7; 2016 CHRT 16; 2016 CHRT 10, 2016 CHRT 2.

<sup>18</sup> Office of the Auditor General of Canada, "Report 3 – Access to Safe Drinking Water in First Nations Communities – Indigenous Services Canada" (2021) online: Office of the Auditor General of Canada <[https://www.oag-bvg.gc.ca/internet/English/parl\\_oag\\_202102\\_03\\_e\\_43749.html](https://www.oag-bvg.gc.ca/internet/English/parl_oag_202102_03_e_43749.html)>.

<sup>19</sup> See Jill Giswold & Nasreddine Ammar, "Clean Water for First Nations: Is the Government Spending Enough?" (December 2021) online: Office of the Parliamentary Budget Officer <<https://www.pbo-dpb.gc.ca/en/blog/news/RP-2122-021-M--clean-water-first-nations-is-government-spending-enough--eau-potable-premieres-nations-gouvernement-depense-t-il-assez>>.

<sup>20</sup> *Supra* note 16.



The increase in funding from 2019-20 and 2024-25 is at a rate (2.4%) lower than inflation and population growth. This trend would suggest that demand pressures are declining overtime (although current data on population and inflation suggest otherwise) because funding is not keeping pace with inflation and population growth.

**6) What are the mechanisms and / or structures for the transfer of federal funds to *Indian Act* band recipients?**

To support Government of Canada’s Policy on Transfer Payments, the President of the Treasury Board has issued a directive under subsection 7(1) of the *Financial Administration Act*, providing guidance to Government Departments on how to tailor and modify general funding requirements to reflect the specific relationship between the federal government and certain recipients.<sup>21</sup>

Given the different points of departure of First Nations Bands, the federal government employs a range of funding options with varying degrees of flexibility and reporting requirements.

The following table summarizes the funding approaches of ISC and CIRNAC. The funding approach offered to a recipient is chosen following discussion with the recipient and is based on the recipient’s specific needs, priorities, and capacity.

<sup>21</sup> *Financial Administration Act*, RSC, 1985, c.F-11 at s. 7(1).

Funding Approach	Description
<b>Grant</b>	
Regular Grants	<ul style="list-style-type: none"> <li>• Transfer payment based on agreement.</li> <li>• Must report on results, but not required to account for spending.</li> <li>• Recipient must meet “eligibility and other entitlement” criteria.</li> <li>• Duration is flexible.</li> </ul>
10-year Grant	<ul style="list-style-type: none"> <li>• Subject to more stringent eligibility requirements co-developed with the Assembly of First Nations.</li> <li>• Flexible to design services and allocate and use funds suited to local needs.</li> <li>• Can retain unspent funds.</li> <li>• Annual escalator based on population growth and inflation.</li> <li>• No compliance-based reporting requirement.</li> </ul>
<b>Contribution</b>	
Set	<ul style="list-style-type: none"> <li>• Funds used for a defined purpose and subject to performance conditions.</li> <li>• Any unused funds must be returned at the end of the fiscal year (no carry forward option).</li> <li>• The use of this approach has been limited since April 1, 2018, and is used only as needed, e.g., risk management.</li> </ul>
Fixed	<ul style="list-style-type: none"> <li>• Total expenditure is fixed with annual transfers estimated using a formula.</li> <li>• Carry forwards are possible; cost-overruns are the responsibility of the recipient.</li> <li>• Approach applied to a defined purpose or program and must be (re)issued annually.</li> </ul>
Flexible	<ul style="list-style-type: none"> <li>• Funds are for programs for a minimum of two-year duration.</li> <li>• Requisite capacity and relationship with the department are required.</li> <li>• Funds can be reallocated between cost categories within a program.</li> </ul>
Block	<ul style="list-style-type: none"> <li>• Funds are moveable between a block of programs (so long as objectives are achieved). Unspent funds can be kept and used within the same program block.</li> <li>• Recipient must meet “readiness assessment criteria” for this approach.</li> </ul>

**Grants** are the most flexible funding approach. They are based on pre-established eligibility conditions. Once the grant is approved the recipient is not subject to audit but may require

reporting on results. There is flexibility to carry forward unspent funds subject to approval by the funding department. As part of the efforts to establish a new fiscal relationship with First Nations, the Government of Canada has worked with the Assembly of First Nations (AFN) to establish 10-year grants that provide longer-term secure funding with more flexibility and control to First Nations. The recipients have the flexibility to allocate the funds on the basis of local needs and changed circumstances and priorities. The annual funding grows with the rate of inflation and the rate of growth of the First Nation's population to maintain the per person real value of the funding. The recipient is not obligated to provide compliance reports and the funding department does not do audits and compliance reviews.<sup>22</sup>

**Set funding** is the most restrictive funding approach in terms of eligibility and reporting requirements. It is normally used for a specific objective over a limited time period. The recipient is accountable for results, is subject to audits and cannot reallocate or retain unspent funds. According to the Government of Canada, for new agreements, starting in 2018, this approach is used only in special cases where the funding department believes there are heightened execution and compliance risks.<sup>23</sup>

**Fixed funding** is used when there is a credible estimate of the total expenditure needed to achieve the key objectives of the program. The amount of annual transfers is determined using a formula, which is based on the requirements for different stages of the program and the progress in implementation. Carrying forward the unspent funds to the next year is possible if the program objectives are met and the unspent funds are used for initiatives aligned with those objectives.<sup>24</sup>

**Flexible funding** is designed for programs that require at least two years to be implemented. Flexible funding provides more flexibility to the recipient to reallocate funds to different cost areas of the project when there are unforeseen implementation challenges in certain parts of the project. The recipient also has the flexibility to carry forward the unspent amounts from one year to the next to achieve the overall objectives of the program. The carry-forward option is not available in the last year of the program. Any unspent amount in the last year of the program must be returned to the Government of Canada.<sup>25</sup>

**Block funding** is offered when there are several related transfer programs that together require at least five years to be implemented. The recipient has the flexibility to move the funds among the different programs in the block when the priorities and circumstances change. The recipient is committed to achieving the objectives of all the programs in the block and is responsible for any cost overruns. If there is unspent money at the expiration of the funding agreement, the recipient has the flexibility of retaining the unspent money if it can show that it

---

<sup>22</sup> Government of Canada, "10-year grant" (December 2021) online: Indigenous Services Canada <<https://www.sac-isc.gc.ca/eng/1527080791657/1527080813525>>.

<sup>23</sup> Government of Canada, "Directive on Transfer Payments: Appendix K", (April 2022) online: Treasury Board of Canada <<https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=14208>>.

<sup>24</sup> *Ibid.*

<sup>25</sup> *Ibid.*

will be spent on programs consistent with the set objectives of the programs of the block or any other priority of the recipient if agreed by the funding department.<sup>26</sup>

Flexible and block funding are only offered when the recipients show the capacity to manage and execute a program effectively. The funding department evaluates the recipient's capacity in several areas including governance structure, program management, financial management and control, financial position, and reporting transparency.<sup>27</sup>

**7) Can an *Indian Act* band allocate federal resources within its community according to its discretion?**

No. All funding approaches are subject to terms and conditions set by the Treasury Board Secretariat and the funding departments. The degree of flexibility for reallocating the funds to other purposes varies with each funding approach. Grants and block contribution funding allow the recipients to reallocate funds in response to changed priorities and circumstances, but they must be consistent with the original objectives of the funding program

In the case of flexible contribution funding, the recipient can only reallocate funds to other cost areas of the original project. The fixed and set contribution funding do not allow the reallocation of funds.

**8) What are the compliance and reporting practices for *Indian Act* bands who receive federal funding?**

Reporting is required by any recipients of federal funding and reporting terms are dictated at the time of allocation. The terms of the transfer payment program, i.e., grant, or contribution (set, fixed, flexible, block) will dictate the reporting requirements based on the terms and conditions of the funding. The terms and conditions and performance framework are defined at the time of agreement:

Both INAC and ISC use various funding approaches to manage transfer payments related to their programs. There are five funding approaches that may be considered in the design and delivery of transfer payment programs: one approach for grant funding and four approaches for contribution funding. Related to contributions, funding approach options are made available to recipients based on discussion between departmental officers and the recipient and considering factors such as the nature of the program, the level of funding and recipient goals, priorities, and capacity.<sup>28</sup>

---

<sup>26</sup> *Ibid.*

<sup>27</sup> *Ibid.*

<sup>28</sup> Government of Canada, "Funding Approaches" (December 2018) online: Indigenous Services Canada <<https://www.sac-isc.gc.ca/eng/1322746046651/1618142957561>>.

