

**Indian and Northern Affairs Canada
Sustainable Development Strategy
Second Progress Report 2004-2006**

**Prepared by the
Sustainable Development Division**

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Overview

This is the second progress report of Indian and Northern Affairs Canada (INAC) third sustainable development strategy (SDS3) *On the Right Path Together: A Sustainable Future for First Nations, Inuit and Northern Communities*, tabled in Parliament on February 16, 2004. This report reviews the monitoring and accountability process currently in place for SDS3 as well as the actual progress that has been made by regions and sectors to implement their specific commitments since the first report was submitted in October 2004. It covers the period from October 2004 to October 2005.

By way of background, INAC established a more rigorous monitoring process for SDS3 in response to audit recommendations from the Commissioner of the Environment and Sustainable Development. In 2004, regions and sectors developed action plans to identify tasks or actions to implement their specific Sustainable Development Strategy (SDS) targets and sub-targets as well as indicators to measure progress. These action plans were approved by sector Assistant Deputy Ministers or Regional Director Generals. A semi-annual (spring and fall) reporting cycle was established to coincide with regional strategic plan reporting and the Departmental Performance Review and Report on Planning and Priorities. The web-based Sustainable Development Tracking and Reporting System (STARS) was developed to house the reports which summarize the progress achieved in the implementation of targets and sub-targets.

The first SDS3 progress report, submitted in October 2004, was experimental in nature both for INAC and the SDS process. Overall, the regions and sectors adequately met reporting deadlines and produced reasonably good reports. Given the newness of the process there were delays in the implementation of reporting specifically related to:

- \$ the development, approval and implementation of target action plans;
- \$ the requirements of staff to learn a new system; and
- \$ the requirement for concise semi-annual progress reports.

Since the production of the first SDS3 report, there has been major turnover of SDS staff in both sectors and regions. In the Sustainable Development Division (SDD) both the manager and sustainable development officer moved on to new positions in early 2005. An acting manager took over responsibility for the Division in mid-March 2005, and a sustainable development officer was finally hired in September 2005. This sudden change over and reduction in staff resulted in delays in sending out the call for progress reports for the second reporting period that should have ended on March 31, 2005. It also meant that less guidance and support were available to sectors and regions to assist them in fulfilling their reporting requirements.

Similarly, there were changes among SDS coordinators in a number of sectors and regions which further delayed the reporting process. In some instances, it meant identifying new coordinators and bringing staff up to speed with the progress reporting requirements including training to access the STARS data base.

For the first SDS progress report the SDD played a lead role in evaluating the quality of progress reports. Each region and sector was assigned a letter grade that reflected their ability to meet reporting requirements, including timeliness in the submission of the report and progress that was clearly linked to tasks and milestones outlined in the action plans. Given the major transitions that occurred both within the SDD as well as among some sectors and regions, it was decided that for this reporting period no letter grades would be assigned to sectors and regions evaluating the timeliness and quality of individual reporting. Instead, regions and sectors were evaluated according to their overall degree of progress in implementing their targets (excellent, very good, good, satisfactory or poor). The assessment was based on the information provided in the progress reports that were entered into STARS.

At the same time, it was recognized that timeliness and the quality of progress reports are key to implementing an effective monitoring and accountability process. Therefore, this report also attempts to identify some of the common issues that emerge regarding the current reporting schedule and the quality of information contained in the reports. Identification of key problem areas will provide the basis for follow-up discussions that need to take place among sectors and regions regarding improvement of the current reporting process.

Overall Assessment of the Reporting Process

Timeliness of Progress Reports

Overall, timeliness of reporting was inadequate for this reporting period. As noted above, part of this delay may be attributed to the delay in sending out the reminder to sectors and regions and changeover in staff. Nevertheless, regions and sectors were aware of the semi-annual reporting requirement and should have completed the reports on their own initiative. This second reporting deadline also corresponds closely to the reporting period for the Departmental Performance Review (DPR). In some instances, regions and sectors were required to report separately on the same targets for both the DPR and the SDS making it burdensome and confusing. This suggests the need for better coordination and integration of these two departmental reporting requirements to avoid duplication and confusion in the future. It also points to the need to revisit the semi-annual reporting requirement and the issue of compliance.

The table below shows what months reports were submitted by each region and sector, and also how many reports on specific targets and sub-targets were not submitted. No regions or sectors entered their reports by the March 31st reporting deadline. Over half of the reports were more than four months late and neither the Yukon nor the Northwest Territories submitted any reports for regional sub-targets.