In addition to standard reporting requirements based on the transfer payment program, First Nations have disclosure requirements defined in the *First Nations Financial Transparency Act*.<sup>29</sup> Every fiscal year, First Nation Bands are required to provide specific financial reports to nationally recognized standards, as defined in section 7.1(a-d) of the *Act*:

- (a) its audited consolidated financial statements;
- (b) the Schedule of Remuneration and Expenses;
- (c) the auditor's written report respecting the consolidated financial statements;
- and
- (d) the auditor's report or the review engagement report, as the case may be, respecting the Schedule of Remuneration and Expenses.<sup>30</sup>

The Minister of Crown-Indigenous Relations and Northern Affairs is required to publish the above listed financial reports on the Internet "[without] delay"<sup>31</sup> once they are received. Per Administrative Powers in section 13.1:

If a First Nation is in breach of any duty imposed on it under sections 5 to 8, the Minister may take one or more of the following measures:

- (a) require the council to develop an appropriate action plan to remedy the breach;
- (b) withhold moneys payable as a grant or contribution to the First Nation under an agreement that is in force on the day on which the breach occurs and that is entered into by the First Nation and Her Majesty in right of Canada as represented by the Minister, solely or in combination with other ministers of the Crown, until the First Nation has complied with its duty; or
- (c) terminate any agreement referred to in paragraph (b).<sup>32</sup>

## **9) Are there penalties or other ramifications for *Indian Act* bands who do not meet compliance and reporting standards and / or practices?**

Agreements govern funding received by First Nations to deliver programs and services. There are legally binding provisions in these agreements that define terms and conditions, as well as actions Canada may take should the recipient default on their obligations. ISC defines the following instances in which a default may be considered to occur:

- The health, safety or welfare of the community is at risk or being compromised
- The recipient has not met its obligations under the funding agreement

---

<sup>29</sup> *First Nations Financial Transparency Act*, SC, 2013, c.7.

<sup>30</sup> *Ibid* at s. 7.1(a-d).

<sup>31</sup> *Ibid* at s. 9.

<sup>32</sup> *Ibid* at 13.1.

- An auditor has flagged concerns with the recipient's annual audited financial statements
- The recipient's financial position places the delivery of funded programs at risk
- The recipient is bankrupt or at risk of bankruptcy; or has lost or is at risk of losing its corporate status.<sup>33</sup>

Should a default occur, there are different ways in which the department may intervene in the First Nation's management or delivery of a program or services. The interventions vary in severity and intrusiveness, from management by the recipient to third-party management.

The three levels of default management are:

1. Recipient Managed – Management Action Plan: replaces Recipient Managed in accordance with Remedial Management plans (RMP) under the former Intervention policy. In this level of default management, the recipient develops a plan, acceptable to the Department, to remedy and recover from a default, to address the default and prevent its recurrence.
2. Recipient-Appointed Advisor – Management Action Plan (MAP): replaces Expert Resource Support under the previous DPMP. The Recipient-Appointed Advisor is contracted by the recipient as part of their Management Action Plan to address the default and prevent its recurrence. In some cases, a Co-Managed level of default exists where the recipient has entered into a Co-Management Agreement prior to the implementation of the DPMP and that Co-Management Agreement has not yet expired.
3. Third-Party Management: The Third-Party Manager, contracted by the Department, administers the Department's funding for the delivery of programs and services and works to remedy the underlying causes of the default. This level of default management is a temporary measure to ensure the continued delivery of programs and services to community members.<sup>34</sup>

ISC has a Default Prevention and Management Policy<sup>35</sup> that is designed to support community capacity development and avoid recurrence of default.

## **10) What happens to any unused (surplus) funding?**

The conditions on carrying forward and applying any surplus funding is dependent on the terms of the funding approach through which the original transfer was made. The table below summarizes the potential applications of surplus funding based on the terms of the transfer.

---

<sup>33</sup> Government of Canada, "Default Prevention and Management Policy Explained" (December 2013) online: Indigenous Services Canada <<https://www.sac-isc.gc.ca/eng/1386682249052/1618138791359>>.

<sup>34</sup> *Ibid.*

<sup>35</sup> Government of Canada, "Default Prevention and Management Policy 2013" (December 2013) online: Indigenous Services Canada <<https://www.sac-isc.gc.ca/eng/1386790074541/1618139134314#chp3>>.

The most flexible funding approaches are the grant and the block, which provide recipients with maximal latitude in the application of surplus funding. While the fixed and flexible approaches allow for carry forwards, there are terms and specifications on the application of the funds. In essence, the more flexible the funding approach, the greater the latitude of the useability of surplus funding.

<b>Funding Approach</b>	<b>Carry Forward</b>
<b>Grant</b>	
Regular grants	Yes. Subject to the approval of the funding department within the duration of the program.
10-year grant	Yes. Within the duration of the program.
<b>Contribution</b>	
Set	No.
Fixed	Yes. Carry forward is allowed. Any unspent amount at the end of the program can be retained if the objectives of the program have been met and the surplus funds are used for purposes consistent with the original objectives.
Flexible	Yes. Carry forward is allowed during the program’s time frame but any surplus money at the end of the program must be returned to the Crown.
Block	Yes. The recipient is allowed to reallocate and carry forward the funds during the program time frame. It is also possible to retain any surplus money at the expiry of the program if it can be shown that the funds will be spent on initiatives consistent with the original objectives of the programs in the block. It is also possible to use surplus money for other purposes subject to the approval of the funding department.

**11) Does surplus federal funding in specific program areas imply adequacy of funding for the need that program or service is directed to?**

Surplus or excess funding is registered at the end of a fiscal year or the funding period when the amount allocated to a program or service exceeds the expenditures to implement or deliver the program or service.

The ways in which surplus funding can be used (or not) are dictated by the terms and conditions applied to the funding transfer. For instance, set, fixed, flexible, block, and grant funding transfers have different rules for the use of surplus funding, as do 10-year grants.



Funding Approach	Surplus Rules
Set <sup>36</sup>	Unused funds must be returned at the end of the fiscal year. Funds cannot be carried-forward.
Fixed <sup>37</sup>	Carry forwards are possible, when they are consistent with achieving program results or working toward unmet results.
Block <sup>38</sup>	Unspent funds can be kept and used within the same program block.
Grant <sup>39</sup>	As recipients are not required to account for spending, the funding can be used based on the recipient’s judgement, with a requirement to report on results.
10-year Grant <sup>40</sup>	Unspent funds can be retained.

There are various reasons why a surplus may be generated:

- (a) The transferred funding exceeded the required resources to deliver the program or service, i.e., more money was allocated than was needed;
- (b) The recipient could not expend the funding within the fiscal year or funding period because they could not access the products or services required;
- (c) The recipient did not deliver the program or service within the allotted time.

Generating a surplus does not necessarily indicate funding adequacy. Funds may go unused when products or services are inaccessible or cannot be acquired within the funding period. Consider for instance, the case of housing. First Nations in more remote geographic areas or colder climates have a short construction season. Unless funds were readily available at the start of the season, funding for housing would lapse as the First Nation could not use the resources to meet their needs with timing that aligned to the federal fiscal year. As a First Nation profiled in IFSD’s 2021 cost analysis of housing needs explained: “(...) timing must be consistent and aligned to the construction season. Often, financial resource approvals do not arrive until the end of the summer or fall which is too late for construction. Federal fiscal years and construction seasons do not align.”<sup>41</sup>

<sup>36</sup> Government of Canada, “Funding Approaches” (April 2018) online: Indigenous Services Canada <<https://www.sac-isc.gc.ca/eng/1322746046651/1618142957561#sec2>>.

<sup>37</sup> *Ibid.*

<sup>38</sup> *Ibid.*

<sup>39</sup> *Ibid.*

<sup>40</sup> *Supra* note 22.

<sup>41</sup> Institute of Fiscal Studies and Democracy, “Final Report: Cost analysis of current housing gaps and future housing needs in First Nations” (2021) online: <<https://static1.squarespace.com/static/5f29b2710512b20bd57bed44/t/618930be4ba2743dace94502/1636380867668/COO+SCA+2021+-+IFSD+National+Housing+Need+Cost+Analysis.pdf>> at 34.

When funding cannot be used it typically lapses and may register as surplus funding. Whether or not the recipient can retain the funding and use it in the next fiscal year within the program or service area depends on the terms and conditions of the funding.

A consideration for many recipients of federal funding is the reliability of the date of receipt. If a recipient does not have funding in-hand by a particular time, they risk not being able to use the resources fast enough to meet the end of a fiscal year. Again, using the example of housing, IFSD found that the time in which resources flow impact their useability:

Compounding the resource limitations are their unreliability. In many First Nations, funding for housing is not allocated and transferred at regular and reliable intervals. This has significant repercussions for First Nations, especially those in more remote and isolated places, because it limits their ability to plan for construction. If funding levels are not confirmed or if the funding does not arrive in time, First Nations can experience significant delays or may even have to skip construction seasons all together.<sup>42</sup>

**12) Have any assessments or evaluations been carried out by the federal government or third parties to assess the adequacy of the funding provided by the federal government for on-reserve programs and services? If so, please list reports and if possible, summarize their conclusions.**

The gap analysis of services on-reserve is limited relative to the scale of known gaps in the delivery of services in many First Nations.

A recent report by the Office of the Parliamentary Budget Officer (PBO) analyzing the increased expenditures in ISC and CIRNAC relative to their results reporting suggests that more spending does not imply better results. A weakly designed program with a weak performance and accountability framework does not benefit recipients, nor does it address challenges in communities. The PBO's analysis of significant changes to measurement indicators in these departments suggests that the government is struggling to determine program requirements to achieve desired goals. While funding amounts are a critical consideration, the structure and accountability (with reporting) for programs are perhaps even more important. A funding gap can be addressed with increased resources; a poorly designed program and accountability framework are not so easily corrected.

The table below provides a sample of reports that were undertaken as assessments of funding adequacy in First Nations. Those reports that were authored by IFSD were produced under my supervision.

---

<sup>42</sup> *Ibid* at 21.

<b>Report</b>	<b>Author</b>	<b>Principal Conclusions</b>
<i>At a Crossroads: The roadmap from fiscal discrimination to equity in Indigenous child welfare (2022)</i> <sup>43</sup>	British Columbia's Representative for Children and Youth (RCY), IFSD's full report is appended	In British Columbia, an Indigenous child living off-reserve is likely to experience service and funding challenges in child and family services, relative to Indigenous children living on-reserve. With the Canadian Human Rights Tribunal's (CHRT) orders, funding has increased to First Nations child and family services (FNCFS) agencies serving children on-reserve. In British Columbia, FNCFS agencies primarily funded by the federal government considered their funding to be adequate, relative to those funded primarily by the province, which considered themselves to be inadequately funded. The difference in perceived funding adequacy is likely a function of the CHRT's orders (not a long-term solution).
<i>Clean Water for First Nations: Is the Government Spending Enough? (2021)</i> <sup>44</sup>	Office of the Parliamentary Budget Officer (PBO)	Past and planned capital investments (into fiscal year 2025-26) for water and wastewater on-reserve were considered sufficient by the PBO. For operating and maintenance costs of these systems, however, the PBO estimated an average \$138M annual funding gap, as only two-thirds of the required funding is covered in planned spending.
<i>Cost analysis of current housing gaps and future housing needs in First Nations (2021)</i> <sup>45</sup>	IFSD	There is an approximate \$59B shortfall in funding for housing on-reserve (this includes resources to close existing gaps and future needs, while accounting for migration to reserves).  Using data from the Assembly of First Nations' (AFN) (2018) First Nations On-

<sup>43</sup> Jennifer Charlesworth, "At a Crossroads: The roadmap from fiscal discrimination to equity in Indigenous child welfare" (March 2022) online: Representative for Children and Youth <[http://rcybc.ca/wp-content/uploads/2022/03/RCY\\_At-a-Crossroads\\_Mar2022\\_FINAL.pdf](http://rcybc.ca/wp-content/uploads/2022/03/RCY_At-a-Crossroads_Mar2022_FINAL.pdf)>.

<sup>44</sup> *Supra* note 19.

<sup>45</sup> *Supra* note 41.

		Reserve Housing and Related Infrastructure Needs survey data (through the First Nations Information Governance Centre (FNIGC)), IFSD produced a range of cost scenarios to estimate the gaps in housing needs on-reserve. The cost analysis was supplemented with profiles from ten First Nations, as well as the development of a performance architecture to measure housing through the lens of well-being.
<i>Enabling First Nations Children to Thrive (2018)</i> <sup>46</sup>	IFSD	With data from 76% of FNCFS agencies, this study costed the existing system and identified funding gaps. The report found a very tight relationship between the number of First Nations children in care and the size of an agency’s budget. Prior to the Canadian Human Rights Tribunal’s (CHRT) rulings for funding at actuals, agencies were often forced to place children into protective services to unlock funding. The report highlighted the gaps found by the CHRT’s early rulings that the FNCFS system was discriminatory and underfunded. This report highlights the gaps in funding for: prevention services; geography; poverty; information technology; and capital.
<i>‘Set Up To Fail?’ An Analysis of Self-Administered Indigenous Police Services in Canada (2017)</i> <sup>47</sup>	John Kiedrowski, Nicholas A. Hones, and Rick Ruddell in <i>Police Practice</i>	The authors examined whether the First Nations Policing Program posed operational and resource challenges for those under a Self-Administered First Nations Policing Program.

<sup>46</sup> Institute of Fiscal Studies and Democracy, “Enabling First Nations Children to Thrive” (2018) online: Institute of Fiscal Studies and Democracy <[http://www.ifsd.ca/web/default/files/public/First%20Nations/IFSD%20Enabling%20Children%20to%20Thrive\\_February%202019.pdf](http://www.ifsd.ca/web/default/files/public/First%20Nations/IFSD%20Enabling%20Children%20to%20Thrive_February%202019.pdf)>.

<sup>47</sup> John Kiedrowski, Nicholas A. Jones & Rick Ruddell, “Set up to Fail? An analysis of self-administered indigenous police services in Canada” (2017) 18:6 *Police Practice and Research* 584, online: Taylor and Francis <<https://www.tandfonline.com/doi/abs/10.1080/15614263.2017.1363973>>.

## Appendix 1

The program table for the Department of Indigenous Services (Indigenous Services Canada (ISC)), was constructed using GC InfoBase.<sup>55</sup> For fiscal year 2020-21, the following information for ISC programs was recorded using the Program Spending list in GC InfoBase:

- 1) About This Program: Used to build the description and program principle sections.
- 2) Results: Contained information on measures, targets, and outcomes.
- 3) Finances: Actual expenditure information for fiscal years 2019-20 and 2020-21.

Additional information on funding instruments were retrieved from ISC's Details on transfer payment programs, from its 2022-23 Departmental Plan.<sup>56</sup>

---

<sup>55</sup> Government of Canada, "Infographic for Department of Indigenous Services," (May 2022) online: Treasury Board of Canada Secretariat

< <https://www.tbs-sct.canada.ca/ems-sgd/edb-bdd/index-eng.html#infographic/dept/348/financial>>

<sup>56</sup> Government of Canada, "Details on Transfer Payment Programs," (February 2021) online: Indigenous Services Canada 2021-2022 Departmental Plan < <https://www.sac-isc.gc.ca/eng/1611597632387/1611597686016>>