Table 1: Months Reports were Submitted, by Region and Sector

Region/Sector	Month reports were submitted
British Columbia	July (1 not reported)
Alberta	May, June, August
Saskatchewan	September (2 not reported)
Manitoba	June
Ontario	August
Quebec	July, August, Sept (1 not reported)
Atlantic	October (3 not reported)
Yukon	None submitted
Northwest Territories	None submitted
Nunavut	October (3 not reported)
Policy and Strategic Direction (PSD)	August (2 not reported)
Socio-economic Policy and Regional Operations (SEPRO)	May, July, August, September (1 not reported)
Lands and Trust Services (LTS)	August
Claims and Indian Government (CIG)	August (1 not reported)
Northern Affairs Program (NAP)	September (1 not reported)
Corporate Services (CS)	June (1 not reported)
Sustainable Development Division (SDD)	September

Quality of Progress Reports

The original criteria for assessment of the quality of reports was based on whether or not reports clearly articulated how progress was being made to meet milestones and achieve expected outcomes as outlined in the action plans for the different targets and sub-targets. The quality of the second round of progress reports varied greatly among regions and sectors. In only a few instances was it really clear what actual progress was being made to achieve action plans. For example, holding a few meetings per year does not demonstrate measurable progress towards an expected outcome unless some indication is given of the actual results. In a number of instances, deadlines need to be revised to reflect changes in the focus of a target or unforeseen delays in its achievement. Another problem was the use of jargon and acronyms. Anyone outside the specific region, sector or department would have difficulty understanding the meaning of many of the reports. In other cases, reports submitted (that were not entered into STARS) were too long and required major editing on the part of the SDD to fit them into the data base. Overall, experience with this second round of reporting suggests the need to establish a clear set of expectations regarding reporting requirements that focuses on the preparation of clear, concise reports that demonstrate measurable progress in achieving expected results as outlined in the action plans for each target. Establishment of reporting criteria and an effective means to evaluate progress will be carried out by the SD Division in consultation with other sectors and regions.

Overall Assessment of Regional/Sectoral Progress in Achieving Targets and Sub-targets

SDS3 has 41 specific targets and five of these are multi-regional or sectoral targets. The following chart summarizes regional and sectoral performance in their ability to demonstrate measurable progress towards achieving their targets and sub-targets. A more detailed description of progress is provided in the next section, *Target Specific Progress Assessment*. These are typically summaries of the more detailed progress reports entered in the STARS tracking system. As noted above, evaluation of progress was based on the information reported in STARS. In other words, regions and sectors had to clearly demonstrate how their progress related to the original tasks and milestones outlined in their action plans and explain the measurable results. Thus, the overall quality of the report was key to a region or sector's ability to clearly communicate these results. Evaluation of the progress was conducted by the Acting Manager and Sustainable Development Officer of the SD Division.

Table 2: Level of Progress for Regions and Sectors

Region/Sector	Level of Progress
British Columbia	Very Good/Excellent
Alberta	Good
Saskatchewan	Good
Manitoba	Very Good/Excellent
Ontario	Good/Very Good
Quebec	Good/Very Good
Atlantic	Good
Yukon	Unknown
Northwest Territories	Unknown
Nunavut	Good/Very Good
Policy and Strategic Direction (PSD)	Satisfactory
Socio-economic Policy and Regional Operations (SEPRO)	Good
Lands and Trust Services (LTS)	Good
Claims and Indian Government (CIG)	Good
Northern Affairs Program (NAP)	Very Good/Excellent
Corporate Services (CS)	Good/Very Good
Sustainable Development Division (SDD)	Satisfactory

High Priority Targets

There were eight targets established as priorities in the development of SDS3 and in a subsequent risk assessment performed on the strategy. If accomplished, these core commitments will have the most significant impact on the Department's relationship with First Nations and Northerners. They include:

- \$ Target 1.1.1 - To develop an INAC Consultation Framework;
- \$ Target 1.2.1 - To establish regional INAC-First Nations and Inuit priority setting processes in regions where processes do not currently exist;
- \$ Target 1.2.2 - To establish, in regions where no formal mechanism exists, an ongoing sub-committee on the Federal Regional Council or other appropriate body to address Aboriginal issues interdepartmentally;
- \$ Target 1.2.5 - To establish concrete initiatives with the provinces and the private sector to address First Nation access to natural resources;
- \$ Target 2.1.1 - In cooperation with First Nations communities, to develop a federal comprehensive community planning strategy;
- \$ Target 2.1.3 - To establish a Northern Development Framework to set the context for decision making;
- \$ Target 5.1.1 - To further develop and implement a process for assessing policies and programs for compatibility with SD principles; and
- \$ Target 5.3.2 - To include regional or sectoral-specific SDS commitments in the management contracts of senior managers.

As indicated below, the reports on these targets demonstrate satisfactory to very good progress. High priority targets are indicated with the designation (HP).

Target Specific Progress Assessment

Theme 1: Consultation and Joint Decision Making

Target 1.1.1. To develop an INAC Consultation Framework. Responsible Sector/Region: Policy and Strategic Direction Sector. Target Deadline: December 2004. (HP)

Target deadline needs to be revised.

Satisfactory progress. This target was on hold awaiting the November 2004 Supreme Court of Canada decisions in *Haida and Taku River*, in which the Court found that the federal and provincial Crown may have a duty to consult and to accommodate the interests of Aboriginal groups when it contemplates conduct that might adversely affect the group's claimed Aboriginal rights or title. Following the Court's decision an interdepartmental ADM-level Working Group was set up to assess the decisions and consider the development of a federal policy on consultation and accommodation that could be applied consistently across regions and increase the level of interdepartmental coordination. Federal officials will hold discussions with national and regional Aboriginal groups across the country during fall 2005 to identify expected

outcomes. An INAC Consultation Framework could be one of the resulting products, depending on the outcome of these regional and national discussions.

Target 1.2.1. To establish regional INAC-First Nation and Inuit priority-setting processes in place in regions where processes do not currently exist. Responsible Sector/Region: Multi-regional. Target Deadline: December 2005 (HP).

Target deadline needs to be revised for some regions.

Good progress. British Columbia, Saskatchewan, Manitoba, Ontario and Quebec indicate that good progress has been made in terms of establishing joint priority-setting processes between INAC and regional First Nation organizations. Alberta Region has met with Treaty Area Executive Directors to solicit their input to the regional planning process. A follow-up meeting is scheduled for December 13, 2005 to solidify First Nations participation in setting regional priorities. The Atlantic region has two sub-targets, the first to integrate First Nation input into the strategic business plan and the second to use comprehensive plans as tools for decision making. In response to the first, the Atlantic region reports that a discussion paper was prepared and meetings between INAC and the Atlantic Policy Congress of First Nations have taken place to further develop a joint planning process. In regards to the second sub-target, introductory meetings and workshops on project implementation have been held with five First Nations along with other government departments. No reports were submitted for the NWT, Yukon or Nunavut.

Target 1.2.2. To establish, in regions where no formal mechanism exists, an ongoing sub-committee of the Federal Regional Council or other appropriate body to address Aboriginal issues interdepartmentally. Responsible Sector/Region: Multi-regional. Target Deadline: December 2005 (HP).

Target complete for some regions. Target deadline may need to be revised for others.

Very good progress. British Columbia, Manitoba, Ontario and Quebec indicate that this target is essentially complete. The Atlantic region reports good progress through several initiatives that are currently underway including the development of a five-year strategic plan between federal, provincial and First Nation representatives and the establishment of bi-lateral agreements between the province and INAC with respect to the Child and Family Services provided to members of Abegweit and Lennox Island First Nations. The Alberta Region is the lead federal body for the Canada Alberta Partnership Forum which is a forum for provincial and federal departments to meet with First Nations and Metis representatives to discuss partnership opportunities on jointly selected issues. To date this forum has produced research papers on Human Resource issues and has held discussions on participation in the First Ministers' Meeting. Saskatchewan Region suggests that some progress has been made but it is not clear how actions to date will result in meeting the target. The Yukon, NWT and Nunavut did not report for this period.

Target 1.2.3. To increase Innu participation in decision making in the Atlantic Region with respect to the provision of services and resourcing. Responsible Sector/Region: Atlantic Region. Target Deadline: April 2005.

Target deadline needs to be revised.

Satisfactory progress. Through meetings with Councils, discussions are ongoing with the Innu on prioritizing next steps toward healing, along with attending Health Canada joint planning meetings. An Education Steering Committee has been formed and meetings are ongoing with all stakeholders to finalize the Sheshatshiu Land Transfer Agreement.

Target 1.2.4. To increase federal support to the Assembly of First Nations of Quebec and Labrador Sustainable Development Institute. Responsible Sector/Region: Quebec Region. Target Deadline: December 2006.

On target.

Good progress. A total of \$ 150 K in federal support has been allocated to the Assembly of First Nations of Quebec and Labrador Sustainable Development Institute (IDDPNQL) for general operations and in support of the renewal of the SDS for the First Nations of Quebec and Labrador. In addition, a collaborative agreement has been developed between the IDDPNQL and federal departments and agencies. Despite this progress, securing long-term operational funding remains a challenge for the Institute.

Target 1.2.5. To establish concrete initiatives with the provinces and the private sector to address First Nation access to natural resources. Responsible Sector/Region: Socio-Economic Policy and Regional Operations (SEPRO). Target Deadline: December 2006 (HP).

Target deadline may need to be revised for some regions.

Satisfactory progress. Alberta, Manitoba and Ontario report good progress in achieving this target through the implementation of resource partnership programs, co-management agreements and resource access negotiations. There were no reports submitted from British Columbia, Saskatchewan, Quebec or the Atlantic Region.

Target 1.2.6. To integrate BC First Nations key priorities identified through established joint dialogue Forums, into regional and operational decision-making processes. Responsible Sector/Region: B.C. Region. Target Deadline: Completed annually.

Target complete.

Excellent progress. In December 2004, INAC BC Region, the Joint Forum Steering Committee and representatives of seven key joint technical committees set the direction for the Joint Forum process for 2005 and identified the Joint Forum objectives. Three Joint Forums were held on

Accountability, Economic Opportunities and Sustainable Housing. The results of these sessions were increased understanding of First Nations priorities and of INAC's policies and programs.

INAC BC Region incorporated relevant Joint Forum and joint technical committee recommendations into operational planning. This has resulted in greater alignment of priorities. INAC BC Region undertakes a semi-annual monitoring of Joint Forum commitment implementation. A published progress report is distributed to all First Nations in BC. This has resulted in greater reciprocal accountability a stronger participation of BC First Nations in provincial initiatives, i.e. Olympics and Oil/gas developments, as well as stronger partnerships, particularly with the BC First Nations Leadership Council.

Theme 2: Long-term planning

Target 2.1.1. In cooperation with First Nation communities, to develop a federal comprehensive community planning strategy. Responsible Sector/Region: SEPRO. Target Deadline: April 2005 (HP).