Program name	Program principles	Program description	Program measure	Target outcomes (2020-21)	Results (2020-21)	Spending FY 2020-21 (\$)	Spending FY 2019-20 (\$)	Funding Instrument	Authority*
Housing	"The program supports First Nations in their efforts to have reliable and sustainable infrastructure."	"The First Nations On-reserve Housing Program provides funding for First Nations to: plan and manage housing needs; design, construct and acquire new housing units, as well as renovate existing housing units. Working in partnership with First Nations, this program seeks to increase the supply of safe and affordable housing to achieve better housing outcomes for on-reserve residents. The program supports First Nations in their efforts to have reliable and sustainable infrastructure. Decisions on project funding are built around the First Nations Infrastructure Investment Plan process in which communities outline their infrastructure needs. The Department regional offices align those needs with program terms and conditions, criteria, priorities, and resources; and the Department headquarters ensures accountability and the allocation of funds to regions."	Percentage of First Nation Housing That is Adequate as Assessed and Reported Annually by First Nations.	At Least 75%.	To be achieved March 2021 (as of now Unspecified)	371.3 M	371.3 M	Transfer Payments: 97.8%. Personnel: 2.1%. Professional and Special Services: 0.0%. Other(s): 0.0%. (ISC's Details on Transfer Payments specifies that "Contributions were used for 'consultation and policy development' and 'the construction and maintenance of community infrastructure.' Grants were used for Operation Return Home.)	Voted
Healthy Child Development	"The objective of the Healthy Child Development program is to address the greater risks and lower health outcomes associated with First Nations and Inuit infants, children, and families."	"The target populations for Healthy Child Development include pregnant women, mothers and their infants and young children (up to the age of six) living in First Nations and Inuit communities. Healthy Child Development supports culturally appropriate community-based programs, services, initiatives, and strategies related to maternal, infant, child, and family health. The range of services includes prevention and health promotion, outreach and home visiting, and early childhood development programming. Healthy Child Development works in collaboration with other programs such as the Aboriginal Health Human Resources Initiative for training and capacity building. Healthy Child Development also collaborates with the Nutrition component of the Healthy Living Program on nutrition policies, programs and services related to supporting maternal nourishment, breastfeeding education, and nutrition-related activities."	"Percentage of First Nations children (0-11 years) who were considered by their parents/guardians to have 'excellent or very good general health'"	At least 83%	Not to be achieved until March 2028	210.9M	157.9 M	Transfer Payments: 95.2%. Personnel: 4.4%. Other(s): 0.2%. Utilities, Materials and Supplies: 0.1%. (ISC's Details on Transfer Payments specifies that Contributions were used for First Nations and Inuit Health Care.)	Voted
Education	"The Education Program contributes to the Health and Social Services Core Responsibility by supporting inclusive and quality education for Indigenous students."	"The Program has two components: Elementary and Secondary Education and Post-Secondary Education. The program supports elementary and secondary education for First Nations students, schools, and communities. The Government of Canada is committed to working in partnership with First Nations, on a nation-to-nation basis, to help First Nations and First Nations-mandated organizations establish education systems over which First Nations will exercise control. These systems are intended to provide for the delivery of education services to First Nations students in a manner that respects First Nations' methods of teaching and learning. This includes support for complementary, culturally-appropriate, early childhood education on reserve. The program also provides distinctions-based, post-secondary education funding to support First Nations, Inuit, and Métis Nation students. Three distinctions-based post-secondary education strategies have been developed to support Indigenous post-secondary education: the First Nations Post-Secondary Education Strategy, the Inuit Post-Secondary Education Strategy, and the Métis Nation Post-Secondary Education Strategy. These post-secondary education strategies aim to help increase access to and enable success in post-secondary education for First Nations, Inuit, and Métis Nation students."	Number of Students Funded for Post-Secondary Education	Between 26,014 and 28,445	11,135	2.4 B	2.4 B	Transfer Payments: 98.5%. Personnel: 1.3%. Professional and Special Services: 0.2%. Other: 0.1%. (ISC's Details on Transfer Payment Programs specifies that Grants and Contributions are used for First Nations Elementary and Secondary Educational Advancement as well as the First Nations Post-Secondary Education Strategy, the Inuit Post-Secondary Education Strategy, First Nations and Inuit Youth Participation in Education and Labour Market Opportunities. However we know only that Contributions are used to support the Métis Nation Post-Secondary Education Strategy.)	Voted
Supplementary Health Benefits	"The Supplementary Health Benefits Program is a national program that provides registered First Nations and recognized Inuit, regardless of their place of residence in Canada or level of income, with coverage for a range of medically necessary health related goods and services which are not otherwise available to them through other private plans or provincial/territorial health or social programs."	"Improving the health of First Nations and Inuit is a shared undertaking between federal, provincial, and territorial governments, and First Nations and Inuit partners. The Program benefits include prescription and over-the-counter medications, dental and vision care, medical supplies and equipment, mental health counselling, and transportation to access medically required health services that are not available on reserve or in the community of residence."	Percentage of Eligible First Nations and Inuit Population who Received at Least One Non-Insured Health Benefit in a Year	At Least 74%	Not to be achieved until March 2022 (last reported as 67.1%)	1.6 B	1.6 B	Utilities, Materials and Supplies: 55.0%. Transfer Payments: 22.5%. Other(s): 21.7%. Professional and Special Services: 20.7%. (ISC's Details on Transfer Payments specifies that Contributions were used for First Nations and Inuit Supplementary Health Benefits.)	Voted
First Nations Child and Family Services	"The Income Assistance program is a component of Canada's social safety net meant to align with provincial and Yukon income assistance programs. The objective of the program is to ensure that eligible individuals and families residing on reserve receive funds to cover the basic expenses of daily living, as well as pre-employment services designed to help them transition to the workforce."	"The program provides funding to First Nations child and family services agencies which are established, managed and controlled by First Nations agencies and delegated by provincial authorities to provide prevention and protection services. In areas where these agencies do not exist, the Department funds services but it does not deliver child and family services. Services are provided by provincially delegated First Nations child and family services agencies, tribal councils, First Nation Bands, and the provinces and Yukon in accordance with the legislation and standards of the Province or Territory of residence within the Department program authorities. On January 26, 2016, as a result of a 2007 Canadian Human Rights Act complaint, the Canadian Human Rights Tribunal found the Department's Program to be discriminatory, and ordered the Department to cease its discriminatory practices and reform the Program. The Government of Canada accepted the Tribunal's decision and is working with parties to the complaint and other partners to make immediate and long lasting changes to child and family services on reserve."	The Percentage of First Nation Child Coming Into Care for the First Time Percentage of Children in Care who are Placed with a Family Member (Kinship Care)	At Most 20.39% Target to be Determined	Not to be achieved until March 2025 Unspecified	1.5 B	1.5 B	Transfer Payments: 98.9%. Personnel: 1.0%. Professional and Special Services: 0.1%. Other(s): 0.0%. (ISC's Details on Transfer Payments specifies that Contributions were used for Protection and Prevention Services and to "support community well-being and jurisdiction initiatives for children and families.")	Voted
Income Assistance	"The Income Assistance program is a component of Canada's social safety net meant to align with provincial and Yukon income assistance programs. The objective of the program is to ensure that eligible individuals and families residing on reserve receive funds to cover the basic expenses of daily living, as well as pre-employment services designed to help them transition to the workforce."	"The Department provides funding to First Nation communities and organizations, and reimburses the Province of Ontario (as per the Canada-Ontario 1965 Memorandum of Agreement Respecting Welfare Programs for Indians) through funding agreements. The program is delivered in all provinces, and the Yukon (Nunavut and the Northwest Territories deliver their own income assistance programs to all eligible residents.)"	Percentage of Income Assistance Clients and Dependents (That are Expected to Work) Accessing Case Management and Pre-Employment Supports	Target to be Determined	Not to be achieved until March 2021 (as of now reported as Unspecified)	1.2 B	982.7 M	Transfer Payments: 99.4%. Personnel: 0.5%. Professional and Special Services: 0.0%. Other(s): 0.0%. (ISC's Details on Transfer Payments specifies that Grants and Contributions were used "to pre-reserve residents and Status Indians in the Yukon Territory.")	Voted

Program name	Program principles	Program description	Program measure	Target outcomes (2020-21)	Results (2020-21)	Spending FY 2020-21 (\$)	Spending FY 2019-20 (\$)	Funding Instrument	Authority*
New Fiscal Relationship	"The purpose of the Program is to empower First Nations to improve social and health outcomes by providing enhanced flexibility and predictability of funding, in a context of mutual accountability."	"The grant is a funding mechanism used by the New Fiscal Relationship Program, to be sourced from existing reference levels. Funding for the Grant is sourced from the following categories of programs - Funding related to core and ongoing services; - Funding currently provided through block funding arrangements; - Funding not constrained by a special purpose allotment; and - Funding not targeted to a specific project, such as the construction of schools. The Grant should provide important benefits including: greater opportunities for long-term planning; flexibility in allocating, managing and using funding to better accommodate local needs and changing circumstances and priorities; ability to retain unexpected funds; and, reduced administrative and reporting burdens."	# of Eligible First Nations Communities That Have Opted in to a Grant to Support the New Fiscal Relationship	At Least 115	111	795.7 M	638.7 M	Transfer Payments: 100.0%. Other(s): 0.0%. Information: 0.0%. Transportation and Telecommunications: 0.0%. (ISC's Details on Transfer Payment Programs specifies that Grants are used for the New Fiscal Relationship.)	Voted
Water and Wastewater	"The Water and Wastewater program contributes to the Departmental Result 'Indigenous people have reliable and sustainable infrastructure', by providing funding to plan, design, construct, acquire, operate and maintain water and wastewater systems, including the treatment and distribution of water and the collection, treatment and disposal of wastewater."	"More specifically, the program provides funding to: coordinate training and capacity building for activities related to water and wastewater facilities; identify on-reserve water and wastewater infrastructure needs; develop water and wastewater infrastructure capital plans; and design and implement management practices for water and wastewater facilities maintenance. The goal of the program is to support First Nations in their efforts to have reliable and sustainable water infrastructure that meets health and safety standards and provides residents of Indigenous communities with a level of service comparable to Canadians in non-First Nations communities. First Nations identify priorities and needs and present project proposals to the Department."	Percentage of On-Reserve Public Water Systems Financially Supported by Indigenous Services Canada That Have Low Risk Ratings	At Least 65%	To be achieved March 2021 (as of now Unspecified)	793.5 M	647.8 M	Transfer Payments: 97.6%. Personnel: 2.3%. Professional and Special Services: 0.1%. Other(s): 0.0%. (ISC's Details on Transfer Payments specifies that Contributions were used for "consultation and policy development" and "the construction and maintenance of community infrastructure." Grants were used for Operation Return Home.)	Voted
Water and Wastewater			Percentage of On-Reserve Public Wastewater Systems Financially Supported by Indigenous Services Canada That Have Low Risk Ratings	At Least 65%	To be achieved March 2021 (as of now Unspecified)				Voted
Emergency Management Assistance	"It is a targeted program that supports all four pillars of emergency management to improve community capacity and resilience to disasters. In doing so, the Program contributes to achieving the Department's intent to improve social well-being and economic prosperity and contributes to the development of healthier and more sustainable communities."	"In April 2014, the Program became the sole window for First Nations to secure funding for emergency management costs. Through the Program, the Department supports the four pillars of emergency management – mitigation, preparedness, response, and recovery – as well as forest fire suppression activities to ensure that First Nations have access to comparable emergency assistance services available to other residents in their respective jurisdiction. The Department also partners with First Nations, provincial and territorial governments, and third party service providers to protect the health and safety of First Nations individuals and their infrastructure from natural or accidental hazards and assists in the remediation of critical infrastructure and community assets affected by emergency events."	Percentage of Evacuees That Have Returned to Their Community Within Three Months	At Least 90%	99.14%	790.0 M	240.7 M	Transfer Payments: 99.4%. Personnel: 0.6%. Professional and Special Services: 0.0%. Other(s): 0.0%. (ISC's Details on Transfer Payments specifies that Contributions were used "for emergency management assistance for activities on reserves.")	Voted
Jordan's Principle and the Inuit Child First Initiative	"Jordan's Principle and the Inuit Child First Initiative aims to make sure all First Nations and Inuit children living in Canada can access the products, services and supports they need, when they need them."	"Funding can help with a wide range of health, social and educational needs including, but not limited to: speech therapy, medical equipment, education supports and mental health services. Jordan's Principle and the Inuit Child First Initiative collaborates with Healthy Child Development programming to assist families of children with special needs to access specialized services, and with the Home and Community Care Program to provide homecare nursing and respite care services. Jordan's Principle and the Inuit Child First Initiative works directly with the Supplementary Health Benefits Program to provide eligible First Nations children with the services they need."	Number of Approved Requests for Products and Services to Support First Nations Children Under the Jordan's Principle Child First Initiative	At Least 334,166	339,654	582.1 M	562.1 M	Transfer Payments: 88.3%. Professional and Special Services: 7.3%. Personnel: 2.8%. Other(s): 1.5%. (ISC's Details on Transfer Payments specifies that Contributions were used for First Nations and Inuit Health Care.)	Voted
British Columbia Tripartite Health Governance	"The program objective is to enable the First Nations Health Authority to develop and deliver quality health services that feature closer collaboration and integration with provincial health services."	"The British Columbia Tripartite initiative consists of an arrangement among the Government of Canada, the Government of British Columbia, and British Columbia First Nations. In 2011, the federal and provincial Ministers of Health and British Columbia First Nations signed the British Columbia Tripartite Framework Agreement on First Nation Health Governance, which commits to the creation of a new province-wide First Nations Health Authority to assume the responsibility for the design, management, and delivery/funding of First Nations health programming in British Columbia. The federal government will remain a funder and governance partner but will no longer have any role in program design/delivery."	Percentage of First Nations Adults Reporting That Their Health is 'Excellent' or 'Very Good'	To Be Determined	To be achieved March 2026 (as of now 33.0)	546.7 M	518.6 M	Not provided. (ISC's Details on Transfer Payments specifies that Contributions were used for First Nations and Inuit Health Infrastructure Support.)	Voted
Mental Wellness	"The objective of the Mental Wellness Program is to support the mental wellness of First Nations and Inuit individuals, families, and communities."	"Mental Wellness supports community-based programming and services to reduce risk factors, promote protective factors, and improve health outcomes associated with the mental wellness of First Nations and Inuit people. The target populations of the mental wellness program are First Nations residing on reserve and Inuit in northern communities. Key services supporting program delivery include: substance misuse prevention and treatment, mental health promotion, suicide prevention, and health supports for Indian Residential School students and their families. Mental Wellness works in collaboration with other programs, notably Supplementary Health Benefits to support improved access to mental wellness services, resulting in improved mental wellness in Indigenous communities. Mental Wellness is in the process of consolidating its siloed programs to be more responsive to community needs, and will look to introduce new indicators that better measure health and wellness."	Percentage of First Nations and Inuit Adults Who Reported 'Excellent' or 'Very Good' Mental Health	First Nations: 55% Inuit (Inuit Nunangat): 46%	To be achieved March 2028 (as of now First Nations (On Reserve): 50.5% Inuit Nunangat: 42.5%)	503.9 M	398.0 M	Transfer Payments: 92.3%. Personnel: 3.2%. Professional and Special Services: 3.0%. Other(s): 1.5%. (ISC's Details on Transfer Payments specifies that Contributions were used for First Nations and Inuit Health Care.)	Voted
		"The program supports First Nation communities in their efforts to have reliable and sustainable infrastructure by providing funding to plan, design, construct, acquire, operate and maintain community infrastructure assets and facilities, as well as coordinate training and undertake capacity-building activities in this area. The Department funds eight types of infrastructure in line with the Other Community Infrastructure program, including: roads and bridges, connectivity, culture and recreational facilities,	Percentage to Bridges Inspected in the Last 3 Years with a Greater Than Fair Condition Rating	At Least 60%	To be achieved March 2021 (as of now Unspecified)	491.8 M	478.2 M	Transfer Payments: 97.3%. Personnel: 2.4%. Utilities, Materials and Supplies: 0.1%. Other(s): 0.1%. (ISC's Details on Transfer Payments specifies that Contributions were used for "the construction and maintenance of community infrastructure." Grants were used for Operation Return Home. Within this program, there were also "statutory contributions in connection with First Nations Infrastructure." Contributions were also used for Land Management and Economic Development.)	Voted