Target deadline needs to be revised.

Good progress. It is estimated that approximately 20% of all First Nation communities across the country have established community plans and many of these communities are actively pursuing implementation. In response, the Department has recently confirmed a two-staged approach to fulfilling its SDS commitments. First, the Department will develop an INAC Comprehensive Community Planning (CCP) Strategy, to support First Nations in their development and implementation of comprehensive community plans. An engagement meeting was held in October 2005 with select First Nation communities, to recommend options of this strategy. The target date for the approval of the INAC strategy is winter 2005/06.

Target 2.1.2. To provide support for comprehensive community-specific planning initiatives in all southern regions. Responsible Sector/Region: All southern regions. Target Deadline: December 2006.

On target.

Very good progress. All regions except Alberta have reported good or very good progress. Pilot projects have begun in the INAC Atlantic, Quebec and British Columbia Regional Offices to support First Nations in their development and implementation of comprehensive community plans. Manitoba provided funding to First Nations in activities that support and will become components of Comprehensive Community Based Plans. Ontario is working to develop a regional approach to community planning in partnership with First Nations and Saskatchewan continues to be involved in national CCP initiatives. Alberta Region continues to raise awareness through presentations to Alberta First Nations on the benefits of community planning. Best practices obtained from the pilot projects and other regional initiatives will be used in the development of a national INAC approach.

Target 2.1.3. To establish a northern development framework to set the context for decision making. Responsible Sector/Region: Northern Affairs Program (NAP) and northern regions. Target Deadline: December 2006 (HP).

On target.

Very good progress. Work continues on integrating SD concepts into decisions regarding the management and development of northern renewable resources. To date a draft discussion document that states the Northern Resource Development Framework (NRDF) vision and a draft SD lens have been developed and circulated in the NT region for comment. In the fall of 2005, it is anticipated that workshops with external stakeholders (Industry, Aboriginal and Environmental Non-Governmental Organizations) will be held.

The Nunavut regional office's commitment under target 2.1.3 was to identify their roles and responsibilities in relationship to the creation of the NRDF. In 2004-2005, the Executive Services Directorate developed a Nunavut Mining Guide that outlines the key acts, departments, processes and legislation that industry should be aware of when exploring on Crown lands in Nunavut in user friendly formats.

Target 2.2.1. Develop and implement a plan, which uses existing territorial, federal and NGO programs and relationships, to improve northern human resource capacity and enhance sustainable development efforts in Nunavut. Responsible Sector/Region: Nunavut Region. Target Deadline: March 2006.

On target.

Very good progress. This objective links a disparate range of initiatives that focus on identifying needs and developing various types of capacity linked to some element of long-term planning. The Nunavut regional office (NRO) has made significant progress in achieving most of the milestones identified in its action plan. Examples of some of the initiatives that have been accomplished include:

Participation in the creation and funding of Nunavut Economic Forum (NEF). The Nunavut regional office worked with the NEF to set priority setting roles within new federal northern economic development programs.

Consolidation of partnership opportunities. In 2004-2005 the NRO's Inuit Training and Development Unit was able to assist in the consolidation of key partnerships between the Government of Nunavut's Department of Education, the Inuit Organizations, and the private sector to help establish the Nunavut Mine Training Focus Group.

Implementation of an Inuit Employment Plan to increase Inuit representation within the NRO. The Human Resources unit established their summer student initiative in 2004-2005, the

Executive Services unit developed a poster series and a brochure highlighting the Inuit NRO staff and career opportunities and NRO Managers visited schools in communities where they travelled to inform staff and students of their work in Nunavut.

Strategic plan and consultation developed to encourage northern participation in Northern Contaminated Sites Program. In March 2005, the Contaminated Sites unit organized and conducted a training session for a number of communities in Nunavut. This session provided training and information for participants interested in bidding on contaminated sites tenders and offered support on how to become more involved in the Northern Contaminated Sites Program.

Target 2.2.2. On a community-by-community basis, to address capacity, and organizational and management issues identified within the Manitoba Capacity Development Initiative (MCDI). Responsible Sector/Region: Manitoba Region. Target Deadline: December 2006.

On target.

Good progress. For 2004-2005 Manitoba dedicated \$2.4 million of its discretionary funding to MCDI, supporting 44 capacity development projects in total. The initiative has been well accepted by First Nations and First Nation organizations in Manitoba and has served as a model for other regions.

Target 2.2.3. To direct support in BC Region to professional development in key areas such as governance, administration and education. Responsible Sector/Region: B.C. Region. Target Deadline: December 2006.

On target.

Good progress. Various milestones have been met, including the development and distribution of tools to support ongoing Band administration and development of the First Nations Public Service. BC region continues to work in partnership with First Nations and has provided professional development in the areas of capital development, financial administration, electoral officer training and proposal writing.

BC Region has consolidated all capacity-related functions under a single management unit, creating economies of scale and an environment in which professional development activities can flourish. The expected outcomes of this functional approach to capacity and training are: greater consistency and coordination, as well as streamlining of guidelines and reporting for capacity proposals.

Target 2.2.4. To provide SD awareness-building training for First Nation Economic Development Officers in Ontario. Responsible Sector/Region: Ontario Region. Target Deadline: December 2006.