Program name	Program principles	Program description	Program measure	Target outcomes (2020-21)	Results (2020-21)	Spending FY 2020-21 (\$)	Spending FY 2019-20 (\$)	Funding Instrument	Authority*
Other Community Infrastructure and Activities	"The Other Community Infrastructure and Activities program provides targeted funding for general community infrastructure projects on reserve. The goal of the program is to improve the quality of life and the environment for First Nation communities."	fire protection, energy systems, planning and skills, and structural mitigation. First Nation communities identify priorities and needs in their First Nations Infrastructure Investment Plans and funding is then allocated for projects based on a national priority assessment. Project proposals are submitted by the First Nations communities to the regional offices and evaluated at the national level to determine the priority projects to be funded."	Percentage of Roads Inspected in the Last 3 Years with a Greater Than Fair Condition Rating	At Least 47%	To be achieved March 2021 (as of now Unspecified)				Voted
			Percentage of Culture and Recreation Assets Inspected in the Last 3 Years with a Greater Than Fair Condition Rating	At Least 55%	To be achieved March 2021 (as of now Unspecified)				
Urban Programming for Indigenous Peoples	"This Program supports participation of urban Indigenous individuals and communities in the economy."	"It is comprised of two streams: Community Capacity Support and Urban Partnerships. The Community Capacity Support stream provides funding to urban Indigenous community organizations to deliver programs and services that are designed to remove barriers and encourage innovative partnerships. The Urban Partnerships stream is comprised of a planning component and an implementation component. The planning component supports communities with multi-stakeholder engagement (private sector, municipalities, Indigenous groups) in the design and development of regional strategic plans and the identification of community priorities. These plans are then shared with the National Association of Friendship Centres which, in turn, implements the priorities through community projects. This Program uses funding from the following transfer payment(s): Contributions to support the Improved Urban Aboriginal Strategy."						ISC's Details on Transfer Payments specifies that Grants and Contributions were used for Urban Programming for Indigenous Peoples.	Voted
Clinical and Client Care	"The objective of the Clinical and Client Care Program is to provide primary care services to First Nations individuals, families, and communities in remote and isolated First Nations communities."	"Clinical and Client Care services are crucial in improving the health status of First Nations in communities where primary care services would otherwise be hours away. Key services supporting program delivery include: triage; emergency resuscitation and stabilization; emergency ambulatory care; outpatient non-urgent services (including public health); coordinated/integrated care and referral to appropriate provincial secondary and tertiary levels of care; and, in two communities, hospital inpatient, ambulatory and emergency services. Clinical and Client Care shares synergies with other programs and provincial partners. Health Planning and Quality Management and Systems Integration Program activities support communities through planning the transfer of Clinical and Client Care services to First Nations and facilitating the nursing station accreditation process. Health Facilities Program supports major capital repairs, and e-Health programming supports the implementation of new and effective health technologies. Clinical and Client Care services are delivered in collaboration with provincial and private practice healthcare providers."	Agency Nurse Costs as a Percentage of Total Nursing Costs Nationally	At Most 39%	To be achieved March 2022 (as of now 55.9%)	424.2 M	243.7 M	Transfer Payments: 45.3%. Personnel: 25.1%. Professional and Special Services: 16.3%. Other(s): 13.3%. (ISC's Details on Transfer Payments specifies that Contributions were used for First Nations and Inuit Health Care.)	Voted
Indigenous Governance and Capacity	"Indigenous Services Canada supports the development of strong and sustainable First Nations, and Inuit communities through the Indigenous Governance and Capacity programs which include: - Band Support Funding, - Band Employee Benefits, - Tribal Council Funding, and; - Professional and Institutional Development	"The program also oversees initiatives aimed at supporting capacity development such as comprehensive community planning and Indigenous Community Development Training. The Indian Government Support programs contribute to operational costs of Indigenous governments and institutions while also providing tools and support for governance capacity initiatives." "Key activities supporting program delivery include: prevention, treatment and control of cases and outbreaks of communicable diseases; and, public education and awareness to encourage healthy practices, including infection prevention and control practices. The Department funds and/or delivers Communicable Disease Control and Management programming to individuals living on-reserve in First Nations communities and in Nunatsiavut (Inuit regions of Labrador). Since funding to complement Treasury Board programming is provided to only one Inuit region, performance measures do not currently include Inuit.	Percentage of First Nations with a Completed Community-Led Plan	At Least 35%	37%	410.9 M	430.8 M	Transfer Payments: 91.0%. Personnel: 8.8%. Other(s): 0.1%. Other Subsidies and Payments: 0.1%. (ISC's Details on Transfer Payments specifies that Grants were used for "Band Support Funding" and the Miawpukek Indian Band "to support designated programs." Contributions were used to "supply public services in Indian Government Support and to build strong governance, administrative and accountability systems" and for "consultation and policy development.")	Voted
Communicable Disease Control and Management	"The objective of the Communicable Disease Control and Management Program is to reduce the incidence, spread and human health effects of communicable diseases among First Nations living on-reserve."	Communicable Disease Control and Management works closely with the Environmental Public Health program as it relates to waterborne, foodborne and zoonotic infectious diseases, as well as with other federal entities such as the Public Health Agency of Canada."	Percentage of First Nations Children On-Reserve who are Up-To Date with the Mumps, Measles and Rubella Vaccine by Two Years of Age in Accordance with their Respective Provincial / Territorial Schedule	At Least 80.6%	To be achieved March 2021 (as of now Unspecified)	368.7 M	97.6 M	Transfer Payments: 90.5%. Personnel: 8.1%. Other(s): 0.8%. Professional and Special Services: 0.5%. (ISC's Details on Transfer Payments specifies that Contributions were used for First Nations and Inuit Health Care.)	Voted
Education Facilities	"The Education Facilities program contributes to the Departmental Result "Indigenous peoples have reliable and sustainable infrastructure", by providing funding to: plan, design, construct/acquire, renovate, repair, replace, and operate and maintain federally- or band-operated elementary and secondary education facilities (including school buildings, leacherages, and student residences), and related facility services."	"Provincial school boards are also eligible for funding to plan, design, construct / acquire elementary and secondary education facilities serving First Nation students ordinarily resident on reserves. The program also provides funding to: acquire, replace, and repair furniture, equipment and furnishing for schools, leacherages and student residences; identify education facility needs and develop education facility plans; and design and implement maintenance management practices."	Percentage of Inspected Indigenous Services Canada-Funded Infrastructure Assets Projected to Remain Operational for their Life-Cycle	At Least 60%		77% 365.2 M	473.9 M	Transfer Payments: 97.5%. Personnel: 2.4%. Professional and Special Services: 0.1%. Other(s): 0.0%. (ISC's Details on Transfer Payments specifies that Contributions were used for "the construction and maintenance of community infrastructure." Grants were used for Operation Return Home.)	Voted