On target.

Very good progress. Ontario Region has established the Community Economic Advisory Team Ontario (CEATO) to assist with the implementation of the economic development strategy and to advise the region on the program management issues. The Region has also expanded the Economic Development Officer (EDO) pilot training established as a priority in the Regional Community Economic Development Strategy and by CEATO. The Community Strategic Planning Toolkit has been shared with the EDOs at various economic development planning meetings held across Ontario in March 2005. The Region will include the topic of SDS training at the next Economic Development Officers' conference, subject to the availability of funds for the conference.

Target 2.2.5. To develop an integrated approach to strategic investments in Atlantic Region communities. Responsible Sector/Region: Atlantic Region. Target Deadline: April 2005.

Target completed.

Excellent progress. The Atlantic Region has carried out a capacity check to establish benchmarks and identify priorities for action in regards to the implementation of modern comptrollership principles. A number of regional processes have been modified to encourage sound risk management practices including the management of funding agreements, intervention policy and strategic planning.

Target 2.2.6. To develop an integrated land, environment and natural resources management action plan. Responsible Sector/Region: Lands and Trusts Services (LTS). SDS Deadline: April 2004. Revised Target Deadline: October 2004.

Target deadline needs to be revised.

Good Progress. The Launch of the Reserve Land and Environment Management Program (RLEMP) pilot project was completed on June 23, 2005. 16 First Nations are participating in the RLEMP project. The technical training program has now commenced. The Core Training Program is scheduled for May 2006. Full implementation of the RLEMP is scheduled for April 2006.

Target 2.2.7. To establish a Sustainable Development Risk Capital Fund on a pilot basis. Responsible Sector/Region: SEPRO. Target Deadline: April 2005.

Target deadline needs to be revised.

Satisfactory progress. Federal departments participating in the proposed partnership negotiation process - including INAC, Environment Canada and Western Economic Diversification - do not have the budgetary capacity at this time to meet the Coast Investment and Incentives Initiative matching conditions for the project's \$60 million commitment. Reductions to INAC's economic development budget do not enable the Department to be a significant partner in this initiative. While the project is still alive, achieving the desired result appears to be in serious doubt without financial contributions from the federal government.

Target 2.2.8. To ensure the BC Region Innovative Housing Initiative incorporates SD principles into its design, development and reporting systems. Responsible Sector/Region: B.C. Region. Target Deadline: December 2006.

On target.

Very good progress. Examples of innovative sustainable development housing projects have been implemented and INAC BC Region continues to profile innovation in First Nations sustainable housing projects, such as Halcyon Meadows in Chilliwack, BC and Shuswap Nation.

BC Region has funded specific initiatives such as rain screens and heat recovery vents in Cowichan and mould prevention/clean-up initiative in Kwakiutl.

Based on First Nations input at a recent Sustainable Housing Joint Forum, the Joint Capital Housing Committee is investigating First Nation/INAC initiatives to support sustainable housing.

Target 2.3.1. In partnership with First Nations organizations and communities, to establish a First Nations Community Accounts System project to develop sustainability indicators. Responsible Sector/Region: SEPRO. Target Deadline: December 2006.

Target deadline may need to be revised.

Satisfactory progress. The major focus of the work has shifted to include an analysis of indicators from a First Nations community perspective as part of the First Nations Community well-being index research being undertaken by the Department's Strategic Analysis Directorate.

Target 2.3.2. Using the INAC Comprehensive Claims Evaluation Framework, to conduct an evaluation of the Inuit component of the James Bay and Northern Quebec Agreement. Responsible Sector/Region: Claims and Indian Government (CIG). Target Deadline: December 2006.

On target.

Good progress. Pressure from the Treasury Board Secretariat, Aboriginal groups with settled land claims, and the Office of the Auditor General, has resulted in a broadening of the scope of this target. This target will eventually include an evaluation of all settled land claims. The Inuit component of the *James Bay and Northern Quebec Comprehensive Land Claims Agreement* is

one of five agreements that will be considered for a pilot evaluation of comprehensive agreements that will start in 2006-07. Following the pilot evaluation, a plan for evaluations of other comprehensive agreements will be finalised. Under the current project time lines, an evaluation report should be ready in June 2007, close to the December 2006 target date identified for this commitment.

Target 2.3.3. To develop an official progress report and future implementation strategy for INAC-related commitments in Agenda 21, Chapter 26. Responsible Sector/Region: Policy and Strategic Direction (PSD). Target Deadline: December 2005.

Target deadline may need to be revised

No report submitted.

Theme 3: Water Management

Target 3.1.1. To implement a comprehensive First Nations water management strategy over the next five years. Responsible Sector/Region: SEPRO. Target Deadline: December, 2008.

On target.

Good progress. Water and wastewater quality standards completed and forwarded to regions for implementation. The water database is operational. A Memorandum of Understanding has been signed with Environment Canada for Provision of Services on Source Water Protection and Sustainable Water Use. Circuit-rider programs were established in every region. Operator certification is progressing well since the beginning of funding for the First Nations Water Management Strategy in November. An annual performance assessment of all facilities was developed and will be implemented in 2005-2006, and an enhanced Assets Conditions Reporting System has been established to ensure regular reporting. In terms of public awareness, Phase 1 (Chief and Council Water Awareness Kit) is complete, and Phase 2 (Water Awareness in schools) is being developed in coordination with Environment Canada, Health Canada and INAC Regions.

In addition, INAC has incorporated the recommendations from the Commissioner of Environment and Sustainable Development's 2005 report into its targets. This includes working with First Nations on options for the establishment, in cooperation with the provinces and territories, of a regulatory regime for water on reserve with an action plan for implementation to be developed by September 2006. In addition, capacity-building efforts will be enhanced, and implementation will begin by June 2006.

Theme 4: Climate Change and Energy Management

Target 4.1.1. To develop and implement a management framework to reduce greenhouse gas emissions for Aboriginal and northern communities. Responsible Sector/Region: NAP. Target Deadline: March 2004.

Target met.

Excellent progress. The Aboriginal and Northern Community Action Program (ANCAP) on energy is operational under a completed and accepted Operational Management Guide which formalizes a management structure and system for the ANCAP. The ANCAP Management Committee situated at INAC headquarters administers the national aspects of the program and approves all funding and major program decisions. The INAC regions administer the program regionally through the submission of annual work plans to the Management Committee for approval. All INAC regional representatives and community energy pathfinders have received technical training in community-based energy efficiency and renewable energy issues.

The Management Committee has established a Large Energy Projects Working Group to assist in the identification and development of large community-based energy projects. This group works in partnership with the ANCAP regions, communities and key project partners and funding agencies to develop these projects.

Significant work has been done with INAC's capital and economic development sectors to link program objectives and to raise the profile of energy considerations in planning and operational procedures of these sectors.

As well, the program has purchased 15 wind anemometers (instruments to measure the wind potential of sites as a renewable energy source). These instruments are being loaned to communities that occupy favourable wind sites on a rotating basis for many years.

Target 4.1.2. To design and implement a system to measure reductions in greenhouse gas emissions for Aboriginal and northern communities. Responsible Sector/Region: NAP. Target Deadline: December 2005.

On target.

Excellent progress. The program has completed the development of a prototype database system to document project related greenhouse gas emissions and to measure changes in these emissions due to energy efficiency and renewable energy initiatives. Work is also underway to link this initiative with national emissions reduction measurement systems.

Target 4.1.3. In partnership with communities and other levels of government, to reduce greenhouse gas emissions by eight percent in Aboriginal and northern communities. Responsible Sector/Region: NAP. Target Deadline: Kyoto reporting period 2008-2012.

Very good progress. The establishment of regional program support through annual plans and energy pathfinders, and of the Large Energy Projects Working Group all working in partnership with communities and other key players (governments, federal departments, private sector, utilities) has set the stage for significant project development aimed towards greenhouse gas reductions in Aboriginal and northern communities by the Kyoto reporting period of 2008-2012. A program progress report has been submitted to the Treasury Board and received a good/very good program assessment.

Target 4.1.4. To develop regional energy management strategies for four INAC regions. Responsible Sector/Region: NAP. Target Deadline: December 2006.

On target.

Very good progress. The ANCAP has conducted work in all regions towards the development of energy management strategies. A national energy baseline initiative is well underway that will have completed nearly 100 studies nationally by the end of 2005 in Aboriginal and northern communities which will provide much of the information required for regional energy management strategies. Linked to the ANCAP is the off-grid community initiative (focussed on off-grid, remote, diesel power generators) which will focus on three to four regions as pilot regions to develop energy management strategies for off-grid communities.

Target 4.2.1. To define adaptation issues for Aboriginal and northern communities due to the impacts of climate change. Responsible Sector/Region: NAP. Target Deadline: December 2006.

On target.

Excellent progress. In April 2005, the Northern Climate Change Coordination Committee (NC4) was created to advise on the development and implementation of the Northern Impacts and Adaptation Strategy. A first draft of the strategy will be discussed at the next meeting of the NC4 scheduled for the end of December. The final version of the strategy is planned for the early new year as part of a federal strategy on adaptation to begin implementation in 2006-2007.

A risk assessment process is underway to assess the impacts of climate change on INAC activities, and Aboriginal and northern communities, to identify policy gaps and obstacles to adaptation, and to define mitigation strategies for those risks. The process includes a series of workshops combining INAC employees and First Nations/Inuit participation. A first workshop was held in the Atlantic region in June 2005. Three to four other regional workshops and a series of workshops in HQ are scheduled before the end of 2005-2006. The remaining regions and HQ sectors workshops will be held before the end of June 2006 with the report and risk management plan scheduled for completion by December 2006.

Theme 5: Integrating Sustainable Development into Departmental Policies and Processes

Target 5.1.1. To further develop and implement a process for assessing policies and programs for compatibility with SD principles. Responsible Sector/Region: SD Division. Target Deadline: April 2005 (HP).

Target deadline needs to be revised.

Satisfactory progress. Comments on the first draft of the lens were received from sectors and regions who participated in the initial discussions during a July 2004 workshop. Based on the comments, a much more focussed and streamlined draft was produced in January 2005 and sent out again for review. Because of major staff turnover during winter 2005 no further work was done on refining the lens. However, work is expected to begin again in the fall of 2005.