Program name	Program principles	Program description	Program measure	Target outcomes (2020-21)	Results (2020-21)	Spending FY 2020-21 (\$)	Spending FY 2019-20 (\$)	Funding Instrument	Authority*
Health Facilities	"The Health Facilities Program supports the development and delivery of health programs and services through investments in health facilities infrastructure."	"The program does this through administering contribution agreements and directing departmental spending. Health facilities include nursing stations, health stations, health centres, health offices, and treatment centres on reserve. Key program activities include funding the following: the construction, acquisition, leasing, expansion and/or renovation of health facilities; the operations and maintenance of health facility infrastructure; security services; and, preventative and corrective measures for health facility infrastructure such as capital projects aimed at maintaining or restoring compliance with building codes, environmental legislation, and workplace health and safety standards to improve the workplace environment for staff working in First Nations health facilities. Health Facilities Program activities support the delivery of Clinical and Client Care Services on-reserve, the Mental Wellness Program, the Healthy Living Program and the Healthy Child Development Program (Aboriginal Head Start On Reserve facilities)."	Percentage of First Nation Health Facilities with a Condition Rating of Good	At Least 60%	84%	335.7 M	156.0 M	Transfer Payments: 94.7%. Personnel: 2.7%. Acquisition of Machinery and Equipment: 2.0%. Other(s): 0.6%. (ISC's Details on Transfer Payments specifies that Contributions were used for First Nations and Inuit Health Infrastructure Support)	Voted
Indigenous Entrepreneurship and Business Development	"This Program supports Indigenous entrepreneurs who would otherwise have difficulty accessing capital to create and expand a business due to legislative and market-based barriers."	"The program provides access to capital, support services, and business/procurement opportunities including federal contracts contributing to higher levels of economic prosperity for Indigenous Peoples."	Dollar Value of Federal Procurement Contracts Set Aside for Indigenous Businesses	At Least 5%	To be achieved March 2021 (as of now Unspecified)	318.3 M	22.8 M	Transfer Payments: 98.6%. Personnel: 1.2%. Professional and Special Services: 0.1%. Other(s): 0.0%. (ISC's Transfer Payment Process specifies that Contributions were used for Land Management and Economic Development.)	Voted
Land, Natural Resources and Environmental Management	"This program works with First Nation communities to develop innovative policy, process and system improvements to enhance conditions to increase the reserve land base, support sustainable management of land, environment and natural resources that leverages community and economic development opportunities and facilitates greater First Nation independence/self-sufficiency in managing these assets."	"This program provides support to First Nation governments, as well as Aboriginal institutions and organizations through core and targeted funding to: - Improve the environmental conditions of First Nation reserve land by strengthening policies, processes and tools to support stronger environmental management on reserve, including solid waste management, assessment and remediation of contaminated sites, environment review, and conservation and protection of habitat and species at risk; - Provide support for communities through planning, capacity building and training to effectively manage land, natural resources and environmental activities; - Modernize land administration tools, systems, procedures and practices for First Nations operating under the Indian Act; - Address legal obligations, community growth and economic development through the additions of lands to reserve; and - Modernize the Indian Oil and Gas Act and Systems to attract further investment on Reserve Lands."	Percentage of First Nations Communities Undertaking Solid Waste Management Improvement Projects	At Least 52	To be achieved March 2021 (as of now 49)	275.0 M	208.8 M	Transfer Payments: 79.1%. Personnel: 15.9%. Professional and Special Services: 4.1%. Other(s): 0.9%. (ISC's Details on Transfer Payments specifies that Contributions were used for "consultation and policy development" and "the construction and maintenance of community infrastructure" and for "for the management of contaminated sites" and for Land Management and Economic Development. Grants were used "to implement the Framework Agreement on First Nation Land Management.")	Voted
Self-Determined Services	"The Self-Determined Services Program contributes to the Departmental Result: Indigenous people control the design, delivery and management of services."	"This Program consists of agreements signed and funding provided by the Department to support services for which the control, authority and/or jurisdiction has been formally transferred to Indigenous communities or organizations. Examples of such agreements and funding include Regional Education Agreements and First Nation school boards. Target beneficiaries of these agreements and funding include Indigenous bands, tribal councils, and Indigenous organizations."	# of First Nations Communities That Have Opted In to a Self-Determined Service Agreement	Target to be Determined	Date to achieve target Unspecified (as of now, 230)	268.5 M	140.2 M	Note listed.	Voted
Economic Development Capacity and Readiness	"The Department is supporting the efforts of Indigenous communities in sustainable economic development, sustainable food, social and green infrastructure, natural resources and environmental management."	"The Economic Development Capacity and Readiness program contributes by supporting Indigenous people and communities in advancing their business development and economic growth. The program provides support for the development of Indigenous capacity and the building of relationships with partners, through investments in the development of public and private sector partnerships, participation in targeted economic development opportunities, planning and economic development services and capacity building supports. These investments result in the leveraging investments, the establishment of regulatory certainty and the capacity to participate in economic opportunities, thereby, enabling Indigenous people and communities to achieve greater self-reliance and sustainable economic prosperity."	Value of Investments Leveraged from Sources Outside of the Department	Ratio of 1 to 2	Community Opportunity Readiness Program 1.2, 1.7 Strategic Partnerships Initiative, 1.5, 4.1	240.6 M	91.0 M	Transfer Payments: 94.2%. Personnel: 5.5%. Professional and Special Services: 0.2%. Other(s): 0.1%. (ISC's Details on Transfer Payments specifies that "Contributions to First Nations" were used for "the management of contaminated sites." Contributions were also used for Land Management and Economic Development as well as the Aboriginal Economic Development Strategic Partnerships Initiative.)	Voted
Health Planning, Quality Management and Systems Integration	"The Health Planning, Quality Management and Systems Integration Program administers contribution agreements and direct departmental spending to increase the capacity of First Nations and Inuit to design, manage, evaluate, and deliver health programs and services."	"Integration Program administers contribution agreements and direct departmental spending to increase the capacity of First Nations and Inuit to design, manage, evaluate, and deliver health programs and services. In particular, the Health Services Integration Fund is a proposal-based program that funds time-limited projects that facilitate collaboration of multiple jurisdictions as a means to improve the effectiveness, accessibility and relevance of health services provided to First Nations and Inuit. Examples of funded projects include integration models for improving linkages between services or access to other local services in mental health and addictions, primary/continuing care, and/or systems management. This Program also works to foster the uptake of accreditation in nursing stations and health centres providing services to First Nations communities. It shares synergies with other programs such as Clinical and Client Care, Healthy Living, Healthy Child Development and Mental Wellness, as well as with external partners. It works closely with National	Percentage of Nursing Stations That Are Accredited or in the Process of Being Accredited	At Least 10%	10%	192.5 M	175.1 M	Transfer Payments: 95.5%. Personnel: 4.0%. Other(s): 0.4%. Professional and Special Services: 0.2%. (ISC's Details on Transfer Payments specifies that Contributions were used for First Nations and Inuit Health Infrastructure Support)	Voted
Home and Community Care	"The objective of the Home and Community Care Program is to provide home and community care services to First Nations and Inuit."	"The needs for services are significant given the high rates of chronic diseases and disabilities, the reliance on home care services when releasing clients from hospital settings, and the overall growth among the target populations. Key Home and Community Care services include: 1) essential services (including client assessments, case management, nursing, personal and supportive care, in-home respite, and linkages and referrals to other health and social services); and, 2) supportive services (that may include rehabilitation and other therapies, in-home palliative care, adult day care, meal programs, and in-home mental health care), programs and external partners. Home and Community Care works closely with Healthy Living programming to deliver training to nurses on chronic disease management strategies."	Percentage of Personal Care Workers That Are Certified	At Least 80%	To be achieved March 2021 (as of now 78.52%)	152.8 M	148.3 M	Transfer Payments: 92.1%. Personnel: 7.0%. Other(s): 0.6%. Utilities, Materials and Supplies: 0.4%. (ISC's Details on Transfer Payments specifies that Contributions were used for First Nations and Inuit Health Care.)	Voted