Target 5.1.2. Develop SD guidelines for economic development and infrastructure programs. Responsible Sector/Region: SEPRO. Target Deadline: December 2006.

On target.

Very good progress. Regional program management advisory committees are currently being established in each region. Regions have each designated representatives to participate in the national program management advisory committee which met in September 2005. The process of developing sustainable development guidelines for economic development programs commenced at this meeting and work is scheduled to continue at the next meeting, scheduled for January 2006.

INAC continues to plan its infrastructure investments through the Long-Term Capital Plan (LTCP) and invested some \$993 million in community infrastructure in 2003-2004 in order to realize its objective of achieving a safe and sustainable infrastructure base on reserve. Approximately one-third of this amount was committed to meet ongoing operations and maintenance with a view to protecting and maintaining First Nation assets.

Target 5.1.3. To develop mechanisms for integrating the perspectives of Aboriginal women into economic development policies and programs. Responsible Sector/Region: SEPRO. Target Deadline: December 2006.

On target.

Good progress. The Economic Development Policy Directorate held a brainstorming session with stakeholders entitled *Defining an Empowerment Strategy for First Nation and Inuit Women* in May 2005. Twenty-five First Nations and Inuit women participated. The Department's Economic Development Branch and Pauktuutit also partnered to deliver a three-day business development training session to Inuit women - including Economic Development Officers - in Rankin Inlet, Nunavut. Based on its success, a follow-up workshop has been scheduled for the Kitikmeot Region in January 2006. The outcomes from these sessions are the foundation for INAC to support the inclusion of Aboriginal women's perspectives in the development of a

federal Aboriginal Economic Development Framework that is being developed inter-departmentally.

Target 5.1.4. To conduct applied research in Quebec Region communities to develop conflict resolution models that will serve as tools for the administration of justice.

Responsible Sector/Region: Quebec Region. Target Deadline: December 2006.

On target.

Very good progress. Training in simultaneous translation from English to Micmac and from Micmac to English was given to six Micmac interpreters. In addition, three training sessions were held and attended by 28 people including eight Elders from five different Micmac communities. With the help of facilitators, the participants established a forum for conflict resolution that is adapted to their language and culture. The project team, made up of a dozen people from five communities and representatives from the INAC offices of the Quebec and Atlantic region met three times.

This project worked well and was received positively in the communities. However, it remains difficult to obtain funding for follow-up in 2005-2006.

Target 5.1.5. To approve and implement the Indian and Inuit Affairs Program (IIAP) Environmental Management System. Responsible Sector/Region: LTS. Target Deadline: April 2007.

On target.

Very good progress. Although behind schedule for some milestones, overall, very good progress is being made. On November 15, 2005 the IIAP Functional Review was finalized, and the IIAP Environmental Directive was approved by INAC's Management Committee in May 2005. IIAP Contaminated Sites Management and Environmental Assessment Directives are in draft stages. Approval is expected in Winter/Spring 2005/2006. Preliminary work on an IIAP Environmental Risk Management and Accountability Framework is ongoing, with an expected delivery date of 2007, and will include a monitoring and evaluation component. A draft communication strategy has been produced, and the final communications strategy is anticipated for October 2005. The Environmental Learning Regime is nearing completion. Pilot implementation of the regime is expected in October 2005.

Target 5.1.6. To develop new procedures in the Alberta Region for the tracking and dissemination of key band information. Responsible Sector/Region: Alberta Region. Target Deadline: December 2006.

Target deadline may need to be revised.

Satisfactory progress. In early March 2005, HQ senior management decided not to allow Alberta Region to proceed with the Geographic Information Systems Request For Proposals until

more discussions had taken place with HQ. More information around the proposal, scope and benefits needs to be provided so HQ has a better understanding of what Alberta Region is trying to accomplish and the benefits to allow it to proceed. The Alberta Region has been working on preparing the necessary documents and information to engage in these discussions with HQ. Meetings were held with the First Nations Technical Services Advisory Group (TSAG) and pieces of information are being incorporated from a First Nations needs perspective.

Target 5.2.1. To develop an INAC SD communications and employee awareness-raising strategy to help integrate sustainable development into decision making, programs, policies, planning and operations. Responsible Sector/Region: Coordinated by the SD Division, in close cooperation with Corporate Services. Target Deadline: December 2005.

Target deadline needs to be revised.

Satisfactory progress. Some communications activities have been carried out by the SD Division: plaques of the SD Vision were produced and distributed to ADMs and ARDGs in INAC. The yearly SD calendar was produced and distributed in February 2005. Because of staff turnover, the SDS showcase did not take place in spring 2005. A Communications Strategy for Sustainable Internal Operations has been developed by Corporate Services.

Target 5.2.2. To develop a regional and national "best practices/lessons learned" network. Responsible Sector/Region: SD Division. Target Deadline: December 2004. Revised target: December 2005.

Target deadline needs to be revised.

Satisfactory progress. The Centre for Indigenous and Environmental Research (CIER) completed summaries of 15 First Nation community sustainable initiatives. As of August 31, 2005 a draft edition of a publication entitled "Nation to Nation" had been completed. To be published and distributed by CIER, this document presents summaries of the lessons learned from the 15 First Nations sustainable community initiatives. A second document, based on the same information but aimed at INAC policy makers, will be produced in fall 2005.

Target 5.2.3. To establish a national community of interest to share experience and discuss best practices on the integration of horizontal issues into decision making. Responsible Sector/Region: SD Division. Target Deadline: December 2005.

Target focus and deadline needs to be revised

Satisfactory progress. The SD Division has been actively involved in the development of an integrated planning and reporting system for INAC. The goal is to streamline strategic and regional planning for the Department to promote more coordinated and efficient use of resources. The A/Manager for the SD Division regularly attends meetings of the Executive Secretaries, and efforts are underway to examine how the Sustainable Development Strategy can

be better integrated into overall departmental planning before the development of SDS 4. There have been no attempts to establish a national committee of interest on horizontal issues.

Target 5.3.1. To formally designate SD coordinators and use management committees to coordinate SD integration and SDS implementation in each region. Responsible Sector/Region: Multi-regional. Target Deadline: December 2004.

Target deadline needs to be revised.

Satisfactory. Four regions (British Columbia, Alberta, Manitoba and Quebec) have appointed SD coordinators for their region. The Atlantic, Ontario and Nunavut regions have assigned responsibility to various people or sections, but have not formally appointed a coordinator. Saskatchewan, the Northwest Territories and the Yukon have not yet reported on this target.

Target 5.3.2. To include regional or sectoral-specific SDS commitments in the management contracts of senior managers. Responsible Sector/Region: ARDGs and ADMs. Target Deadline: December 2005 (HP).

On target for regions, but not for sectors.

Good progress. All regions except Nunavut, NWT and the Yukon have incorporated regional SDS commitments into senior management contracts. So far, the only sector that has addressed the commitment is LTS. Currently the ADM of LTS and the Director of Environment have a management contract commitment "to implement the Environmental Stewardship Strategy" that falls under target 5.1.5.

Target 5.3.3. To establish a sustainable development strategy/strategic plan and framework which is based on the long-term objective of achieving sustainable First Nation communities in Manitoba. Responsible Sector/Region: Manitoba Region. Target Deadline: December 2005.

On target.

Very good progress. The Manitoba 2005-2006 strategic plan, which integrated the regional sustainable development strategy targets, is the result of a joint priority setting effort between INAC and First Nation political organizations. An array of specific strategies that support regional and departmental priorities are currently being developed. These plans will feed into and support the regional SDS.

Target 5.4.1. To conduct a policy review and gap analysis on key corporate services policy areas that have environmental impacts, and to rewrite policies and procedures according to principles of sound environmental management. Responsible Sector/Region: Corporate Services (CS). Target Deadline: December 2005.

This target's deadline needs to be revised.

Good progress. CS has developed plans which consider the relationships between existing CS policies, major environmental topics, relevant INAC sections such as the Departmental Audit and Evaluation Branch, and the review's implications on dependent CS SDS work plan sub-targets (of which there are five). CS has indicated a new target date of January 2007.

Only two regions indicate that work has been done to implement this target. In Alberta, Claims and Indian Government personnel are working on the development of legislation to address the regulatory gap with respect to environmental issues. The Ontario Region is working with HQ to streamline the funding arrangements and budget management.

Target 5.4.2. To develop a strategy for the greening of the internal operations. Responsible Sector/Region: CS. Target Deadline: December 2005.

Target may need to be revised.

Very good progress. INAC Corporate Services is implementing this target through a number of sub-target initiatives.

Sustainable real property management. CS has initiated a comprehensive review of its real property assets. A strategy for the real property review has been developed and transmitted to INAC's regions. Implementation of the RPR will depend on the availability of funds.

Sustainable fleet management practices at INAC. CS's Fleet Management Policy stipulates that any vehicle purchases for SUVs south of 60 must be approved by the ADM Corporate Services. The Deputy Minister has an E85 vehicle (Ethanol/Gasoline). INAC also has other E85 vehicles in our fleet across the country as well as Hybrids (Gasoline/Electric). All of INAC's regions have been instructed to use ethanol blended fuels where available, to decrease the number of vehicles in their fleet and to look at alternate sources of transportation, i.e. rentals and leases.

Raise awareness of the impacts of departmental operations among INAC staff.

INAC Corporate Services is working with PWGSC for INAC to acquire and compile baseline information for energy consumption and waste production at its facilities nationwide. It is hoped that baseline information will improve our capacity to determine the historic and contemporary impacts of departmental operations. INAC has collaborated with the Environment Canada Green Team for TLC (INAC HQ) to implement events such as "Waste-Free Day" on June 2, 2005. This event focussed on the use of disposable polystyrene coffee cups in particular and provided employees with information about the actual volumes of disposable cups used at Terrasses de la Chaudière and also with the opportunity to obtain a free reusable mug.

CS has developed a Sustainable Internal Operations Communications Strategy for 2004-2006 in collaboration with the Communications Branch. Regional greening is to be facilitated by the establishment of the Environmental Sustainability Network Working Group.

In accordance with target 5.4.2's action plan, the informational capacities of INAC's web-based Sustainable Internal Operations awareness tool have been upgraded and the tool has been promoted at two events so far in 2005.