Program name	Program principles	Program description	Program measure	Target outcomes (2020-21)	Results (2020-21)	Spending FY 2020-21 (\$)	Spending FY 2019-20 (\$)	Funding Instrument	Authority*
Environmental Public Health	"The objective of Environmental Public Health Programming is to identify, mitigate and/or prevent human health risks associated with exposure to hazards within the natural and built environments in First Nations communities south of the 60th parallel, and, in some cases, in the North. The needs related to Environmental Public Health are due to various challenges resulting from issues such as: sub-standard housing and living conditions; drinking water quality and poorly operated wastewater systems; a lack of certified water plant operators; climate change; geography, and, numerous socio-economic inequalities."	"Key Environmental Public Health activities include public education, training, and environmental public health assessments and, the provision of advice and recommendations. First Nations Authorities work with Environmental Health Program Officers to identify Environmental Public Health priorities and address Environmental Public Health risks. Environmental Public Health supports the Communicable Disease and Control Management Program to minimize the spread of communicable diseases through investigations and education sessions."	Percentage of the Recommended Number of Sampling Weeks that Public Water Systems in First Nations Communities Were Monitored for Bacteria	At Least 82%	To be achieved March 2022 (as of now Unspecified)	46.1 M	45.4 M	Transfer Payments: 47.0%, Personnel: 40.4%, Other(s): 7.9%, Professional and Special Services: 4.7%, (ISC's Details on Transfer Payments specifies that Contributions were used for First Nations and Inuit Health Care.)	Voted
Financial Management Services - Department of Indigenous Services	"Financial management services involve activities undertaken in the department to ensure the prudent use and stewardship of financial resources in an effective, efficient and economic manner."	"Activities include planning, budgeting, accounting, costing, reporting, control and oversight, analysis, decision support and advice, and financial systems."				39.4 M	19.5 M (in 2018-19)	Transfer Payments: 94.0%, Professional and Special Services: 5.4%, Other Subsidies and Programs: 0.3%, Other(s): 0.2%.	Voted
Management and Oversight Services - Department of Indigenous Services	"Management and oversight services involve activities undertaken to ensure that federal government service operations and programs comply with applicable laws, regulations, policies and plans."	"Activities include providing strategic direction, governance and corporate planning; allocating resources and taking investment decisions; and analyzing exposure to risk and determining appropriate countermeasures."				36.2 M	35.9 M (in 2018-19)	Personnel: 78.0%, Professional and Special Services: 20.4%, Other(s): 1.2%, Utilities, Materials and Supplies: 0.4%.	Voted
Human Resource Management Services - Department of Indigenous Services	"Human resources management services include activities related to supporting human resources (HR) planning and reporting; reviewing, assessing and developing organizational design; reviewing and assessing job descriptions and classifications; supporting staffing processes; collecting and processing employee information related to compensation, leave and transfers; identifying and coordinating organization-wide training and learning requirements; promoting values, ethics and employment equity; managing employee recognition and awards programs; addressing workplace management and labour relations; and developing and maintaining HR information systems within the organization."	"Human resources management services include activities related to supporting human resources (HR) planning and reporting; reviewing, assessing and developing organizational design; reviewing and assessing job descriptions and classifications; supporting staffing processes; collecting and processing employee information related to compensation, leave and transfers; identifying and coordinating organization-wide training and learning requirements; promoting values, ethics and employment equity; managing employee recognition and awards programs; addressing workplace management and labour relations; and developing and maintaining HR information systems within the organization."				31.0 M	12.7 M (in 2018-19)	Professional and Special Services: 88.8%, Transportation and Telecommunications: 0.8%, Personnel: 0.4%, Other(s): 0.0%.	Voted
Communications Services - Department of Indigenous Services	"Communications services involve activities undertaken to ensure that Government of Canada communications are effectively managed, well-coordinated and responsive to the diverse information needs of the public."	"These activities ensure that the public receives government information, and that the views and concerns of the public are taken into account in the planning, management and evaluation of policies, programs, services and initiatives. This Internal Services category refers to communications that are corporate in nature, affecting the entire department whether through internal communications to all employees or external communications on behalf of the department."				23.9 M	7.3 M (in 2018-19)	Personnel: 86.1%, Information: 5.3%, Other(s): 4.5%, Rentals: 4.1%.	Voted
Material Management Services - Department of Indigenous Services	"Material management services involve activities undertaken to ensure that material can be managed by departments in a sustainable and financially responsible manner that supports the cost-effective and efficient delivery of government programs."	"Treasury Board's Policy on Management of Material defines material as 'all movable assets, excluding money or records, acquired by Her Majesty in right of Canada.' Movable assets are tangible and include a broad range of goods such as equipment (e.g., office, information technology, telecommunications, scientific), furniture and furnishings, and larger goods (e.g., vehicles and ships). Most material expenditures are specific program expenditures. However, as an Internal Services category, material management services include the expenditures from policy and administrative support for those who manage and dispose of material throughout the department."				22.2 M	18.4 M (in 2018-19)	Professional and Special Services: 34.8%, Rentals: 24.1%, Other(s): 22.2%, Personnel: 18.9%.	Voted
Community Oral Health Services	"The target populations for Community Oral Health Services include all populations living within First Nations and Inuit communities. Community Oral Health Services supports culturally appropriate community-based programs, services, initiatives, and strategies related to oral health. The range of services include prevention and health promotion, outreach and home visiting, treatment and referrals. Community Oral Health Services, in collaboration with other programs such as the Aboriginal Health Start on reserve and Maternal Child Health, facilitate knowledge transfer through health promotion activities such as tooth brushing programs. Community Oral Health Services also collaborates with other professionals within the communities such as nurses, school teachers and directors to promote the importance of healthy practices to approach oral health as integral to holistic health. The program will assist communities in achieving a continuum of care while harmonizing the Department's approach to oral health service delivery."		Number of Indigenous People Living in First Nations and Inuit Communities Have Access to Oral Health Services	At Least 383	To be achieved March 2022 (as of now 309)	20.4 M	18.1 M	Transfer Payments: 54.2%, Personnel: 37.0%, Utilities, Materials and Supplies: 5.0%, Other(s): 3.8%, (ISC's Details on Transfer Payments specifies that Contributions were used for First Nations and Inuit Health Care.)	Voted
Legal Services - Department of Indigenous Services	"Legal services involve activities undertaken to enable government departments and agencies to pursue policy, program and service delivery priorities and objectives within a legally sound framework."	"Activities include the provision of the following services: legal advisory, litigation and legislative services."				17.5 M	11.4 M (in 2018-19)	Professional and Special Services: 98.7%, Other Subsidies and Payments: 1.3%, Other(s): 0.0%, Personnel: 0.0%.	Voted
Real Property Management Services - Department of Indigenous Services	"Real property management services involve activities undertaken to ensure that real property (e.g., land, bridges, and buildings) is managed in a sustainable and financially responsible manner throughout its life cycle to support the cost-effective and efficient delivery of government programs."	"Most federal real property services are captured under specific program expenditures. As an Internal Services category, real property management services are limited to those expenditures associated with office accommodations that are not funded by Public Services and Procurement Canada (PSPC), as well as to expenditures for real property services. Also included in this category are the expenditures of any FTEs that provide real property policy advice to real property practitioners throughout the department."				5.2 M	3.4 M (in 2018-19)	Personnel: 61.7%, Professional and Special Services: 31.3%, Other Subsidies and Payments: 3.5%, Other(s): 3.4%.	Voted

Program name	Program principles	Program description	Program measure	Target outcomes (2020-21)	Results (2020-21)	Spending FY 2020-21 (\$)	Spending FY 2019-20 (\$)	Funding Instrument	Authority*
Acquisition Management Services Department of Indigenous Services	"Acquisition management services involve activities undertaken to support the acquisition of goods, services or construction services identified as necessary for a department to fulfill its ongoing mandate and purpose."	"These activities include processing, monitoring and reporting, developing and implementing departmental policies and procedures, and activities that support the sound management of procurement contracts."				4.5 M	1.5 M (in 2018-19)	Personnel: 86.3%, Professional and Special Services: 7.7%, Acquisition of Machinery and Equipment: 0.2%, Other(s): -5.8%.	Voted
Statutory, Legislative and Policy Support to First Nations Governance	"The Program has at its foundation the administration of the governance provisions of the Indian Act, and the First Nations Elections Act, which includes: - Training and supporting electoral officers in the conduct of First Nation elections held under the election rules of the Indian Act and the First Nations Elections Act - Receiving, reviewing, investigating and making recommendations on appeals of elections held under the Indian Act (which is required by the statute) - Supporting First Nations in developing and ratifying their own community election codes under the Conversion to Community Election System Policy."	"In administering these responsibilities, the program provides the support First Nations require to hold solid, open and transparent elections in accordance with the rules and procedures established in the statutes. With solid uncontested elections, First Nations governments have the legitimacy and one of the foundational elements to govern effectively and make decisions for the good of their communities. The program also supports First Nations in examining alternative electoral systems (First Nations Elections Act or community election codes)."	Percentage of First Nations Adopting Alternatives to the Indian Act Election System	At Least 68.5%	77.10%	3.3 M	4.0 M	Personnel: 62.7%, Transfer Payments: 36.2%, Other(s): 0.6%, Professional and Special Services: 0.6% (ISC's Details on Transfer Payments specifies that Grants were provided "to British Columbia Indian bands in lieu of a per capita annuity" and were also used for Indian Annuities Treaty payments (Indian Act))	Voted
Health Human Resources	"The objective of the Health Human Resources Program is to increase the number of First Nations, Inuit and Métis workers in the health care field at large, and to increase the number of qualified individuals working in health care delivery in First Nations and Inuit communities."	"The Program is delivered through two streams. The first stream provides scholarships and bursaries for Indigenous students pursuing health careers. The second stream provides training and certification for community-based workers, including health managers, to improve the quality and consistency of health care services in First Nations and Inuit communities. The Program engages the following stakeholders: federal, provincial/territorial governments; health professional organizations; National Indigenous Organisations; non-governmental organizations / associations; and, educational institutions. For example, scholarships and bursaries are provided through a contribution agreement with INSPIRE, and the training stream is managed at the regional level, which may involve Indigenous organizations."	Percentage of Indigenous People Working in the Health Sector in Canada	At Least 2.9%	To be achieved March 2023 (As of now, 3.1%)	2.8 M	6.0 M	Transfer Payments: 64.4%, Personnel: 30.3%, Other(s): 3.4%, Professional and Special Services: 1.8% (ISC's Details on Transfer Payments specifies that Contributions were used for First Nations and Inuit Health Infrastructure Support.)	Voted
Information Management Services Department of Indigenous Services	"Information management services involve activities undertaken to achieve efficient and effective information management to support program and service delivery; foster informed decision making; facilitate accountability, transparency, and collaboration; and preserve and ensure access to information and records for the benefit of present and future generations."	"Information management (IM) is the discipline that directs and supports effective and efficient management of information in an organization, from planning and systems development to disposal or long-term preservation."				Not Available	12.0 M (6.0 M in 2018-19)	Personnel: 68.8%, Professional and Special Services: 22.5%, Other(s): 5.0%, Information: 3.7%.	Voted

\*Employee benefits, related to the administration of these grants and contributions, are statutory expenditures.